

Flying High  
Southwest intern  
is a Kentucky first

Speaking Up  
Inspiring  
Gatton women

UNIVERSITY OF KENTUCKY  
Gatton College of Business and Economics  
SUMMER 2015

# transform

A very  
good  
year

---

2014 grads  
are putting their  
education to work

Mark Jackson »  
UX designer at 1 800-Flowers  
New York City

# Brewing up business

**Kore Donnelly**  
(Economics '04, MBA '07)

**Xavier Donnelly**  
(Marketing '03, MBA '07)

**Co-founders**

**Blue Stallion Brewing Company**  
Lexington, KY



“Gatton really gave us the business knowledge and skills we needed to move forward with our dream. It really came down to formulating a realistic plan, and then drawing on our business background in order to implement it successfully.”

Brewing “boldly traditional craft beer” since 2012, Blue Stallion Brewing Company specializes in crafting authentic German lagers and British ales brewed with the purest traditional ingredients.



## CONTENTS

### 10 | Catching up with the Class of 2014

They graduated one year ago. Now they're making their mark on the business world.



### 14 | Flying High

Kristen Grewe '16 overcame 45,000 competitors and one fear of flying to become the first Southwest Airlines NoLimits intern from the state of Kentucky.



### 16 | "Don't be Quiet at the Table"

Women Business Leaders program mentors challenge, encourage and teach Gatton women to be ready for the C-suite.



### 22 | Donor Profile

BB&T makes largest corporate gift to the Gatton United Campaign.

## DEPARTMENTS

06 | College News

20 | Research News

#### Dean

David W. Blackwell

#### Director of Marketing & Communications, Editor

Ann Mary Quarandillo

#### Senior Director of Development & Alumni Affairs

Randy Pratt

#### Writers

Samuel G. Elliott  
Heidi Russell

#### Designer

Lynsay Christensen

#### Photographers

Pablo Alcalá  
Laurel Christensen  
Shaun Ring  
Hilary Schwab

#### How to Reach Us

Marketing and Communications Office

Gatton College of Business & Economics

University of Kentucky

255 Gatton College of Business & Economics

Lexington, KY 40506-0034

Email: [gattoncommunications@uky.edu](mailto:gattoncommunications@uky.edu)

Website: [gatton.uky.edu](http://gatton.uky.edu)

Transform is published twice per year by the Gatton College of Business & Economics at the University of Kentucky and made possible through the generosity of private donations. For more information on giving to the college, please contact the Office of Development and Alumni Affairs, 255 Gatton College of Business & Economics, University of Kentucky, Lexington, KY 40506-0034. Phone: 859.257.2767.

## THE GATTON COLLEGE OF BUSINESS AND ECONOMICS prepares principled leaders for the global economy, produces influential research, and supports economic growth in Kentucky and beyond.

**This is our mission. But every mission requires a plan to succeed.**

Since last spring, a task force of more than 40 Gatton students, alumni, faculty, staff and friends have engaged in a comprehensive strategic planning process, with the goal of elevating the quality and impact of the Gatton College's educational, research and outreach activities.

With a focus on five strategic initiatives, the new Gatton College strategic plan defines the tactics and implementation steps the college will follow to be a nationally recognized public institution with a global reach. Together, we will

1. Build an engaged and inclusive academic and professional community;
2. Continue to improve our students' learning and career outcomes;
3. Attract and support excellent faculty scholars who produce rigorous, influential research;
4. Strengthen our internal operations; and
5. Work to promote economic growth in Kentucky and beyond.

I'm happy to report that the draft strategic plan and implementation steps have been approved by the Gatton Dean's Advisory Council, and we are finalizing it this summer, in conjunction with the university-wide strategic planning process.

With our new \$65 million, state-of-the-art Gatton College building welcoming a record-breaking freshman class this fall, it's impossible not to be excited about the future of our college. It's also imperative that we realize that changes at the University of Kentucky, in higher education, and in the business world, provide an opportunity for Gatton to exceed its past achievements.



This new strategic plan guides us to do all we can to educate and prepare the next generation's business leaders, and provide research that advances our businesses and communities. As you read through this issue of *Transform*, you can see how the Gatton College influences the thinking of today's leading scholars, business leaders, and policy makers. Through our teaching, research, and outreach, we are not only supporting economic growth, but also directly influencing the lives of Kentucky's citizens and people around the globe.

This is how we see tomorrow: our faculty and staff, our students and alumni, our partners and benefactors all working together to improve the college and toward the good of the Commonwealth and the world. Alumni and friends like you are critical to our success. Thank you for all you do.

