

# THE JOURNEY

WINTER 2022

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*Wings*



FARMER SCHOOL OF BUSINESS

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# – welcome –

This fall semester was a whirlwind at the school. Having our students and faculty in the building, welcoming prospective students and their families, corporate partners and recruiters on campus...the energy was incredible.

I enjoyed meeting several alumni – some while I was traveling, others like Mark and Natalie Rappaport (both FSB '04) and Natalie's dad, Bill Hoover '63, here in Oxford. Mark's professional journey and personal philosophy appear in this issue.

I hope you enjoy reading about how our student organizations are applying what they are learning to be a force for good and continuing the journey of alumni previously featured in the magazine.



— Poets & Quants —



Our faculty are also spotlighted here – for new initiatives, in and outside the classroom, and also to shine a light on a well-kept secret – they are as highly regarded for their research as they are for their devotion to teaching.

We are anticipating an equally energizing spring semester, and I'm looking forward to connecting with even more of our students, alumni, and supporters. ■

Love, Honor and a Happy New Year,

**Jenny Darroch**

*Dean and Mitchell P. Rales Chair in Business Leadership*

**BREAKING NEWS** – as this issue went to press, Poets & Quants released their 2022 rankings of undergraduate business schools and I am so pleased to report that your Farmer School of Business is now ranked as the No. 12 business school (up from No. 17), in the top 10 for career outcomes, and among the top 5 for student experience – among all public schools.



# Talent and Attitude

## *Give Red Bull's North American Chief Commercial Officer Wiings*

Growing up in metro Detroit, attending the University of Michigan or Michigan State seemed like obvious choices for Mark Rappaport. But Miami was also a “known commodity.” In fact, Mark had several close friends a year older who were there. A visit to campus sealed the deal. As he described, “You feel the magic, you see how different it is. And it became an easy decision from there. Far enough away but not too far away.”

He majored in organizational leadership, and then added a second major in business management. His wife, Natalie, was in the same year and major, and although they shared a few classes, they didn’t realize it until they met four or five years after graduation.

At Miami, Mark was focused on hitting all the “mile markers” that would lead to graduation, perhaps in part because family circumstances meant that he had to be financially self-sufficient from an early age. That focus

may have contributed to a regret he remembers to this day, one that he advises current students to consider, **“I was probably focused on the wrong outcomes. What my outcome should have been in college was to get exposed to a lot and build skills and competencies instead of worrying about a career path or grades.”**

Prior to graduation, he accepted an offer from Altria Group, one of the world’s largest producers and marketers of tobacco, cigarettes, and related products. “Altria offered a really good compensation package, and a clear career path. And those were things at the time that I valued because it was a pathway to financial independence. I chose Altria for probably all the wrong reasons in hindsight.”

That second “wrong” had a silver lining. As Mark described, Altria had incredible infrastructure, training, and development. That brought the opportunity for a new hire to gain a lot of leadership, analytical, sales, and negotiation capabilities. Within a year and a half, he had been identified as someone who had executive level potential and was shifted to a path where he was rotated in and out of different roles every two or three years.



“ I AM HERE BECAUSE I’VE BEEN VERY SELF-AWARE AND TRIED TO IMPROVE CONSTANTLY AND THEN I’VE SURROUNDED MYSELF WITH PEOPLE WHO ARE FAR SMARTER AND MORE TALENTED THAN ME.”



“I did an analytics stint in their headquarters, which was super fascinating. I’ve always been very rooted in analytics, and math, and unemotional decision-making. And that was really a crash course for me, I did it for both the brand marketing side as well as the sales side. Then they let me call my next shot and follow my passions. I had spent my early, mostly single, years in places like Cleveland, and Richmond, and all these others, and I really wanted a big metro. And I was fortunate enough to be sent to San Francisco, where I was the general manager of their northern California business. They let me determine my skill development. It was really fascinating. It included sales and distribution, but also government affairs, regulatory, training, development, and P&L management, and it was really great. It was just an ideal place to start a career. **There is a zero percent chance I’d be where I am today without their ability to build and develop my skills.**”

While in San Francisco, Mark’s quest for knowledge lead him to earn an MBA at Saint Joseph’s University. “I got a ton out of my MBA experience and a ton more development because I was just at a mental place where I appreciated it and where I understood the right outcomes. I had made all these incredible friends, and classmates, and peers, who were doing a lot of impactful, meaningful things. They were making “one door” decisions, where what they decided would determine the success or failure of the business. I felt like I was at the stage where I could do that, too.”

But leaving Altria wasn’t an easy decision. He was successful, earning more than he ever thought possible, had stock options, and enjoyed the people with whom he worked. Yet, the decision to leave was one he knew was right.

“My motivations and goals were changing – it wasn’t just about the money. I had already made more than I thought I would in my entire career. I made the leap to a startup. there was a patent attorney in Scottsdale, AZ who had the patent for what I thought was the first electronic cigarette. And he had a great mission which was to provide a ‘safer alternative to combustible cigarettes.’ His vision was to save lives. I joined with about a half dozen more commercially oriented people. We went from 0 to 150,000 outlets selling just in 18 months. At our peak, NJOY had a billion-dollar valuation from Bain Capital and I thought I was going to retire at 30.”

**Six months after Mark left the company, NJOY declared bankruptcy.**

“I think a lot of people would deem it as a failure, looking at it from the outside. I don’t think it was a failure at all. I think I was a naive, younger person who came from corporate America. I didn’t know some of the right due diligence to do when you enter a privately held company. Like what is the financial structure? What’s the cap structure? What’s the board like? How strategically aligned are you with the founder? **I left that place with more learnings and more development in three years than I did in my ten years at Altria.** It armed me with stuff where I could go do a bunch of things.”

Mark joined Red Bull in 2016 as Senior Director of Key Accounts, with P&L responsibility for a business that delivered \$500 million in annual revenue. “I took a lesser role to start than I was offered in other places. I wanted to learn from a company who’s built from the brand out. I’ve grown and learned immensely from that experience.”

And that learning made a big impression. A year ago, Mark was named Red Bull’s Executive Vice President & Chief Commercial Officer. “I’ve been here five years and I’ve had three different roles and now they’re trusting me with the keys to a multi-billion dollar business. It’s everything from sales to distribution to operations to finance to



analytics, etc. I think I'm now at a point where I'm ready for this, and I'm surrounded by great people. It's great, I'm so happy, it's such a great company. It's such a cool job. I'm old, but I'm not that old for them to entrust me with such a big part of their business, between the board and everybody else. I'm super lucky.

"I am here because I've been very self-aware and tried to improve constantly and then I've surrounded myself with people who are far smarter and more talented than me. I always tell people in their career path, don't worry about yourself. If you deliver results and you're a great teammate and you do the things you need to do, you'll get opportunities. You don't have to raise your hand or self-promote. I think when people worry about the next step, what they start doing is they start making decisions for themselves instead of for others."



### So where will Mark's never-ending quest for self-improvement lead him?

"I'm not worried about where my career path will go. I've never worried about the next step. **I think charting your career path is dangerous. I just want hills to climb and I want to make a difference.** And I have a track record of taking businesses and growing the hell out of them and building really healthy and diverse organizations.

"I know I'm going to be successful. I know my family and I are going to be just fine. We'll make decisions. I think as long as I stay focused on taking care of my business and taking care of my people and taking care of my family, the chips will fall where they may and I'll be just fine. Natalie and I have a five-year-old and a one and a half year old. Our daughter was born right at the beginning of the pandemic.

**My goal is put my children in a position where they have the ability to chase their passions instead of a paycheck. I want to give them wings!" ■**





# Business Partnership

## *Allows School to Keep Ahead of the Times*

A gift from longtime business partner EY is helping the Farmer School achieving its mission of preparing students to be Beyond Ready to take on leadership roles in the ever-evolving business world. The gift enables the school to expand and enhance its suite of cybersecurity offerings, including the formation of a Cybersecurity Management track within the Information and Cybersecurity Management major, and the continued evolution of the Information Security minor. In addition, it will support faculty development and research in cybersecurity, cybersecurity awareness and curriculum throughout the FSB, as well as computational needs in this area.

EY partner David Meyer explained the organization's reason for the gift, "**Cybersecurity is the one of the most significant business issues we're all encountering.**

**We've got to make sure that we're helping Miami ensure that their students have some basic knowledge about cyber. We are so proud to be partnering with the Farmer School in this regard."**

Farmer School dean Jenny Darroch noted, "The support from partners like EY is essential to the school in our efforts to provide the best undergraduate business education to our students, ensuring that they graduate beyond ready to launch their careers. We are proud that EY chooses to hire so many of our students, and believe this initiative will only strengthen that relationship."

Skip Benamati, chair of the Department of Information Systems and Analytics, said the gift will give a big push to the Farmer School's efforts. "I am so excited about our EY partnership. The energy to get our cyber efforts off and running created by the EY gift is exactly what we needed. There is a big and growing need for managerially-

focused cyber talent. This consistent message motivated us to create this uniquely-focused program. Having EY's talent, resources and experience helping us to shape our efforts, will enable us to quickly produce students to begin to fill this void."

"We see cyber as one of the critical business issues today. **The challenge and importance of cyber has only heightened as we witness continued attack activity being reported as front page news.** To combat this business challenge we need more students exposed to, and then selecting careers in cyber. We are grateful to the Farmer School for teaming with EY to enable its students to avail themselves of cyber as a career option as they approach matriculation," added David Burg, Partner/Principal – Technology Consulting at EY.