**Gatton College's new strategic plan will benefit students like Kevin, who met Dean Blackwell at the Gatton Welcome for new freshmen in June.**

Dean David W. Blackwell

HOWARD L.  
**LEWIS**

Founder and Chairman Emeritus  
Family Heritage Life Insurance Company of America  
Chair of the Gatton United Capital Campaign  
**B.A. Business Administration, 1970**

W. RODNEY  
**MCMULLEN**

Chairman and CEO  
The Kroger Co.  
**B.A. Accounting, 1981**  
**M.A. Accounting, 1982**



## Gatton Grads Inducted into UK Hall of Distinguished Alumni

Howard L. Lewis and  
Rodney McMullen had  
the chance to meet  
with Gatton students  
during their day  
on campus.

On Friday, April 17, The University of Kentucky inducted 23 new members into the UK Hall of Distinguished Alumni; the university's highest honor. Two of the new inductees, Howard L. Lewis and W. Rodney McMullen, graduated from the Gatton College of Business and Economics.

The Hall of Distinguished Alumni at the University of Kentucky pays tribute to UK alumni who have distinguished themselves and their alma mater through their professional accomplishments and contributions to society. Howard L. Lewis is Founder and Chairman Emeritus of Family Heritage Life Insurance Company of America, and Chair of the Gatton United Capital Campaign;

W. Rodney McMullen is Chairman and CEO of The Kroger Co.

While on campus, Lewis and McMullen were both generous enough to meet with current MBA and undergraduate students, imparting a small portion of their wealth of experience and business acumen to the future leaders of tomorrow.

Lewis and McMullen join a select group of only 304 individuals who have been inducted into UK's Hall of Distinguished Alumni through 2015.

## Gatton Students Shine in Entrepreneurship Competitions

Students from Gatton’s MBA and undergraduate programs competed in several major intercollegiate entrepreneurship and business plan competitions throughout the school year.



## UK MBA Team Takes Third at Idea State U

UK’s Idea State U team:  
Joanna Foresman, Wen Zhao,  
Andrew Wachs, and Jeremy Madigan.

A UK MBA student team placed third in the business plan competition at Idea State U on April 25. Held in downtown Lexington, Idea State U is Kentucky’s statewide business plan competition, designed to encourage innovation and entrepreneurship in college students across the Commonwealth.

UK’s team, Red Natural, presented a business plan which called for the development of a natural source of red food dye based on research by Seth DeBolt of UK’s College of Agriculture, Food and Environment. After taking home third place and winning a \$10,000 prize, the team was invited to compete at the University of Texas-Austin in the Global Venture Labs Investment Competition, a premier worldwide investment competition.



## UK MBA Team is SEC Runner-Up

A team of MBA students from the University of Kentucky turned in an outstanding performance in the 2015 SEC MBA Case Competition, held at the Darla Moore School of Business at the University of South Carolina in Columbia, S.C. in April. UK placed second out of all 14 SEC universities over the course of the two-day event.

Business teams were presented a case centered on the sustainability of a global mining company. They presented their solutions to a panel of local business executives during the divisional round. The top four proposals moved on to the final round, where UK secured its second place finish. Team member Lauren Scanlon was also presented the “Best Q&A” award from the judging panel.

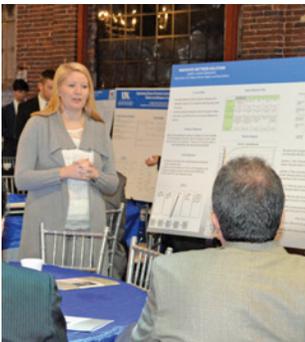
“Our students performed incredibly well,” said Gatton team advisor Harvie Wilkinson, director of Gatton MBA Programs. “We are very proud of their efforts.”



**2015 SEC MBA  
Case Competition**

UK’s SEC MBA Case  
Competition team: (L-R)  
Lauren Scanlon, Luke Williams,  
Jordan McMurtrey, and James Davey.

# Lexmark Named Commonwealth Supply Chain Innovation Award Winner



Lexmark International, a global provider of printing and imaging products, software, services and solutions, was awarded the inaugural Commonwealth Supply Chain Innovation Award at the Gatton College of Business & Economics' 5th Annual Supply Chain Forum on March 27, 2015.

The Commonwealth Supply Chain Innovation Award recognizes individuals and/or organizations that have demonstrated operational excellence in supply chain management as evidenced in a recently completed supply chain improvement project.

Lexmark's supply chain team completed an innovative "error-proofing" project designed to improve their custom mixed-pallet creation and shipping processes. The project reduced labor costs and delivered a return on investment of 250% in the first year, along with improved

The Gatton College Supply Chain Forum brings together approximately 200 corporate leaders, professors and students to share ideas about the latest supply chain issues. This year's theme was "Digitization of Supply Chain", and included presentations from the supply chain leaders of Kroger, Brown Forman, Michael's Inc., Toyota, Valvoline and more.