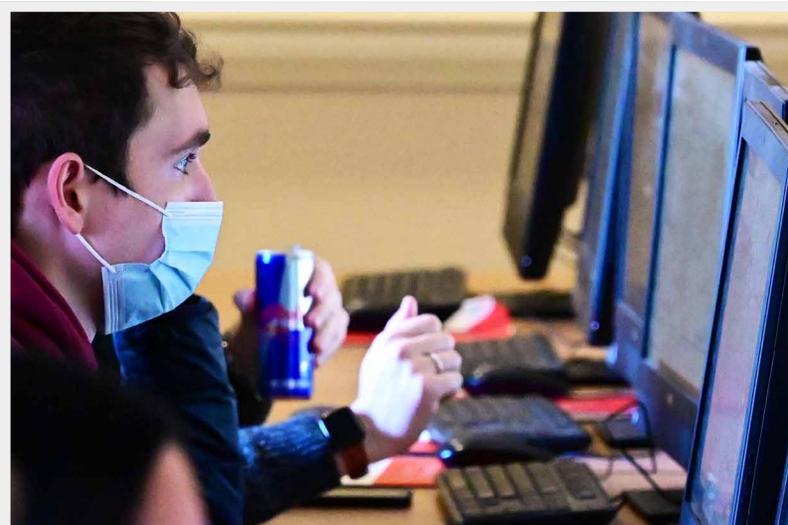
Information systems and analytics assistant professor Joseph Nwankpa will head up the program as the newly-named Director of Cybersecurity Initiatives, tasked with:

- Leading efforts within the department of information systems and analytics to develop unique cybersecurity programs for Farmer School students
- Identifying ways to better integrate cybersecurity into the curriculum throughout the Farmer School
- Launching and maintaining a cybersecurity speaker series and co-curricular programs to inform faculty and students about cybersecurity and engage them in activities focused on the business aspects of cybersecurity
- Encouraging faculty research in cybersecurity-related topics
- Building relationships with external stakeholders in cybersecurity



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"My position will allow me to not only reach out to the industries and understand the threats, but also look at how we can be able to input cybersecurity initiatives in a multi-disciplinary standpoint," he said. "Cybersecurity is no longer an information technology problem. Even if you're a finance major or marketing major, this is the reality that you're going to face in everyday transactions and everyday responsibilities that you have." ■





# THE ULTIMATE “GOOD SPORT”

How much of a hockey fan is Liz Wardlow? If she'd had her way, she would have been on the ice with a stick long before she turned 8. “I remember one day my dad got my little brother his hockey gear and signed him up for learn-to-play classes. And I was so mad. I was like, ‘I want to play! He’s younger than me, why does he get to play?’ And I just wouldn’t let it go,” she recalled. “Finally, my dad did some research and found some girls’ hockey teams in the area, signed me up and I was just obsessed. I was hooked.”

Hockey has played a role in Wardlow’s life since the day she put on skates and a jersey for the first time, a life that’s led her to marketing roles in the National Hockey League and the National Basketball League.

After playing hockey through high school, Wardlow said she was considering a variety of schools, including some Division III schools with women’s hockey programs. While her parents nudged her toward Miami because of its smaller size and great reputation, Wardlow wasn’t sold on it. “I had that mindset of ‘I’m not going to go here, but



it’s really nice.’ Miami just kind of stuck around where I was thinking, ‘Well, I’ll just apply.’ And then ‘Oh, I got in,’ and I was thinking of all my options and I remember thinking ‘Well, I really want to play hockey,’” she said.

Of course, **Miami didn’t have a women’s hockey team of any sort when Wardlow stepped on campus as a freshman in 2009, but that didn’t deter her.** She talked with the man who ran the club sports program, to the people in charge of Goggin Ice Arena, to a pair of juniors who had played some intermural hockey and had seen some other women around Goggin who might be interested in hockey. “They helped me get ice time, we had some informal skates, and we pulled a ragtag group together and started having practices and scrimmages,” Wardlow recalled.

**“I’ll never forget. We had our first real game. We went up to Ann Arbor and we had six Miami students, a goalie who was a grad student, and we pulled a couple of girls that played at Talawanda High School to have enough players. We didn’t have jerseys. So we got red pennies that they used for broomball. We didn’t have a bus or anything, so all the girls that had cars, we piled in and we go up there. We play at Yost Arena and they have their Wolverine helmets and they’re blasting the fight song and we literally show up and we look like The Mighty Ducks,” she said.**

In a Mighty Ducks movie, the ragtag team would rise to the challenge and beat the favored team. That did not happen in Ann Arbor that day. “We got crushed obviously. But honestly, it wasn’t discouraging. It felt like we were making progress that we even played a team. We felt like we had to make the effort to go up there and show that we were serious. No one was going to come to Oxford and play us if we didn’t show that this is a real thing that we’re trying to do,” Wardlow said.

As she worked toward a marketing degree in the Farmer School and continued to build the women’s hockey team, Wardlow decided that for her junior year internship, she knew there was only one sort of place she wanted to intern. “I just applied for every single internship with every NHL team. I was applying to Edmonton, even though there’s no way I’m going to Edmonton this summer. With my experience with playing on the club



team and volunteering at youth hockey events, I got a call back from the Nashville Predators,” she said. “They were looking for someone that could help them with their ‘Try hockey for free’ programs and then different fan programs like Kids Club and festivals and just getting the brand out there from my grassroots marketing perspective.”

Through some luck and pluck, Wardlow turned that intern experience into a full-time job with the Predators after she graduated in 2013. “I learned so much down there,” Wardlow said. “It was a great experience and a great first job to kind of get my feet under me. There were a lot of ups and downs, but it was a great experience overall, and it was just a lot of fun. The team was young, the organization is young and the city is a lot of fun. So it was the perfect place to be.”

Around the same time, she got to see the hockey team she helped create make it all the way to the top. “The year after I graduated, they actually qualified for the national tournament for the first time and they won. I went out to watch the national tournament and it was one of the coolest things to see. We went from wearing pennies at Yost and getting destroyed to being the best club team in the country in a few years,” Wardlow said. “I feel so fortunate that after being there for the beginning, that there were people that we could leave it to that cared, and to see the team still having success now.”

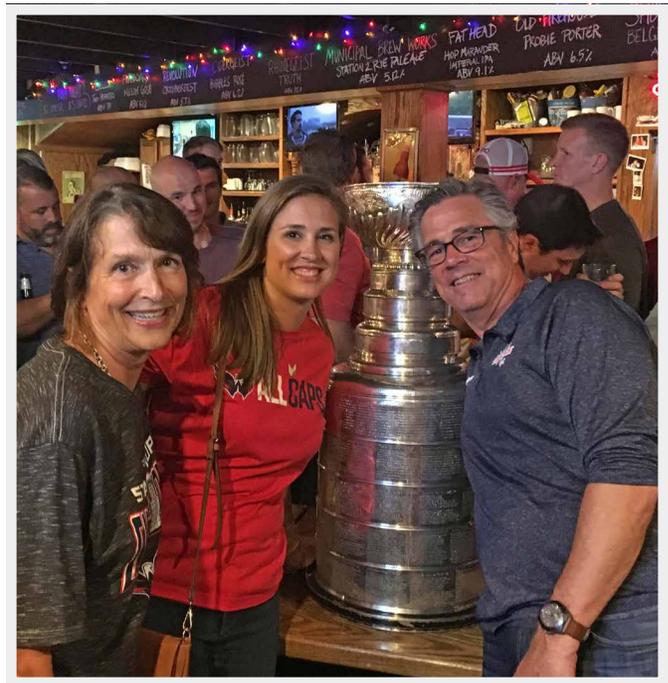
**In 2016, Wardlow was looking for a change, and she found it when she was hired by the Washington Capitals to be the fan development manager. “I think fan development is different for every team, which is also why it’s hard to kind of pin down exactly what it is. I think each team identifies what different things they want to activate in their market,” she explained. “How do we connect with our community and our fan base? How do we get our fans to feel like they know our brand and our players, and how do we get people hooked?”**



Wardlow said she was recently reminded of her good fortune when she accompanied a fan to the Wizards’ court for a promotional event. “He’s standing there and he said, ‘I never thought I’d be down here in my life.’ And then he looks at me and he said, ‘This is your job? How do you get this job?’” she said. “Sometimes you forget that this job isn’t ordinary. I feel fortunate that I was standing courtside at an NBA game, just emailing away about something else, totally oblivious. And he was like, ‘I can’t believe this is your job.’ And I said, ‘Yeah, I guess I’m pretty lucky.’” ■

Wardlow joined the Capitals during the team’s latest upswing, winning their division every season from 2015 to 2020, and winning the Stanley Cup in 2018. She accompanied the Cup when goaltending coach and Farmer School MBA graduate Mitch Korn brought it to Oxford in the fall of 2018. “Experiencing the playoffs and Stanley Cup championship, working all the different games going to All-Star games. Having these different experiences I never thought I would have been able to have has been really fun,” she said.

Wardlow works for Monumental Sports, which owns the Capitals and four other teams, one of which came looking for her talents. “I was approached by the Wizards to take on a new director of fan development role. They’re really looking to grow their community engagement programs, and the NBA has a lot of different league-wide platforms that we support. They were like, ‘We need someone who’s going to like take on all of these programs.’ I honestly never in my life thought I’d be working for an NBA team,” she said. “I think even though hockey is my passion, if I want to continue to grow in the industry and get back to hockey at a higher level, I think it’s good to get the outside experience in the NBA and see how a different team works. Be able to say that I I’ve tried something new and that I can do something different. So it’s been an interesting few months, but I’m enjoying it and it’s always good to try something new.”



— Poets & Quants —





# *Back in person and here to work:* Startup weekend returns



2017 Miami University philosophy and entrepreneurship graduate Josie Dalton isn't just the program manager at Flywheel Social Enterprise Hub in Cincinnati. She's a coach, cheerleader, mentor, and judge at - and probably one of the biggest fans of - the Miami University Techstars Startup Weekend.

"There aren't very many experiences around campus or in life where you can get such intense hands-on experiential learning like this. Everyone is collaborating, sharing ideas. You're encouraging creativity, you're encouraging hustle," Dalton said.

More than 130 students from across the university took part in the live three-day event this year, where they pitched ideas, formed teams, ideated, validated, and created products that they then pitched to a group of judges made up of faculty and business leaders.

"It was so exciting to be back in person for the first time in a couple of Startup Weekends. The energy was amazing. I thought the teams all got along with each other really well, which made them move a lot faster towards effective solutions and have really good teamwork and energy. So it was just great, great vibes," Dalton said.

Seventeen teams were narrowed to four finalists:

- **First place went to Pips, a tasty and healthy snack aimed at children**, with team members Abby Grone, Jamie Nguyen, Emma Shaffer, Jake Ransbottom, Natalie Brinkman, and Nicholas Nocevski
- **Soteria, a collection of easily-carried personal protection items, took second**, with team members Nicole Jurado, Nathan Zobrist, Leane Kinney, Evan Laslo, and Katie Thompson
- **In third place was Sustaina Products**, a one-stop shop for a variety of sustainable items, with team members Sophia Wine, Tyler Storer, Brynn Gage, Jackson Trester, and Maisie Peters
- **The fourth spot went to My College Closet**, a website for peer-to-peer clothing rentals, with team members Ainsley Cook, Caroline McManus, Sylvie O'Connor, Grace Steigerwald, and Sara Vanner
- **Ella Roberts was named Startup Star** for her energy and dedication through the weekend.



**“ I WOULD ENCOURAGE A LOT OF ENGINEERS TO COME TO THIS BECAUSE WE OFTEN HAVE A LOT OF THESE IDEAS, BUT IT’S JUST ONE OF THOSE THINGS WHERE YOU NEED TO TALK TO SOMEBODY AND SEE IF WE CAN MAKE IT WORK. MAYBE IT WON’T WORK. I DIDN’T KNOW IF THIS WOULD WORK AT ALL. IT KIND OF DID.”**

“I’m an engineer and we understand that marketing is part of the process, but actually getting a full in-depth experience going from the technical side to the ‘talk to the layman’ side is really a big deal,” Nocevski said. “I would encourage a lot of engineers to come to this because we often have a lot of these ideas, but it’s just one of those things where you need to talk to somebody and see if we can make it work. Maybe it won’t work. I didn’t know if this would work at all. It kind of did.”

“I thought that this was such a meaningful experience, not only because you learn how to really work and evolve within a team, but also because I learned the entrepreneurial creative process,” Jurado said. “We started from the very beginning, to developing the problem and idea to the end, to actually presenting it.”

**“I probably wouldn’t change the experience for the world. I learned so much, and I’m so thankful for my teammates, for the mentors, the professors, everyone that helped me,” Thompson said. “I think it was amazing and I would 100 percent do it again.”**

“On Friday I was just overwhelmed. I didn’t know if I could do this, but then on Saturday, when we really got into it and we got with our teams and spent time together, I knew we had a good group of diverse people and that we could really pull this off,” Grone said. “That made it so much fun, just meeting these people and working together.”

Some 50 judges took part in the event, some in person, and others virtually via Zoom.

“To see the students move across that journey in 48 hours, create new friends, take an idea, and take it all the way to a pitch. The competition side of it was outstanding, amazing. And I loved being a mentor, loved being a judge,” ESP professor Dan Docherty said.

“I hope that they take away that that they really are capable and prepared to go out into the world and do great things,” Dalton said. “I manage a startup accelerator in the Cincinnati ecosystem, and this weekend I saw students tackling a lot of the same challenges coming up with a lot of the same strategies, moving forward on a lot of the same social issues and things that our founders are working on every day. So I hope they know that they can do it too.” ■



# STUDENT ORGANIZATIONS - A FORCE *for Good*

Among the student organizations, fraternities, and sororities on the Miami University campus, there are more than 40 with a connection to the Farmer School of Business. Many of those business organizations strive to help communities tackle issues and to help their members grow personally and professionally.



Student members of the **Council on Social Entrepreneurship (COSE)** worked along both lines when they accepted Women Helping Women (WHW) as a client project this fall. “We want students who not just come and hang out, we want them to be interactive. This is the opportunity to build a portfolio and to help others,” co-president of COSE and senior strategic communication & entrepreneurship major Chi Pham explained.

“We have a problem and the problem is that we’re not seen on campus and we’re not very visible,” WHW campus advocate Morgan-Allison Moore said. “We wanted to know, from students who have interests in business, marketing, entrepreneurship, what we should do to market better to the campus?”

Over the course of three weeks, COSE members looked at the problem, did interviews, and came back to Moore with some plans. “I was taking a lot of notes when they were doing their presentations because they had amazing ideas,” Moore said. “Hearing how they feel like it should work as students, it gave me a lot of direction. I talked to my supervisor, prioritized the ideas, and started making the connections.”

**“A lot of the ideas that we were coming up with, we were gaining this understanding that social justice problems always involve a sense of personal accountability,” junior theater major Alexandra Leurk noted. “We all have to have a personal accountability for the problems so that it can be more of a personal situation that we can solve.”**

“They learned more about soft skills, how to do teamwork, how to divide the work, how to step up and be a leader, how to put up a pitch stack, how to research. They learned by going out and going through the entire process,” Pham said.





The **Alpha Kappa Psi** business fraternity has found ways to build professional development through philanthropy. “We can raise money for charities and philanthropies that mean a lot to us while trying to develop and grow people in certain ways,” Alex Hoffman said. **“You touch on marketing, communication, building confidence in yourself to go up to people and talk to them.”**

This fall, AKPsi raised thousands of dollars in a sales competition with the other business fraternities. The product? Glow sticks. “We ended up raising around \$3,300,” Hoffman said. “We were really excited about that event because it taught some of our newer members a lot of key skills that they’re going to need in the business world.”

Meg Goldberg said that the simple act of being part of the community in an organization like AKPsi can bring benefits on its own. “It provides a really good opportunity for informal mentorship. When I was a first-year, there were a lot of people that I looked up to, and I had really easy access to them, to talk to them about what they were doing and how I could do the same,” she said.

“Since then, I’ve spent a lot of time talking to other people that are younger than me, and some somewhat older members do the same with me. We’re paying it forward. **I think that it shows that people are really consistently looking to grow and no one**

**really wants to just stay in one place in college. College is the time for growth,” Goldberg said.**

The **Delta Sigma Pi (DSP)** business fraternity also emphasizes professional development among their brothers. But chapter president Mitchell Boice said that DSP takes a slightly different direction with development. “We kind of focus on pushing our brothers more towards their passion jobs,” he explained. “I think we really try to push finding your way behind each job that you do. Everything that can be done can be done really well with a good purpose behind it, so I think that purpose is what a lot of our professional events focus on.”

Guest speakers to DSP meetings have a wide variety of career paths, which fits the chapter’s objectives. “We like to tell other peoples’ stories of how they found their way to inspire our brothers to be bold and try to find their own way,” Boice said. “I think showing all those examples of people who have really been successful, both in the business world and outside of the business world, really instills a can-do attitude in a lot of our brothers.”



“Each week we shared an advice video addressed to our specific brothers, from alumni in all industries and of all ages, to remind our brothers to take advantage of the resources here at school to set themselves up to have impactful careers,” vice president Alexa Bolena said.

The fraternity helped the community by volunteering at soup kitchens and by picking up trash in Uptown, while raising money via bake sales, selling apparel, running concession stands at Miami sporting events, and resumé printing. Some of that money went toward helping brothers afford to attend national fraternity conferences. Within Delta Sigma Pi, the chapter earned an Outstanding Service Award for a Collegiate, presented to the chapter that plans and implements the most effective and comprehensive program of service to others.



“As a chapter we managed to raise over \$8,000 for the Michael Hayes scholarship, all through a hybrid 5k event that we did in small groups on Miami’s campus and virtually around the US,” Bolena said. “We also were proud to win the business organization food drive to best show why we value philanthropy and how we work hard to constantly give back to our community.”

To aid in development, seniors held an open house for younger brothers to get professional help related to resumés, interviews, case studies, and potential career opportunities.

Boice said that the fraternity wants to be there for its brothers even after they head out into the real world. “We build relationships here so that when you get to your new job, you can build many relationships there and have that place kind of become your home,” he said.

The **Multicultural Business Association (MBA)** prides itself on offering its members smaller, more personal opportunities to grow as a professional and as a person. “We do an annual pre-Career Fair to give our members that first touch with recruiters so that when they go to Career Fair, they already have some connections made, giving them that much more of an intimate feel,” co-president Katie Lees said.

The group holds career insight sessions, where upperclassmen talk with younger members about internships they’ve had, job offers they’ve seen, and classes that they’ve found beneficial to their career plans. Alumni visit to talk with members about their experiences in MBA, in Farmer, and after graduation.

MBA also teamed up this year with Alpha Kappa Alpha sorority and the First Miami University Student & Alumni Federal Credit Union to turn the Farmer School building into a game of Life. Much like the beloved board

game, students taking part visited various stops to make decisions that would determine the hypothetical path toward their future.

“We also focus on personal branding. We think it’s important to understand your own brand because when looking for a job, a company is always trying to find what’s unique about you,” co-president Brandon Stewart explained. “We had a discussion with Dean Darroch breaking down who we are as an organization, who we are individually in it, and how do we move forward, both personally and professionally, within Farmer, and within the organization.”

**The multicultural aspect doesn’t just apply to race or gender, Lees noted. “Something that we really pride ourselves on is even though we identify as a business organization, we have students that are outside of Farmer as well in our organization. That brings in those perspectives of students who experience Miami outside of Farmer,” she said. “We learn about opportunities they’ve had that could tie into the Farmer School, and we have the opportunity to explore combining their majors and experiences within our organization as well.”**

The Farmer School’s business student organizations provide a wide variety of opportunities that help ensure that students are Beyond Ready for whatever comes next.





FARMER SCHOOL OF BUSINESS  
Department of Entrepreneurship

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We prepare tomorrow's entrepreneurial leaders to be job ready, day one.