"It's an exciting time to be in the supply chain industry," said David W. Blackwell, dean of the Gatton College. "It's especially exciting this year to honor one of our local Lexington companies for their innovative work in the field. The supply chain work Lexmark International is doing will inform other companies about ways to enhance their own processes and not only improve their customer service, but their return on investment."

**"This project is a great example of how Lexmark works alongside our customers every day to provide them the unique set of solutions and services that make their businesses more efficient. This award and the results achieved represent a win for both of us." – Marty Canning**

Keynote speaker Roddy Martin, Accenture, (top) shared the latest supply chain ideas with Gatton students and professionals from across Kentucky. (Right) Gatton assistant professor of supply chain management Scott Ellis presented the Innovation award to Lexmark project manager Chris Haggard and manager of North America logistics Mark Davis.

order accuracy to best-in-class levels and a reduction in the number and cost of customer claims by over 70%.

Marty Canning, Lexmark executive vice president and president of Imaging Solutions and Services, said "This project is a great example of how Lexmark works alongside our customers every day to provide them the unique set of solutions and services that make their businesses more efficient. This award and the results achieved represent a win for both of us."



# Gatton Student Scores High Marks on the Bloomberg Aptitude Test



University of Kentucky student Andrew Beeli earned a place on the Bloomberg Aptitude Test (BAT) Hall of Fame list for December 2014 with a top-five performance on the highly competitive exam for the Americas region.

A senior finance major, he directly credits his professors at Gatton for his Hall-of-Fame score.

“My finance professors have been very encouraging and supportive. I really appreciate them,” says Beeli. “I’m thankful

to only be in my 3rd year so I still have the option to learn more and improve if I want to.”

Developed in partnership with premier financial institutions and university faculties, the BAT helps students identify their strengths across a range of finance, business, career and personal competencies as they strive for a career in business and finance.

“I enjoyed the test,” says Beeli. “It’s a puzzle that can force you to think.”

**“My finance professors have been very encouraging and supportive. I really appreciate them. I’m thankful to only be in my 3rd year so I still have the option to learn more and improve if I want to.” — Andrew Beeli**