**1 in 4**

Miami University undergraduates took at least one entrepreneurship course

**42**

student-led startups completed the RedHawk Launch Accelerator since 2016



the largest university-lead celebration of creativity and innovation in the world  
(United Nations International Day of Observance)

**NASDAQ Center of Entrepreneurial Excellence Award**

**401**

angel and VC investors, founders, and business professionals mentored our students

**\$31M**

in follow-on funding raised by these RedHawk Launch Accelerator startups

**\$1.6B**

in venture funding raised by graduates in the last year

**65%**

of entrepreneurship faculty have started and/or run a company

**4 of 5**

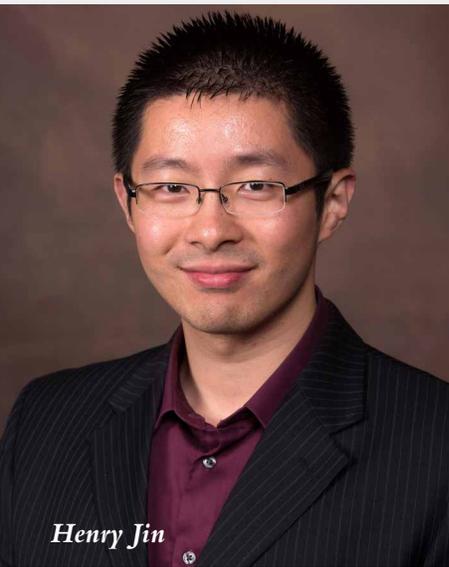
Entrepreneurship co-majors and minors launched a startup while at Miami University

**100%**

of entrepreneurship graduates completed at least one internship  
(74% completed 2 or more)

Visit [MiamiOH.edu/Entrepreneurship](http://MiamiOH.edu/Entrepreneurship) to learn more

# Faculty members take the mystery OUT OF SUPPLY CHAIN WOES



Henry Jin

When the super container ship Ever Given became lodged in the Suez Canal for nearly a week in March 2021, it became a worldwide news sensation and the butt of many jokes and internet memes in the days and weeks that followed. But the ship's plight was also a high-visibility symbol of a much larger problem that was starting to make its way into the lives of families and consumers around the world.

"That impacted not only the ships that were currently in the canal, but the entire global flow of trade. Because ships couldn't get through the canal, which backed up shipping just like ships that are currently backed up in the port," Monique Murfield said. "That definitely impacted lots of things. But there's just so many things that have happened that we couldn't even mention everything."

When toilet paper and hand sanitizer disappeared from store shelves as the COVID-19 pandemic took hold in early 2020, it was apparent that consumer demand outpaced supply. But Henry Jin said that the pandemic has often been blamed for supply chain issues unfairly. "The pandemic is being used as a scapegoat. The pandemic may be a catalyst to push over the first domino, but all the other dominoes have been lined up for a long time now, and simply ending the epidemic doesn't mean all the other dominoes go away," he said.

Other dominoes in the supply chain crisis include:

- **Parts shortages:** "Companies are having trouble getting the materials that they need in some cases to manufacture products," Murfield, director of the Center for Supply Chain Excellence, explained. "There's a chip shortage that we've been seeing for a number of months now. People may not realize there's a chip in your toaster, it's not just going into a vehicle or a high-end washer, but really basic things."
- **Unpredictable consumer demand:** "People have been buying weird things in big numbers that they normally wouldn't buy. I heard there was a shortage of car carriers for people who want to go on road trips, there was a shortage of playing cards for a while, there was a shortage of puzzles, there's a shortage of bicycles. People behave differently. They want different things," Lisa Ellram said. "And that really screws up the supply chain because most supply chains are not made for extreme flexibility. Only custom order items are really made to be flexible. The rest of the supply chains are pretty much made for a known, predictable demand."



Monique Murfield

**“THERE’S A CHIP SHORTAGE THAT WE’VE BEEN SEEING FOR A NUMBER OF MONTHS NOW. PEOPLE MAY NOT REALIZE THERE’S A CHIP IN YOUR TOASTER, IT’S NOT JUST GOING INTO A VEHICLE OR A HIGH-END WASHER, BUT REALLY BASIC THINGS.”**

- **Truck drivers:** “In the U.S. trucking industry, it is very well known that you have a lot of drivers retiring, and you don’t have a lot of new drivers coming in. So there is a driver shortage, and the driver shortage is a significant influence on everything else,” Jin said.
- **Port congestion:** “Items coming into the Port of Los Angeles are sometimes sitting for four to six weeks before a ship is unloaded,” Murfield said.
- **Railroads:** “As containers are building up in ports and railyards, railroads are having to suddenly say, ‘All right, my railyard is completely full. I’m not taking any more containers,’” Jin points out.
- **Shipping containers:** “There’s no fundamental shortage of containers. There’s plenty of containers in the world. It’s just that they’re all sitting somewhere. They’re full of stuff, waiting to move, waiting to be unloaded. What we need is to be able to empty those containers and get them back in circulation,” Ellram said.
- **Manpower:** “The post office is trying to hire 40,000 people right now. UPS is trying to hire 100,000 people. We don’t have enough people power to do all the jobs, and that’s true in the warehouses as well,” Ellram pointed out. “It’s very difficult, when you’re backed up, when you have a bottleneck situation, to work out of that situation when you can’t get more people.”

The manpower problem became an issue of its own that really began to manifest itself as the pandemic eased somewhat in 2021 and businesses started to reopen. “People were holding onto their jobs because there was uncertainty. And because of the pandemic, no one was ready to make a jump. Nobody was interviewing, nobody was looking. And so as soon as that tailed off, all that pent-up demand just skyrocketed,” management professor Scott Dust explained.

That demand for new work left holes, sometime gaping holes, in industries that often have high turnover in any economy – food, retail, service, etc. Economics professor Riley Acton said that a lot of those holes that would normally be filled by new workers simply weren’t filled. “There seemed to be some amount of kind of mismatch in terms of what types of businesses were looking for workers and what types of workers were looking for jobs, and that as not quite lining up.”

Some experts blamed the enhanced unemployment benefits that states and the federal government extended to laid-off workers for keeping them at home. But Acton said studies have shown that states that ended those enhanced benefits early didn’t see much of an increase in employment. “There was a little bump in people going out and getting jobs, but fairly small, something like a four percentage point difference between states that ended them early and states that did not,” she said. “What they find is that if you have one person who goes out and finds a job, you may have seven people who don’t. Those people don’t have benefits anymore and aren’t finding a job. So what do they do? They ended up spending less.”



*Lisa Ellram*

Heading into the holiday season, some businesses were still struggling to hire enough people, even as

unemployment rates fell well below five percent. “The impression is that nobody wants to work at a restaurant anymore and nobody wants to be in service in confined areas indoors, which is retail and restaurants. Those two areas in particular, there is a labor shortage. And I think that’s real,” Dust said. “If I can make \$20 an hour doing something on my computer at my house versus putting myself at risk by being indoors and dealing with customers who may or may not be vaccinated, I’m probably going to choose sitting in front of my computer.”

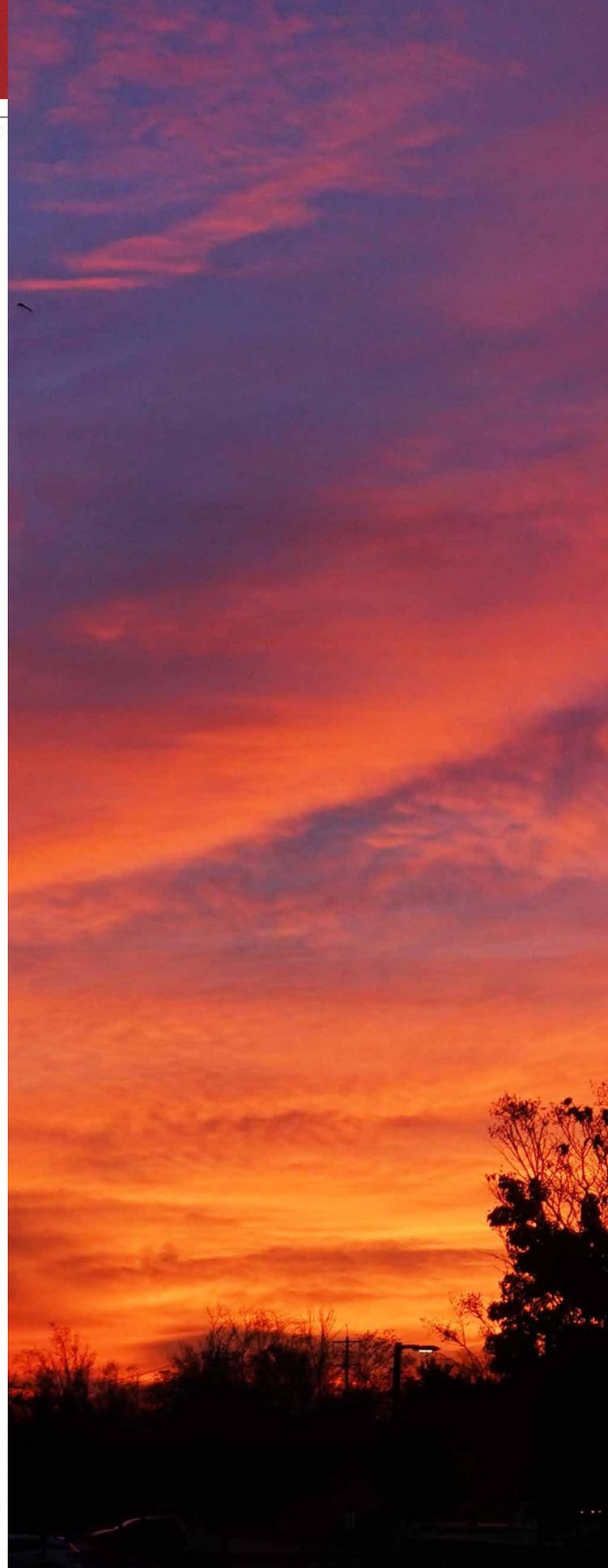
And with COVID variants like Delta and Omicron arriving in the U.S., workers are still having to consider issues like childcare and health concerns when deciding to take on a role, and as a result, they’re looking for more money. “The answer to the classic economic question of, ‘How do you get rid of a labor shortage?’ is ‘You raise the wage,’” Acton said. “It’s important to remember that the labor shortage we’re seeing is a labor shortage at a given wage. For many jobs, particularly in the service sector, people’s reservation wage – the lowest wage they’re willing to take – has gone up.”

Between increasing wages and increased shipping costs, buying things has gotten more expensive, especially items that are less expensive. “If you’re buying a something that’s more expensive, the increase is a tiny, tiny fraction of the total cost,” Ellram said. “So maybe it used to cost a dollar to ship a refrigerator across the ocean, but now if you shipped at the absolute worst time that would’ve been \$10. That’s not going to make the cost of your refrigerator go up dramatically.”