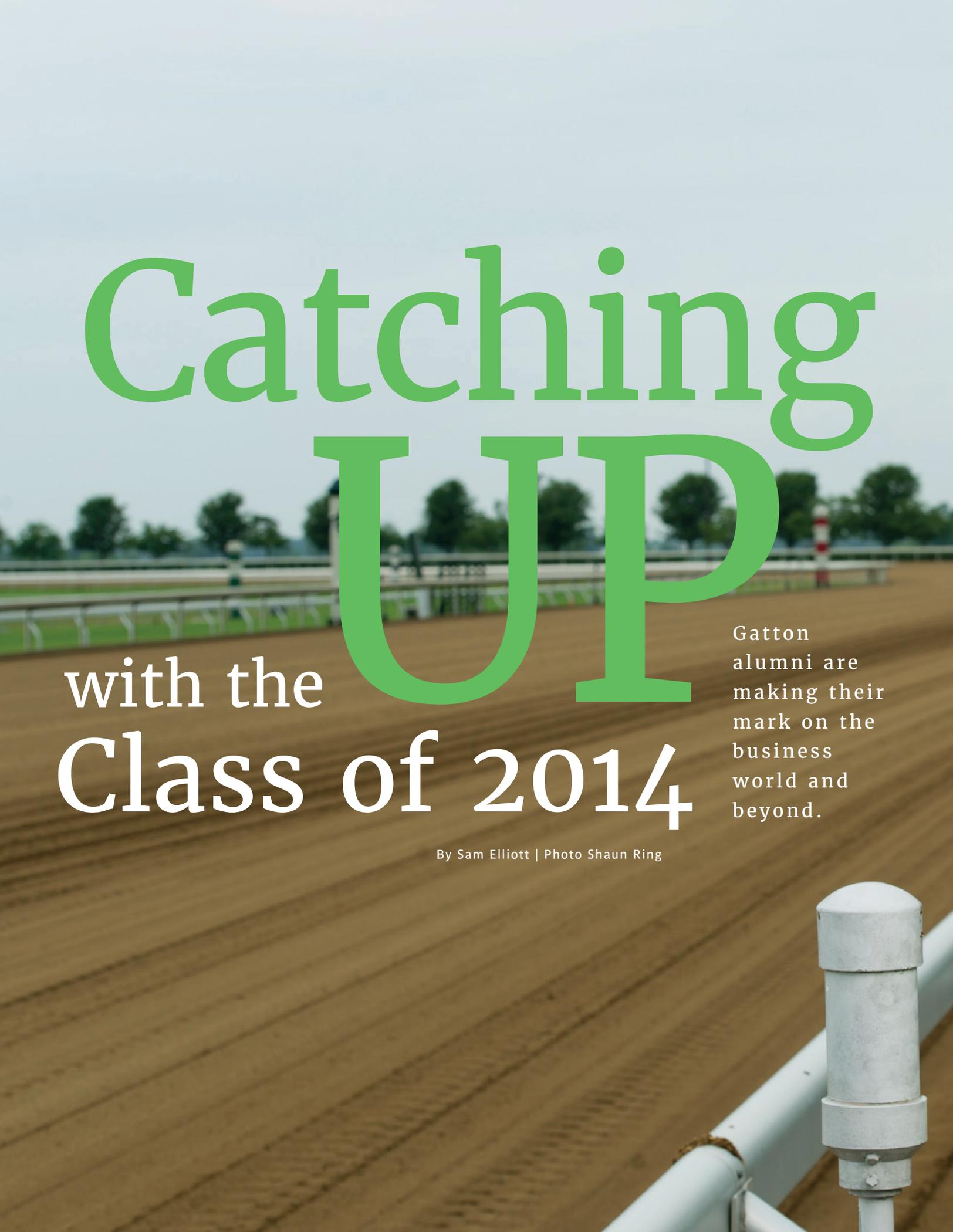


## Faculty photo goes viral

After ESPN interviewer Darren Rovell tweeted this photo of Dr. Chris Bollinger, his story went national. Bollinger was featured on SportsIllustrated.com as “America’s most conflicted college basketball fan” due to his affiliation with three of the four Final Four teams. His was the top retweeted and favorited post of the day.

Rovell was interviewing Bollinger, Gatton Endowed Professor of Economics and Director of the Center for Business and Economic Research (CBER), about the economic impact of Kentucky’s appearance in the Final Four. The interview aired on ESPN April 4.

**“It’s a tough situation – I have a lot of affection for all three schools. Ultimately, my heart goes back to my undergraduate institution. In a lot of ways, it’s the place where we started our real lives.” — Chris Bollinger**



# Catching UP

with the  
Class of 2014

Gatton  
alumni are  
making their  
mark on the  
business  
world and  
beyond.

By Sam Elliott | Photo Shaun Ring



## ◀ HAYLEY ROBIC

Promotions Coordinator at  
Keeneland Association  
Lexington, Ky.

Hayley Robic knew she wanted to pursue a business degree long before she had finalized her college decision. She ultimately chose the University of Kentucky because Gatton presented her with the “best opportunity for educational and professional development.”

“The challenging academic programs, cultural opportunities and student resources were ultimately the factors that drove me to choose the Gatton College of Business,” she says.

After graduating with degrees in both marketing and management, Robic landed her first job at Lexington’s historic Keeneland Racetrack.

As the Promotions Coordinator, she is responsible for the planning and implementation of the various promotions that occur during the Fall and Spring race meets. Some of the well-known promotions she’s planned include College Scholarship Day, Military Day, Heroes Day, Wear Red Day, and Make-A-Wish Day. “I also support various community events that are hosted at Keeneland,” explains Robic. “Events such as charity run/walks and jockey autograph signings.”

While hoping to continue to work in marketing promotions, Robic intends to one day begin a career in the international business community. “In the future, I would like to work internationally, as my study abroad experience in Germany sparked my interest and fascination with the global economy.”



Laurel Christensen



**MARK JACKSON**

UX Designer/ Front-End Developer at 1 800-Flowers New York City

When Mark Jackson was studying marketing at UK, he kept reading about how companies across the world were beginning to reap huge benefits by focusing on the User Experience (UX) design of their digital products (e.g. websites, social media and mobile apps).

“I just kept thinking this was a great field in which to start my career,” Jackson says.

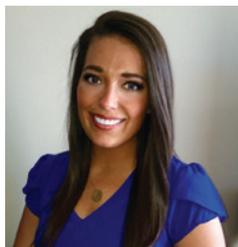
A relatively new field, UX design aims to make websites and mobile applications easier to use. So in order to give himself a jumpstart, Jackson moved to New York after graduating to attend General Assembly’s 10-week User Experience Design Immersive Program (UXDi). After completing

the program, he accepted a job at 1 800-Flowers.

“I work as UX Designer and Front-End Developer,” explains Jackson. “I work with our customer support representatives to identify aspects of our sites that could be confusing to our customers.”

Always one to look ahead at future trends, Jackson is thinking of developing and launching his own mobile apps across various digital platforms.

“There are so many interesting platforms to design for. Just a few years ago there were no smartphones, tablets, or smartwatches; and now they’re everywhere. Technology is moving so fast and I want to contribute to its evolution.”



**TAYLOR STEWART**

Analyst at Cummins Inc. Columbus, Ind.

According to Taylor Stewart, the Scholars in Engineering And Management honors program (SEAM) changed her life. Not only was it the deciding factor in her decision to attend the University of Kentucky; Stewart credits the program for directly helping to land her first job out of college.