“But you think about all the little stuff that you buy at the dollar store, or the items that are hanging by the checkout, the increase has a huge impact on that, if the value of the item is 10 cents and it used to cost a penny or 5 cents to ship. Now the value of the item is still only 10 cents, but all of a sudden their cost to ship is huge. It could be as much as that item,” she said. “So dollar stores are stressing out, saying ‘We have to be the \$1.50 Store now or the \$1.25 Store.’”

“When will all these problems go away? Probably not before summer of 2022. Some of the problems that we’ve talked about, like the imbalance in supply and demand, digging out of some of these issues with the ports, and the infrastructure and capacity challenges in different areas, they take time to even out,” Murfield said. “It’s not going to be overnight, and some of these issues are much longer term.” ■

**“ WHEN WILL ALL THESE PROBLEMS GO AWAY? PROBABLY NOT BEFORE SUMMER OF 2022. SOME OF THE PROBLEMS THAT WE’VE TALKED ABOUT, LIKE THE IMBALANCE IN SUPPLY AND DEMAND, DIGGING OUT OF SOME OF THESE ISSUES WITH THE PORTS, AND THE INFRASTRUCTURE AND CAPACITY CHALLENGES IN DIFFERENT AREAS, THEY TAKE TIME TO EVEN OUT.”**





# OUTSTANDING TEACHING IS ONLY HALF OF THE *Story*



Some schools are known for excellence in the classroom, others for their scholarly research. We believe that our students, the community, and our profession benefit tremendously because we are the unicorn that does both.

The Farmer School is nationally known, celebrated, and highly ranked for the excellence of its teaching. Where many schools have graduate and doctoral students teaching undergraduate classes, our classes are taught by our professors, not by students.

What's not well known is the excellence of our faculty as researchers and subject-matter experts. From the top ranked academic journals to major consumer publications like the Wall Street Journal, Forbes, and the Financial Times, the impact of our faculty is both broad and deep.

## DECEMBER 18, 2021

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Anne Farrell and Michele Frank, professors of accountancy, had their co-authored paper "It's Complicated: How a Subordinate's Gender Influences Supervisors' Use of Past Performance Information When Appraising Potential," accepted to the Journal of Management Accounting.

## DECEMBER 16, 2021

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Chris Sutter, assistant professor of entrepreneurship, had a cross-disciplinary grant proposal, "Finding Recovery: Research and Development to Match People with Substance Use Disorders with Placements in Real Time," accepted by the Ohio Department of Higher Education.

## DECEMBER 5, 2021

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Kerri Cissna, visiting assistant professor of creativity and entrepreneurship, had her co-authored paper "Diversity, Equity, and Inclusion: Strategic Plans for Start-Ups," accepted for publication in Global Encyclopedia of Public Administration, Public Policy, and Governance.



## NOVEMBER 29, 2021

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Chris Sutter, associate professor of entrepreneurship had his co-authored paper, "What makes resource provision an effective means of poverty alleviation? A resourcing perspective," accepted for publication in Organization Science.

## NOVEMBER 18, 2021

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John Bowlblis, professor of economics, had his co-authored paper, "Abuse and Neglect in Nursing Homes: The Role of Serious Mental Illness," accepted for publication in The Gerontologist.



## OCTOBER 17, 2021

Maria Weese, associate professor of information systems and analytics, had a co-authored paper, "Self-Validated Ensemble Models for Design of Experiments" accepted for publication by Chemometrics and Intelligent Laboratory Systems.

## SEPTEMBER 27, 2021

Darryl Rice, assistant professor of management, had his co-authored manuscript, "A Social Exchange Examination of Upper-Level Management and Supervisor Organizational Embodiment: The Roles of Supervisor Psychological Contract Fulfillment and Conscientiousness," accepted for publication in Journal of Social Psychology.

## NOVEMBER 9, 2021

Robert Dahlstrom, professor of marketing, had his co-authored paper "Systematic Review of Gender Differences and Similarities in Online Consumers' Shopping Behavior" accepted for publication in Journal of Consumer Marketing.

## OCTOBER 16, 2021

Fadel Megahed, associate professor of information systems and analytics, had a co-authored invited column, "The class imbalance problem" published in Nature Methods and a co-authored research paper, "Investigation of Heterogeneity Sources for Occupational Task Recognition via Transfer Learning" published in Sensors.

## SEPTEMBER 21, 2021

David Yin, assistant professor of management, had his co-authored paper, "Does Modern Information Technology Attenuate Managerial Information Hoarding? Evidence from EDGAR Implementation," accepted by the Journal of Corporate Finance.

## NOVEMBER 1, 2021

Jay Shan, assistant professor of information systems and analytics, had his co-authored paper "Predicting shareholder litigation on insider trading from financial text: An interpretable deep learning approach" chosen to receive the Bright Idea Award sponsored by the Stillman School of Business at Seton Hall.

## OCTOBER 4, 2021

Chris Sutter, associate professor of entrepreneurship, had his co-authored paper, "Venture Distress and Problemistic Search among Entrepreneurs in Brazilian Favelas," accepted for publication in Journal of Business Venturing.

## SEPTEMBER 15, 2021

Arthur Carvalho, assistant professor of information systems and analytics, had his paper "Aligning the Interests of Prosumers and Utilities Through a Two-Step Demand-Response Approach" accepted for publication in the Journal of Cleaner Production.

Darryl Rice, assistant professor of management, had his co-authored manuscript, "Integrating ethics and inclusion: How and when upper-level managerial leadership impact supervisory inclusiveness," accepted for publication in Current Psychology.



## SEPTEMBER 12, 2021

Jeff Merhout, John Benamati, and T.M. Rajkumar, professors of information systems and analytics, had their co-authored paper "The Influence of Career Panels on Student Perceptions, Attitudes, and Intentions toward Studying to Become Part of the Information Systems Profession," accepted for publication by the Decisions Sciences Journal of Innovative Education.

## OCTOBER 28, 2021

Robert Dahlstrom, professor of marketing, had his co-authored paper "Measuring Environmental Performance in Business to Business Relationships: A Bibliometric Review" accepted for publication in Marketing Intelligence and Planning.

## OCTOBER 1, 2021

Nam Vu, assistant professor of economics, had his co-authored paper, "Did the American Recovery and Reinvestment Act Help Counties Most Affected by the Great Recession?" published in Review of Economic Dynamics.

## SEPTEMBER 1, 2021

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Michael Conger, associate professor of entrepreneurship had a co-authored paper, "Green to Gone? Regional Institutional Logics and Firm Survival in Moral Markets" accepted for publication by Organization Science.

Scott Friend, associate professor of marketing, had his co-authored paper "Sales enablement: conceptualizing and developing a dynamic capability," accepted for publication in the Journal of the Academy of Marketing Science. He also had the co-authored paper "Marketing Strategy Implementation Impediments and Remedies: A Multi-Level Theoretical Framework within the Sales-Marketing Interface" accepted in International Journal of Research in Marketing.

## AUGUST 20, 2021

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Fadel Megahed, associate professor of information systems and analytics, has had three of his co-authored papers accepted for publication:

"Predicting unsafe driving risk among commercial truck drivers using machine learning: lessons learned from the surveillance of 20 million driving miles" in Accident Analysis & Prevention.

"Hierarchical point process models for recurring safety-critical events involving commercial truck drivers: A reliability framework for human performance modeling" in Journal of Quality Technology.

"Smart Wearable and Collaborative Technologies for the Operator 4.0 in the Present and Post-COVID Digital Manufacturing Worlds" in Smart and Sustainable Manufacturing Systems.

## AUGUST 17, 2021

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Joseph Nwankpa, assistant professor of information systems and analytics, had his co-authored paper "Leapfrogging Healthcare Service Quality in Sub-Saharan Africa: The Utility-Trust Rationale of Mobile Payment Platforms" accepted for publication in the European Journal of Information Systems.



## AUGUST 16, 2021

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Peng Wang, associate professor of management, had her co-authored paper titled "Unravelling the Relationship between High-Performance Work Systems and Firm Performance: A Mediation Analysis" accepted for publication in Human Resource Management.

## AUGUST 13, 2021

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James Coyle and Younghwa Lee, professors of marketing, had their co-authored paper "Improving intention to back projects with effective designs of progress presentation in crowdfunding campaign sites," published in Decision Support Systems.

## AUGUST 12, 2021

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Molly Holinger, visiting assistant professor of entrepreneurship, had her co-authored paper "Creative productive eminence in talented women: beliefs, motivation, and drive to create," accepted for publication in Gifted and Talented International.

## AUGUST 11, 2021

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Information systems and analytics professors Maria Weese, Allison Jones-Farmer and Waldyn Martinez and graduate student Lina Li had their paper "Robustness of the One-Class Peeling method to the Gaussian Kernel Bandwidth" accepted for publication in Quality and Reliability Engineering International.

Sina Esteky, professor of marketing, had two co-authored papers published:

"Chirping Birds and Barking Dogs: The Interactive Effect of Ambient Sensory Cue Source and Valence on Consumers' Choice of Natural Products." Journal of Retailing and Consumer Services.

"The educational placebo effect: branding higher education benefits student learning," Journal of Marketing for Higher Education.



## AUGUST 10, 2021

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Information systems and analytics professors Allison Jones-Farmer and Fadel Megahed have had three of their co-authored papers accepted for publication

"Modeling the differences in the time-series profiles of new COVID-19 daily confirmed cases in 3,108 contiguous U.S. counties: A retrospective analysis." will appear in PLOS ONE.

"Explaining Predictive Models: An Experimental Study of Data Preparation and Model Choice on Predictive Performance" will appear in Big Data. (with FSB assistant teaching professor Bob Leonard).

"A personalized and Nonparametric Framework for Detecting Changes in Gait Cycles" will appear in IEEE Sensors.

## AUGUST 5, 2021

Peng Wang & Scott Dust, associate professors of management, had their co-authored paper titled "Leader gender and employee power distance orientation as boundary conditions of the relationship between leader humility and leader-member exchange" accepted for publication in Human Performance.

## JULY 28, 2021

Bill Moser, associate professor of accountancy, had his co-authored paper "Terrorism and Corporate Tax Avoidance" accepted for publication in Abacus.