“I credit getting my job at Cummins to the SEAM program,” she says. “Especially in a company that is extremely engineering driven, being a business student with an engineering background helped me stand out above the rest.”

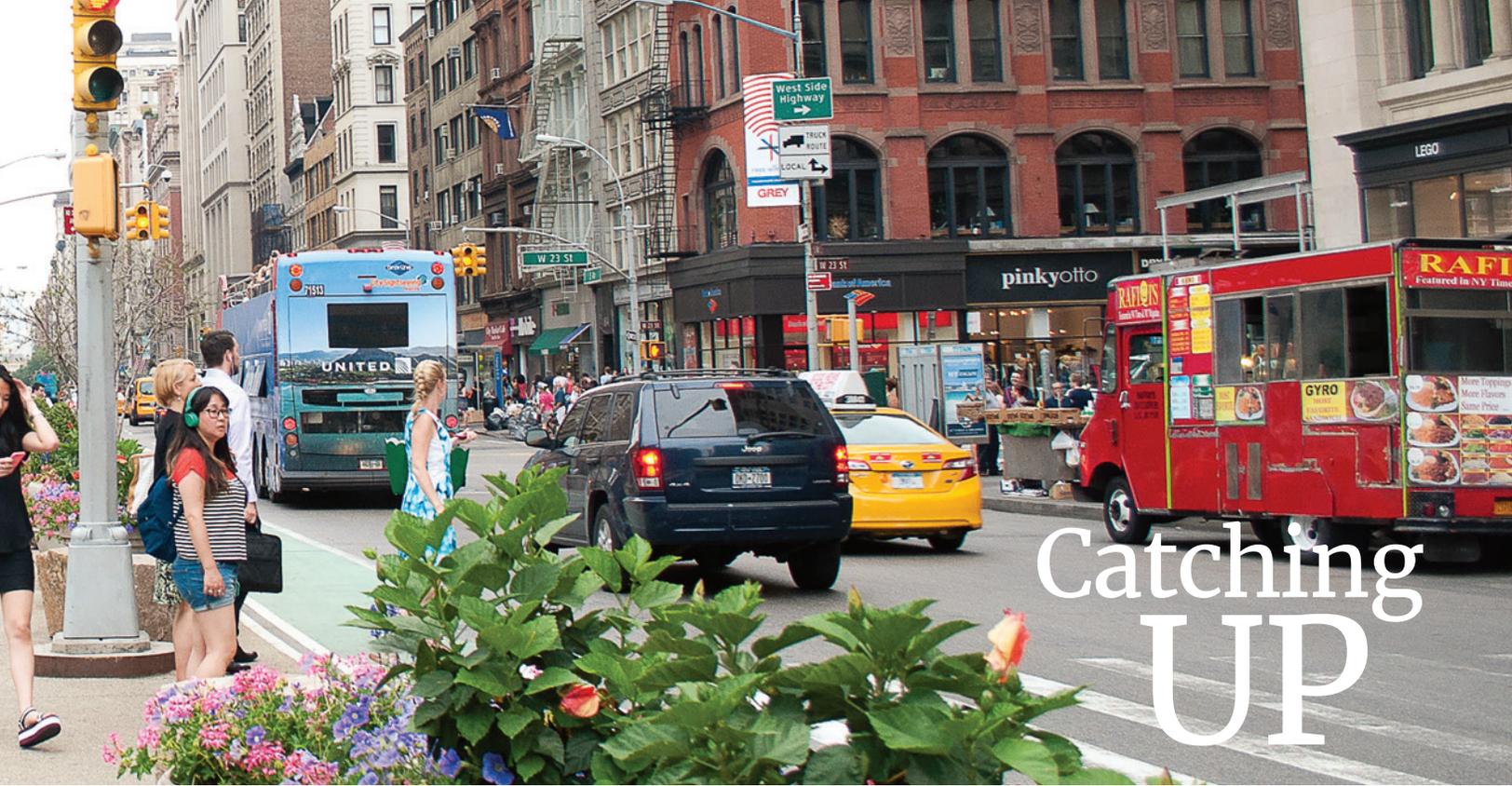
Cummins Inc. is an international Fortune 500 corporation that designs, manufactures, and dis-

tributes engines, filtration, and power generation products. Stewart works with people across the globe studying marketing trends, leading customer improvement initiatives, and assisting in worldwide strategic development.

“This is an amazing opportunity for someone in my position,” she says. “I get to work first hand with three of our largest accounts.”

Stewart’s current position has also helped her discover what she wants to do next: help bring more Gatton grads into Cummins.

“I would like to continue my work with recruiting for the University of Kentucky,” she says. “I’d love to help more Wildcats join the Cummins team!”