Jing Li, associate professor of economics, had his paper "On Estimating Risk Premium With Flexible Fourier Form" published by the Economics Bulletin.

Brett Smith, professor of entrepreneurship, had his co-authored paper "When the Beacon Goes Dark: Legitimacy Repair Work by Subsequent Entrants in an Emerging Market Category" accepted for publication in the Journal of Business Venturing.



## JULY 24, 2021

Eric Stenstrom, associate professor of marketing, had a co-authored paper, "The association between testosterone and unethical behaviors, and the moderating role of intrasexual competition" accepted for publication by the British Journal of Psychology.

He also had these co-authored publications accepted for publication

"Consumption on steroids: The effect of testosterone on preferences for conspicuous consumption and the moderating role of intrasexual competition" in Journal of Behavioral Decision-Making.

"Baseline testosterone moderates the effect of money exposure on charitable giving intent" in Psychology & Marketing.

"Prenatal hormones (2D:4D), intrasexual competition, and materialism in women" in Psychology & Marketing.

Hannah Lee, associate professor of marketing, had her co-authored paper "Reward Strategy Spillover Effects on Observer Cooperation in Business Networks." accepted for publication in Marketing Letters.

## JULY 20, 2021

Darryl Rice, assistant professor of management, had his co-authored manuscript, "Do the Right Thing: The Imprinting of Deontology at the Upper Echelons," accepted for publication in Journal of Business Ethics.

## JULY 16, 2021

Joseph Nwankpa, assistant professor of information systems and analytics, had his co-authored paper "Process Innovation in the Digital Age of Business: The Role of Digital Business Intensity and Knowledge Management" accepted for publication in the Journal of Knowledge Management.

## JULY 13, 2021

Marcus Jobe, Professor Emeritus, information systems and analytics, had his co-authored paper "Detecting selected non-random patterns with individuals control charts" accepted for publication at the Journal of Statistical Computation and Simulation.

## JULY 12, 2021

Feifei Wang, assistant professor of finance, had her co-authored paper "Downside risk and the performance of volatility-managed portfolios," accepted at the Journal of Banking and Finance.

Corey Shank, assistant clinical professor of finance, had his co-authored paper "The Effect of Extreme Weather on Suppliers' Earnings Transparency: The Need for Greater Disclosure" named the Best Paper at the Global Finance Conference last month.

Xi Liu, assistant professor of finance, had his co-authored paper "Are Analyst Short-Term Trade Ideas Valuable?" accepted at the Journal of Finance.

## JULY 5, 2021

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Brett Smith, professor of entrepreneurship, had his co-authored study "Toward a Theological Turn in Entrepreneurship: How Religion Could Enable Transformative Research in Our Field," accepted for publication in the Journal of Business Venturing.

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## JUNE 30, 2021

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Robert Dahlstrom, professor of marketing, had his co-authored paper "The Antecedents and Consequences of Brand Personality: A Systematic Review" accepted for publication in EuroMed Journal of Business.

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## JUNE 25, 2021

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Peter Salzarulo, professor of management, had his co-authored paper "Appreciating how your bread is buttered: Improving online order allocation for cross-channel retailers" accepted for publication in the International Journal of Production Research.

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## JUNE 19, 2021

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Riley Acton, assistant professor of economics, had her co-authored paper "Do Health Insurance Mandates Spillover to Education? Evidence from Michigan's Autism Insurance Mandate" accepted for publication in the Journal of Health Economics.

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## JUNE 15, 2021

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Arthur Carvalho, assistant professor of information systems and analytics, had his co-authored paper "Aligning the Interests of Newsvendors and Forecasters Through Blockchain-Based Smart Contracts and Proper Scoring Rules" accepted for publication in Decision Support Systems.

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## JUNE 4, 2021

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Laurens Steed, assistant professor of management, had her co-authored paper "Applicant initial preferences: The relationship with job choices accepted for publication" accepted in Personnel Psychology.

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## MAY 31, 2021

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Xi Liu, assistant professor of finance, had his co-authored paper "Do Firms with Specialized M&A Staff Make Better Acquisitions?" accepted at the National Bureau of Economic Research.

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## MAY 4, 2021

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Chris Sutter, associate professor of entrepreneurship, had his co-authored paper, "Breaking The Cycle Of Crime: Promoting The Positive Social Spillover Potential Of Entrepreneurship," accepted for publication in Journal of Business Venturing Insights.

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## APRIL 30, 2021

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Gabe Lee, professor of information systems and analytics, had his co-authored paper "Improving Intention to Back Projects with Effective Designs of Progress Presentation in Crowdfunding Campaign Sites," accepted for publication in Decision Support Systems.

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Hannah Lee, associate professor of marketing, had her co-authored paper "The Roles of Workplace Friendship and Supervisory Interactional Justice in the Relationship between Workplace Envy and Service Outcomes," accepted by Services Marketing Quarterly.

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## APRIL 27, 2021

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Haim Kassa, associate professor of finance, and Feifei Wang, assistant professor of finance, had their co-authored paper "Expected Stock Returns and Volatility: Three Decades Later" accepted for publication at Critical Finance Review.

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David Gempesaw, assistant professor of finance, and Haim Kassa, associate professor of finance, had their co-authored paper "Does Idiosyncratic Volatility Proxy for a Missing Risk Factor? Evidence from Using Portfolios as Test Assets" accepted for publication at European Financial Management.

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## APRIL 26, 2021

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Marcus Jobe, professor emeritus, information systems and analytics, had his co-authored paper "Univariate fast initial response statistical process control with taut strings" accepted for publication at the Journal of Applied Statistics.

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### APRIL 1, 2021

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Dale Stoel, associate professor of accountancy, and Douglas Havelka, associate professor of information systems and analytics, had their co-authored paper, "Evaluation of factors that impact IT auditing," published in the spring edition of *Journal of Information Systems*.

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### MARCH 31, 2021

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Haim Kassa, associate professor of finance, had his co-authored paper "Is Idiosyncratic Volatility Related to Returns? Evidence from a Subset of Firms with Quality Idiosyncratic Volatility Estimates" accepted for publication at the *Journal of Banking and Finance*.

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### MARCH 29, 2021

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Sanjay Puligadda, associate professor of marketing, James Coyle, associate professor of marketing, and John Ni, assistant professor of management, had their co-authored paper, "Are You Engaged? The Influence of Brand Schematicity on Online Brand Engagement and Brand Purchase," accepted for publication in the *Journal of Research in Interactive Marketing*.

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### MARCH 24, 2021

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Monique Murfield, associate professor of management, and Lisa Ellram, professor of management, had their co-authored paper "Moving Purchasing & Supply Management Beyond a Cost-Focused Identity" accepted to the *Journal of Purchasing and Supply Management*.

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### MARCH 17, 2021

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Bill Moser, associate professor of accountancy, had his co-authored paper, "Too big to fail: Market dominance, growing aspirations, and fraud-risk among US public firms, 2005-2013," accepted for publication in *Justice Quarterly*.

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### MARCH 16, 2021

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Jing Li, associate professor of economics, had his co-authored paper, "Assessing economic impact of sovereignty transfer of Hong Kong; a synthetic control approach," published in *Applied Economics*.

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### MARCH 15, 2021

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Harshini Siriwardane, visiting assistant professor of FYIC, had her co-authored paper, "Budgeting at MHL Company: More Heat than Light Shed at Performance Review Meetings," published by *IMA Educational Case Journal*.

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Harshini Siriwardane, visiting assistant professor of FYIC, had her co-authored paper, "Duralock: Budgeting for Decision-Making" published by *IMA Educational Case Journal*.

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### MARCH 10, 2021

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Senior ISA student Janie Moore and information systems and analytics professors Arthur Carvalho and Fadel Megahed had their co-authored paper "Seat Assignments With Physical Distancing in Single-Destination Public Transit Settings" published in *IEEE Sensors*.

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### MARCH 4, 2021

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Gregory Fisher, professor of marketing, had his co-authored paper "The Effects of Inbound Open Innovation, Outbound Open Innovation, and Team Role Diversity on Open Source Software Project Performance," accepted for publication in *Industrial Marketing Management*.

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### MARCH 1, 2021

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Nam Vu, assistant professor of economics, had his co-authored paper, "Housing Wealth Reallocation between Subprime and Prime Borrowers During Recessions," published in *Macroeconomics Dynamics*.

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Nam Vu and Kimberly Berg, assistant professors of economics, had their co-authored paper "Asymmetric Effects of Sectoral Shifts under Low and High Uncertainty," published in *Economic Inquiry*.

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### FEBRUARY 19, 2021

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Haim Kassa, associate professor of finance, had his co-authored paper "Hazard Stocks and Expected Returns" accepted for publication at the *Journal of Banking and Finance*.

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David Yin, assistant professor of management, had his co-authored paper "Does the Executive Labor Market Discipline? Labor Market Incentives and Earnings Management" accepted by the *Journal of Empirical Finance*.

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### FEBRUARY 2, 2021

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Tim Holcomb, professor of entrepreneurship, had his co-authored paper "College Football Referee Bias and Sports Betting Impact" published in *Eastern Economic Journal*.

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## FEBRUARY 1, 2021

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Nam Vu, assistant professor of economics, had his co-authored paper “Electrification, Telecommunications, and the Finance-growth Nexus: Evidence from Firm-level Data,” published in Energy Economics.

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## JANUARY 28, 2021

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Chris Sutter, associate professor of entrepreneurship, had two co-authored papers accepted for publication: “Economic Inequality – Is Entrepreneurship the Cause or the Solution? A Review and Research Agenda for Emerging Economies” in the Journal of Business Venturing, and “Venture acceleration and entrepreneurial growth in Central America” in the Journal of Developmental Entrepreneurship.

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Joseph Nwankpa, assistant professor of information systems and analytics, had two co-authored papers accepted for publication: “A Perfect Storm: Psychological and AI (Technological) Antecedents to Information Bias Anchoring (IBA) in Social Media News” in Digital Threats: Research and Practice, and “Digital Transformation and Pandemic Crisis Continuity Planning during COVID-19” in the Journal of Information Technology Teaching Cases.