# Catching UP



▲ **KARSON MOORE**

Audit Associate at KPMG  
Chicago

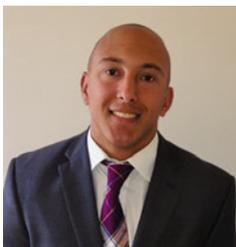
As a freshman, Karson Moore had no idea what she wanted to do with her life. She chose to attend Gatton because she felt that her post grad options “would be endless with a degree in business.”

While finishing up her degree, Moore received an internship at KPMG, a global network services firm providing audit, tax and advisory services to a wide variety of businesses and industry sectors around the world. She proved herself there, and was able to leverage her work into a full-time position as an audit associate.

“I am working in the healthcare and real estate industries,” explains Moore. “We work with our clients to ensure that their internal processes are functioning as designed, and that their financial statements are correctly presented.”

Eventually Moore plans to make the transition into the accounting and finance department for a large healthcare company.

“As an auditor, I am currently looking at these companies from the outside. I would like to move into an internal position, with becoming the CFO as my ultimate goal.”



▲ **TYLER CLARK**

Management Development Associate at Mondelèz International  
Raleigh, N.C.

Tyler Clark credits his time at Gatton College with really helping to prepare him for life after UK.

“The professionalism that was needed in our presentations and business acumen needed to do well in classes pushed me to execute well,” he says. “This helped to ease the transition from classroom to working world.”

Today, the working world for Tyler is an 18-month accelerated management development program at Mondelèz International, maker of some of the best-known snack brands in the world: Oreo, Chips Ahoy, Triscuits, and more.

“Currently I’m a Retail Merchandising Supervisor tasked with training, on-boarding, sched-

uling and managing a staff of 35 employees; as well as overseeing a 12-week summer intern program,” he explains.

Over the next six months, Tyler will complete rotations in customer and category management as well as consumer insights as he finishes the management program. In the future, he hopes to return to school for a postgraduate degree.

“I would like to get my MBA or a Master’s in International Affairs,” he says. “My long-term career aspirations are to work for a global non-profit organization that will make a difference in other people’s lives.”



# Flying

# High

By Sam Elliott

Last October, in the middle of midterm exams and Halloween preparation, Gatton junior Kristen Grewe found herself on a whirlwind trip to Dallas, Texas. After two phone interviews with Southwest Airlines, she had been invited to an in-person interview for the communications internship in Southwest's charitable giving and volunteerism office.

Grewe remembers her trip to Dallas as a blur. Upon arriving at DFW, she had to move fast to grab the employee shuttle to Southwest's corporate headquarters. 45 minutes after she landed, she was in front of the four-person interview panel.

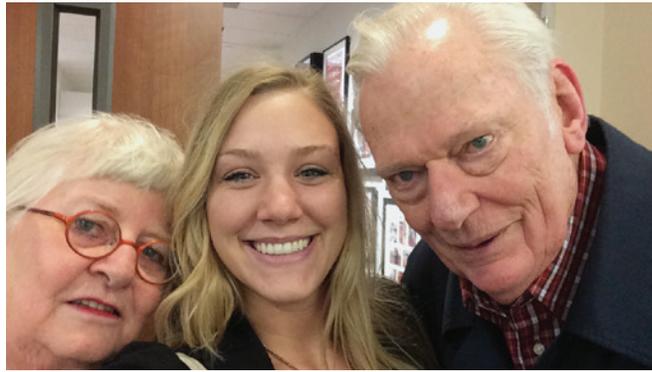
"It was exciting but I was very nervous," she says. Three weeks later, she found out she'd be spending her spring semester in Texas.

Every year, approximately 45,000 hopeful college students from every state and around the world apply for a spot in Southwest Airlines' NoLimits internship program.

As one of the nation's top-10, premier internships, students receive paid, hands-on experience working in the airline industry at Southwest's corporate headquarters in Dallas, as well as free air travel to anywhere Southwest flies.

It is one of the nation's most competitive and sought after internships, and fewer than 300 applicants make the cut. No student from the state of Kentucky had ever been selected. Grewe, who grew up in Lexington, would be the first.

When Grewe and 84 of her fellow interns officially touched down in Dallas in late January 2015, it was the final destination of a six month long personal journey that



Southwest Airlines is well known for their people-focused culture. Gatton College junior Kristen Grewe, who spent spring 2015 in one of the company's coveted NoLimits internships, witnessed it firsthand. "You bump into the CEO all the time," she says. "You bump into various vice presidents of different departments." Grewe even bumped into Southwest founder Herb Kelleher and President Emeritus Colleen Barrett for a quick selfie.



required hard work on her resume and interviewing skills, several trips to Gatton College's Graham Office of Career Management, and overcoming one other obstacle – her fear of flying.