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Waldyn Martinez, assistant professor of information systems and analytics, had his paper, “Ensemble Pruning via Quadratic Margin Maximization”, accepted for publication at IEEE Access.

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## JANUARY 20, 2021

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Arthur Carvalho, assistant professor of information systems and analytics, had his paper “Bringing Transparency and Trustworthiness to Loot Boxes with Blockchain and Smart Contracts” accepted for publication in Decision Support Systems.

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## JANUARY 18, 2021

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Anne Farrell, professor of accountancy, had her co-authored article “Is Neuroaccounting Taking a Place on the Stage? A Review of the Influence of Neuroscience on Accounting Research,” published in European Accounting Review.



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## JANUARY 5, 2021

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Darryl Rice, assistant professor of management, had his co-authored manuscript, “Supervisor Emotional Exhaustion and Goal-Focused Leader Behavior: The Roles of Supervisor Bottom-Line Mentality and Conscientiousness,” accepted for publication in Current Psychology.

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## Public Media and Recognition

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## DECEMBER 20, 2021

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Jenny Darroch, dean of the Farmer School of Business, was interviewed for an Inside Higher Education article “Reflections on Fall Campus Connections.”

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## NOVEMBER 30, 2021

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Fadel Megahed, associate professor of information systems and analytics, was quoted in the Supply Chain Dive article “Pandemic opens the door to investments in wearables for supply chain workers.”

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## NOVEMBER 22, 2021

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Henry Jin, associate professor of supply chain management and operations, was quoted in a Financial Times article about how big box stores and smaller stores are handling the supply chain issues.

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## NOVEMBER 18, 2021

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Lisa Ellram, professor of supply chain management and operations, was quoted in a Financial Times article looking at the shipping container impact on the supply chain.

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## NOVEMBER 15, 2021

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Megan Garhardt, professor of management, was quoted in the HighSnobiety.com article “Is fashion finally beginning to respect the intern?”

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## NOVEMBER 5, 2021

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Lisa Ellram, professor of supply chain management and operations, was quoted in a Wall Street Journal article about when the supply chain strain would ease.

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## NOVEMBER 4, 2021

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Lisa Ellram, professor of supply chain and operations management, was interviewed for an Oxford Observer story on local supply chain impacts.

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## OCTOBER 22, 2021

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Riley Acton, assistant professor of economics, was quoted in this New York Times article about free community college policies.

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## OCTOBER 7, 2021

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Management professor Scott Dust was interviewed for a story about the “Great Resignation” for People Matters.

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Management professor Megan Gerhardt was interviewed for a story in Business Insider about Gen X wealth growth during the pandemic.

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## OCTOBER 5, 2021

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Lisa Ellram, professor of supply chain management and operations, was mentioned in a Wall Street Journal article about logistics troubles in construction.

Megan Gerhardt, professor of management, was featured in the AACSB Insights article "A Generationally Intelligent Return to Campus."

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## SEPTEMBER 22, 2021

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David Yin, assistant professor of finance, had his research cited in a Wall Street Journal article about non-compete clauses for executives.

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## SEPTEMBER 10, 2021

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Joseph Nwankpa, assistant professor of information systems and analytics, was interviewed for a Lifewire article about AI and invention.



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## SEPTEMBER 9, 2021

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Tim Holcomb, professor and chair of entrepreneurship, was the subject of a Forbes interview on entrepreneurship and liberal arts.

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## SEPTEMBER 3, 2021

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Megan Gerhardt, professor of management, had her book "Gentelligence" reviewed by Harvard Business Review.

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## AUGUST 26, 2021

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Dan Docherty, assistant clinical professor of entrepreneurship, had his article "Psychological Safety – Free to Frozen" published by BrainTrust.

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## AUGUST 19, 2021

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Megan Gerhardt, professor of management, was quoted in a Business Insider article about Gen X debt.

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## AUGUST 18, 2021

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Joseph Nwankpa, assistant professor of information systems and analytics, was interviewed for a Forbes article looking at the T-Mobile data breach.

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## AUGUST 10, 2021

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Scott Dust, associate professor of management, was interviewed for a Financial Management article on harnessing emotion from self-awareness.

Lisa Ellram, professor of management, had her research mentioned in a Forbes article on emissions in shipping freight.

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## JULY 29, 2021

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Joseph Nwankpa, assistant professor of information systems, was interviewed for a LifeWire article about artificial intelligence.

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## JULY 26, 2021

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Scott Dust, associate professor of management, wrote an article for Psychology Today on the importance of trust in virtual teams.

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## JULY 21, 2021

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Jay Shan, assistant professor of information systems and analytics, took part in the Databricks University Alliance Program Community Lightning Talks.

David Yin, assistant professor of finance, had his research cited in an article on Bloomberg.com.

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## JULY 20, 2021

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Greg Niemesh, associate professor of economics, was part of a WVXU-FM panel discussing the Cincinnati-area jobs market.

Megan Gerhardt, professor of management, was interviewed for an article about baby boomers and the job market.

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## JULY 2, 2021

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Gillian Oakenfull, professor of marketing, was interviewed for a MarketPlace story about brands and LGBTQ+ marketing history.

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## JUNE 28, 2021

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Gillian Oakenfull, professor of marketing, had the third of a series of articles on LGBTQ+ marketing published in Forbes CMO, looking at corporate authenticity.

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## JUNE 24, 2021

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Corey Shank, assistant clinical professor of finance, was interviewed about his co-authored study into recency bias in sports betting for an article in SportsHandle.

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## JUNE 18, 2021

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Haim Kassa, associate professor of finance, had his co-authored paper on Hazard Stocks cited in a story on The Evidence Based Investor.

## JUNE 10, 2021

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Scott Dust, assistant professor of management, discusses “The 3 Dimensions of the Multiple Team Membership Mindset” in his latest article for Psychology Today.

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## JUNE 4, 2021

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Peter Nencka, assistant professor of economics, had his co-authored paper on public library investment cited in a story on MarketWatch.

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## JUNE 2, 2021

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Gillian Oakenfull, professor of marketing, had the first part of a series of articles on LGBTQ+ marketing published in Forbes CMO.

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## JUNE 1, 2021

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Megan Gerhardt, professor of management, was interviewed for a Plan Trader article on workforce representation.

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Arthur Carvalho, assistant professor of information systems and analytics, was interviewed for an IoT World article on blockchain uses.

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## MAY 26, 2021

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Tim Holcomb, professor and chair of entrepreneurship, was a guest on the StartEd Up podcast episode “Miami University: Entrepreneurship and Economic Placemaking”.

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Megan Gerhardt, professor of management, was interviewed on the Transition Your Workplace podcast about Gentelligence.

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## MAY 20, 2021

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Joseph Rode, professor of management, had his study on emotional intelligence and career success cited in an article on ThriveGlobal.com.

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## MAY 17, 2021

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Scott Dust, assistant professor of management, had his article “Emotional intelligence is more than a buzzword—it’s a requirement for a return to life” featured in Fast Company.



## APRIL 28, 2021

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Robert Dahlstrom, professor of marketing, was featured in the story “How COVID-19 Is Damaging The Circular Economy” on BusinessBecause.com.

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## APRIL 21, 2021

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Arthur Carvalho, assistant professor of information systems and analytics, was interviewed for a LifeWire article looking at how blockchain could change virtual reality programs.

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A writeup about the recent LIFE Research Conference by Amanda Lawson was featured in Faith Driven Entrepreneur.

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## APRIL 16, 2021

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Megan Gerhardt, professor of management, had her new book “Gentelligence” reviewed in Publisher’s Weekly.

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## APRIL 13, 2021

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Scott Dust, assistant professor of management, and FSB graduates Rachel Cleveland and Anthony Massa wrote an article for Psychology Today on “3 Ways Gen Z Can Help Address the Future of Work.”

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## APRIL 7, 2021

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Scott Dust, assistant professor of management, was interviewed by the Australian Broadcast Corporation about the idea that the 5-day work week is obsolete.

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## APRIL 6, 2021

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Gillian Oakenfull, professor of marketing, published an article in Forbes introducing the concept of cultural intelligence to the marketing discipline.

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## APRIL 1, 2021

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Jenny Darroch, Farmer School dean and professor of marketing, was interviewed for a story on Miami’s decision to suspend ACT/SAT admission requirements for fall 2022/ spring 2023.

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Megan Gerhardt, professor of management, was featured in “An End to the Phrase “Reverse Mentoring”: 4 Practices to Use Instead” in Training Industry Magazine.

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## MARCH 17, 2021

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Scott Dust, assistant professor of management, wrote “How to design a plan to return to the office that works for introverts” for Fast Company.

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## MARCH 16, 2021

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Melissa Thomasson, professor and chair of economics, took part in a What Is? podcast looking at the future of health care.

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## MARCH 3, 2021

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Scott Dust, assistant professor of management, wrote an article for Fast Company about the hidden challenges of onboarding in a remote environment.

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## FEBRUARY 25, 2021

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Lisa Ellram, professor of management, was interviewed for an article about aligning supply chain with finance.

## FEBRUARY 18, 2021

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Scott Dust, assistant professor of management, wrote an article for Psychology Today called "Why Diversity without Inclusion is Worthless".

## FEBRUARY 11, 2021

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Gillian Oakenfull, professor of marketing, was interviewed for an article in Insight Into Diversity about virtual reality.

## FEBRUARY 8, 2021

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Scott Dust, assistant professor of management, wrote an article for Fast Company about time management myths.

## FEBRUARY 7, 2021

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Megan Gerhardt, professor of management, had her article on the Super Bowl quarterbacks published in NBC News Think.

## JANUARY 27, 2021

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Lisa Ellram, professor of management, was interviewed for an article about the effect of the pandemic on supply chains.

Bill Even, professor emeritus of economics, was interviewed for an article in the Hamilton Journal-News about Butler County's finances.

Brian Ballou, professor of management, was interviewed for a Forbes article about ethical political lobbying.

## JANUARY 25, 2021

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Megan Gerhardt, professor of management, was interviewed for the Ladders article "7 advantages Generation X has over others in the workplace".

Scott Dust, assistant professor of management, wrote "Why remote work may render the 5-day workweek obsolete" for Fast Company.