"I would walk onto a plane a nervous wreck," Grewe says. "I especially hated turbulence. And it seemed like every time I flew on a plane I would get sick." But for this once in a lifetime opportunity, she forced herself to face that fear.

Her internship involved working 40 hours per week with Southwest's national non-profit partners, and local charity boards in every city Southwest serves. She helped manage company-wide Earth Day volunteer activities, and package and distribute Green Passes, which are round trip airfare tickets given to charities. One particular box she remembers sending was to the Make A Wish Foundation.

"It seems like something that would be really mundane, but it makes a huge impact," she says. "At the very beginning we packed this ticket box for Make A Wish, and the box ended up being priced at two million dollars."

Another project she worked on is Tickets for Time, one of Southwest's many employee volunteerism initiatives. For every 40 hours volunteered by employees, the benefitting nonprofit organization is eligible to receive one complimentary, round trip ticket on Southwest Airlines for fund-raising or transportation needs. Grewe helped set up the company-wide volunteer opportunities.

"Southwest is such an amazing company," Grewe says. "They are very big on their people and their culture, and employee volunteerism is a major part of that."

And despite her initial fear of flying, she took full advantage of the other opportunity the NoLimits internship offered – the free air travel to anywhere the airline is flying.

"After the first week where we were required to stay in Dallas

and bond with our fellow interns, I took a trip almost every weekend," says Grewe.

She's not kidding. Over the course of thirteen weekends, she visited New Orleans, Los Angeles, Las Vegas, Amarillo, Milwaukee, St. Louis, Washington D.C., Baltimore, and Austin, twice.

But surpassing her own limitations and learning to navigate a flight schedule like a professional is hardly the only thing she'll be taking away from this experience.

"I learned way more than I even expected to. It was honestly a very humbling experience," says Grewe. "They were strict and seemed hard on us a little bit, but they explained to us 'we want you to come out of this internship polished, so that when you go to the next job and you say I was a Southwest intern, it reflects well on Southwest.'"

So what's next on her itinerary? Returning to Gatton in the fall to finish her degree. She attributes much of her success in the internship to her work with the Graham office and her experience in Gatton's Global Scholars program, an honors program for high-achieving, motivated business students.

"A lot of the classes I had taken with Global Scholars also helped me brush up on my interviewing skills," she says. "It really helped my professional development." In December, Grewe will graduate with a degree in marketing and double minor in international business and psychology.

Grewe took one other step towards her career goals while in Texas, using one of her free flights to meet with representatives from International Studies Abroad, located in Austin, which for more than 25 years has offered study abroad programs in accredited schools and universities around the world. When she leaves the University of Kentucky, she hopes to find a job with ISA.

"I'm definitely interested in helping students travel and expand their horizons," she says.

Now that's something Grewe is very familiar with.



Lauren  
**Bosler**  
» Mentee

Jane  
**Mosbacher  
Morris**  
» Mentor

# Don't be Quiet at the Table

## Mentors Help Gatton Women Get Ready for the C-Suite

---

By Heidi Russell

By the time Blair Kuethe '15 graduated from Gatton College of Business and Economics this spring, she had much more than a diploma. Right out of the gate, she landed a marketing job with Cummins in Columbus, Ind., a Fortune 500 company specializing in engines, filtration systems and power generation products.

But that wasn't the best part: She felt empowered. Strong. And ready for corporate America, even if she finds herself at a company with a majority of male colleagues during her future career.

All of this wouldn't have been possible, Kuethe says, without her close relationship with a woman business mentor – Kim Knopf '82, Owner/CEO of Innovative Mattress Solutions, which has 150 stores in six states. The two participated in Gatton's "Women Business Leaders" program, in which undergraduates are paired with prominent female business leaders from all over the nation.

# Don't be Quiet at the Table

Knopf was just 23 when she launched her business in 1983. Her drive and personal example inspired Kuethe, as they shared many talks over dinner at Malone's steakhouse.

"Anytime I was meeting with Kim, I had so much confidence," Kuethe says. "She asked me a lot of challenging questions about my purpose and mission, and my goals for my career. It really helped me find my identity and recognize my strengths and weaknesses. She's changed the way I felt about going into the workforce. I feel ready to take on the world after this!"

Knopf was also impressed with Kuethe, who has been a competitive swimmer since childhood and is highly self-disciplined.

"The commitment for someone to swim five hours a day tells a lot about someone's drive, ambition and character," she says. "What I was hoping she'd understand was, 'Look. You go out there and swim every day. This is a level of confidence that you've been building all your life.'"

## BRINGING WOMEN INTO THE C-SUITE

Chemistry between like-minded women is one goal of "Women Business Leaders," says Shonta Phelps, Director of Leadership Initiatives & Living Learning Programs for the Gatton College. Fifteen students were paired with 15 mentors in 2014-15, and Phelps is hoping for at least the same number this coming academic year.