## JANUARY 21, 2021

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Management professor Scott Dust's latest post for Psychology Today looks at something that's potentially important to everyone -- time management.

The latest NBC News Think piece from management professor Megan Gerhardt looks at how two generations claim Kamala Harris, and how that custody battle may offer a chance to unite rather than divide.

## JANUARY 10, 2021

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Assistant professor of marketing Peter Nguyen was a guest on the KGO810 Consumer Talk with Michael Finney podcast, talking about his recent paper "Reviewing Experts' Restraint from Extremes and Its Impact on Service Providers."

## JANUARY 5, 2021

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Brian Ballou, professor of accountancy, was quoted in a Forbes article about CEO turnover during the pandemic.





TOP 3  
FOR  
QUALITY OF  
TEACHING  
★ ★ ★  
— Poets & Quants —

# Where Are They Now?

## *Previous Journey Personalities Revisited*

One thing we know about our alumni – their pursuit of knowledge and growth is unending. We caught up with several who were featured in previous issues of The Journey.

**From our Spring 2015 Issue:**



### **KYLE SCHLEGEL**

**2015:** *VP of Marketing – Louisville Slugger*

**Now:** *Sr. Director, Product Marketing – Weber Inc.*

After our story went to print, Louisville Slugger was acquired by Wilson Sporting Goods, and Kyle moved to Winnetka, IL to lead Global Marketing for Wilson Racquet Sports Division.

In 2020, he moved to Weber, Inc – the maker of the iconic Weber grills and accessories. He created and now leads an all-new Product Marketing function at Weber.

What he likes best about the move? “My wife and I would have different answers. Mine is that it has been great to build a team from scratch, work on an iconic brand that is making its transition from family owned to a publicly traded, global company and part of an industry that consumers have a lot of passion for. My wife’s favorite part of my role is that I now do almost 100% of the cooking/grilling in the family.”



### **MICHAEL MARKESBERY**

**2015:** *Senior at Miami with a minor in entrepreneurship. Founded Lukla with fellow student Rithvik (Rith) Venna*

**Now:** *CEO of OROS*

After graduation, Michael and Rith continued to grow their company, rebranding it “OROS,” which is ancient Greek for “mountain.” They launched a digitally native apparel brand, [www.orosapparel.com](http://www.orosapparel.com) and released limited edition jacket collaborations with former NASA Astronauts.

They moved to Portland to be closer to industry experts and sources.

To date, they have raised over \$20 million in venture capital from leading investment firms, including Enlightenment Capital, Thomas Tull, Michael Lynton and Elizabeth Street Ventures.

Their Board of Advisors includes mentors from the FSB entrepreneurship department, industry veteran Hap Klopp, Founder of the North Face, and Miami alumni Joe Flannery, Former CMO of The North Face; Jim Ryan, Former CEO of WW Grainger and Sean Lane, CEO of Olive AI.

They have partnered with the United States Department of Defense.

The company has spent the last four years developing and advancing their fiber technology building an R&D team known as “OROS Labs” led by the former Director of Advanced Materials at The North Face, Jeff Nash. They built a pilot plant in the US for fiber production and are planning on launching the fiber in Winter 2022.

### Winter 2017 Issue:



#### **AKOSUA BOADI-AGYEMANG**

**2017:** *FSB student majoring in accountancy and human capital management and leadership*

**Now:** *Global Experiential Marketing Lead, Microsoft Global Events*

If you asked Akosua’s Miami professors or friends to describe her, words like “bold,” “determined,” and “creative” would be common responses. Those traits led her to use LinkedIn as a platform for finding an internship. She tagged LinkedIn’s CEO, Jeff Weiner, and his response starting a chain reaction resulting in dozens of high-profile companies offering her internships. She chose Microsoft.

Today, in addition to her role at Microsoft, where she “builds and executes the audience journey for Microsoft internal/external flagship events to drive event attendance and build fans,” she has a series of podcasts on LinkedIn Learning and uses her experience to coach and assist others in their personal and professional journeys.

### Summer, 2017 Issue:



#### **NINA LEIGH KRUEGER**

**2017:** *President and Chief Marketing Officer, Nestlé Purina North America*

**Now:** *CEO and President, Nestlé Purina PetCare North America*

From her start as a brand marketing intern in 1993, Nina Leigh’s career at Nestlé Purina has been fueled by her knowledge, commitment, and true love for both people and pets.

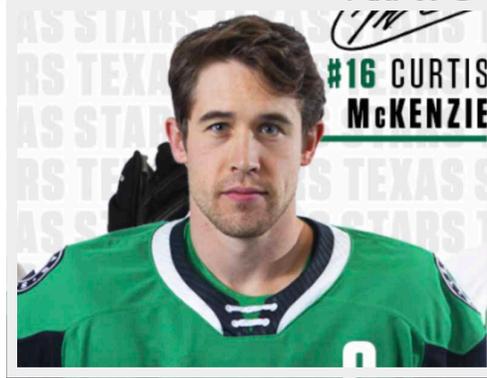
To insiders, it was no surprise when, in 2020, she was named CEO of Nestlé Purina PetCare for the Americas –the first female to hold that title.

She assumed the role after serving for several years as the company’s first female president. A year before that, Nina Leigh was named chief marketing officer. In 2000, corporate executives tapped her to integrate two marketing departments when Nestlé acquired Purina in 2001.

## Winter 2018 Issue:



Blake Coleman



Curtis McKenzie



Tommy Wingels

### BLAKE COLEMAN, SEAN KURALY, ALEC MARTINEZ, CURTIS MCKENZIE, AND TOMMY WINGELS

**2018:** All five Farmer School grads were playing in the NHL: Coleman for the New Jersey Devils, Kuraly for the Boston Bruins, Martinez for the Los Angeles Kings, McKenzie for the Dallas Stars and Wingels for the Chicago Blackhawks.

**Now:** Several years and multiple Stanley Cups later, four of the five are still playing professional hockey, although all are playing with different teams. Their paths have crossed multiple times, sometimes as opponents, but also as teammates.

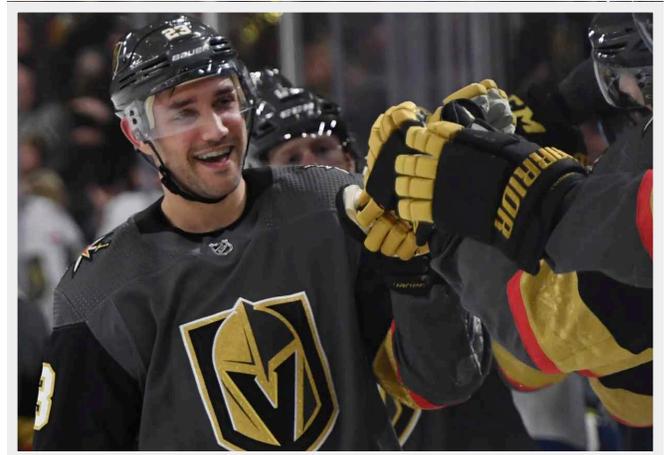
Blake Coleman is a wing for the Calgary Flames. He just signed a six-year, \$29.4 million contract.

Sean Kuraly returns to his hometown as a center for Columbus Blue Jackets. He just signed a four-year, \$10 million contract.

Alec Martinez is a is a defenseman for Las Vegas Golden Knights. He just signed a three year, \$15.75 million contract.

Curtis McKenzie just joined the Texas Stars (AHL) and was named as their captain for the 2021-22 season.

Tommy Wingels – retired from hockey in 2020. He is a realtor with Pearson Realty Group in Chicago and volunteers coaching youth hockey. ■



Alec Martinez



Sean Kuraly

# NAMED PROFESSORS

**DR. BRIAN BALLOU**

EY Professor of Accountancy

**DR. LEE BIGGERSTAFF**

Armco Endowed Assistant Professor

**DR. THOMAS BOULTON**

Jack R. Anderson Professor in Finance

**DR. ARTHUR CARVALHO**

Dinesh & Ila Paliwal Innovation Chair

**DR. PO-CHANG CHEN**

Endres Associate Professor Fellow

**DR. ROBERT DAHLSTROM**

Joseph C. Seibert Professor

**DR. JENNY DARROCH**

Dean & Mitchell P. Rales  
Chair in Business Leadership

**DR. DEVON DELVECCHIO**

Raymond E. Glos  
Professor in Marketing

**DR. DAN DOCHERTY**

Forsythe Chair in Entrepreneurship

**DR. SCOTT DUST**

Raymond E. Glos  
Professor of Management

**DR. LISA ELLRAM**

James Evans Rees  
Distinguished Professor of  
Supply Chain Management

**DR. ALLISON JONES-FARMER**

Van Andel Professor of  
Business Analytics

**DR. ANNE FARRELL**

PwC Professor of Accountancy

**DR. MICHELLE FRANK**

PwC Endowed Assistant  
Professor in Accountancy

**DR. JIM FRIEDMAN**

White Family Clinical Faculty  
in Entrepreneurship

**DR. DAN HEITGER**

Deloitte Professor

**DR. TIM HOLCOMB**

Endres Associate Professor Fellow

**DR. XIAOWEN HUANG**

Bill Moeckel Business Professor

**MR. MARK LACKER**

John W. Altman Clinical  
Professor of Entrepreneurship

**DR. YOUNG (GABE) HWA LEE**

C. Michael Armstrong Business Chair

**DR. XI LIU**

Ohio Casualty Professor

**DR. GLENN PLATT**

C. Michael Armstrong  
Professor of Network  
Technology & Management

**DR. JOSEPH RODE**

George and Mildred Panuska  
Professor in Business

**DR. JAY SHAN**

Neil R. Anderson  
Endowed Assistant Professor

**DR. BRETT SMITH**

Cintas Chair in Entrepreneurship

**DR. CHRIS SUTTER**

David and Vicki Herche Endowed  
Associate Professor Chair

**DR. LAURENS STEED**

Dr. John F. Mee Professor

**DR. MARK TREMBLAY**

G. Richard and Jane S. Thomas  
Endowed Assistant Professor

**DR. DAVID YIN**

Frank H. Jellinek Jr. Endowed  
Assistant Professor Chair



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