But the key reason Gatton launched the program is to help tackle the continuing issue of disproportionately low female corporate leadership. In a 2012 survey of 60 Fortune 500 companies by McKinsey & Company, a multinational management consulting firm, results showed the number and the percentage of women fall off dramatically in the higher ranks of organizations. According to the findings: More than 325,000 women at the companies had entry-level positions. Nearly 140,000 women made it to mid-level management. But only about 7,000 had become vice presidents, senior vice presidents or members of the C-suite.

At Gatton, the numbers are similar: one-third of students are women, two-thirds are men. "That disparity has implications on the classroom and job search experience," Phelps says. "This mentoring program is one of the initiatives that works to address this issue."



Kim  
Knopf  
» Mentor

Blair  
Kuethe  
» Mentee

## LEADERSHIP DEVELOPMENT

Participating mentors in the "Women Business Leaders" program are scattered throughout the country in states such as Florida, Texas, Illinois, Ohio, and across Kentucky. They have bi-weekly contact with mentees, either in face-to-face meetings, Skype sessions or phone calls.

Students also visit businesses. This year, they had an in-depth discussion with the leadership team at Sleep Outfitters, a webcast with leadership at PwC and a visit to Northwestern Mutual in downtown Lexington.

Besides the one-on-one guidance from mentors, students meet regularly with Phelps to develop their leadership skills. They discuss books and articles, and Phelps pushes them to speak up with opinions on each. She's training them "not to be quiet at the table," which can be an issue for women in corporate environments.

"I tell them, 'I'm throwing you into the deep end, but I'm on the side of the pool with floaties, I promise,' she says. "I'm here to push you and challenge you but will also help you."

During these sessions, they learn a lot from each other, too, says Genevieve R. Effa '15, who earned her finance degree this spring. Her mentor was Kim Shelton '96, MBA'98, Vice President of Sponsorship Sales for JMI Sports' UK Sports and Campus Marketing group. After graduation, Effa started working as a financial representative for First Investors in Lexington. The other mentees were all campus leaders who energized her.

"It was nice when we had a meeting and talked about leadership, because it was a relief to hear them say positive things," she says. "They were also struggling with the same issues, but we all felt like, 'I'm not alone in this.'"

During leadership coaching sessions, Phelps gave mentees personality assessment tests, and they discussed each other's

“There are a lot of girls who don’t get a chance to be in the program, because there are not enough mentors. I wish I had had a program like that to challenge me with my thinking and support me in some of the questions I had.” — *Kim Knopf*

---

strengths, Kuethe says. Recognizing what others brought to the table helped each person see how to motivate others.

Shelton, Effa’s mentor, says the relationships built between mentors, mentees – and mentees and mentees – will further advance women in their careers.

“This basically establishes a network for a strong, diverse workforce in our community and state, and builds the brand of our university. We all stand to benefit,” she says. “There was a benefit to me, as a mentor, from a networking perspective, too. There were many women that I met as mentors who I knew and many I didn’t know previously, but my relationships were strengthened over the course of the year.”

## LIFELONG BONDS

Mentees say their year-long journey with mentors will stay with them for a lifetime. Lauren Bosler will graduate in December and is interning with Sen. Rand Paul’s presidential campaign office this summer. Her mentor was Jane Mosbacher Morris, founder and CEO of TO THE MARKET | Survivor-Made Goods, which showcases handmade goods made exclusively by artisans who have survived abuse, conflict and disease.

Morris is 30, and Bosler says their closeness in age helped them bond even more. “We both grew up in the 90s,” she laughs. She adds her mentor had “changed her path a few times,” teaching her that “not knowing what to do is not always a bad thing.”

“I think she was exceptionally mature and capable, even before I interacted with her,” says Morris, who plans to continue mentoring Bosler in the coming year. “She’s such a high performer with potential and continued on an upward trajectory during the year.”

Shelton believes Effa’s confidence will carry her far. While many other young women might be tentative about speaking up for advancement in a corporate environment, “I don’t worry about that with Genevieve,” she says. “I’m confident she’ll raise her hand!”

Knopf says the only thing she would change about the program is that it needs more mentors. She recruited another mentor this year and hopes that more Gatton alumni will consider participating so that more students can benefit. “We need more people! There are a lot of girls who don’t get a chance to be in the program, because there are not enough mentors. I wish I had had a program like that to challenge me with my thinking and support me in some of the questions I had.”

Phelps can see the difference the program makes as the young women go out into the world. “At the end, you can just see their heads high, their shoulders back,” she says. “They’re owning it! Who doesn’t want to be more confident going into their career with a network of people rooting for you? We’re their cheerleaders.”

“I didn’t realize that I would gain such a close relationship that I think will last,” Bosler says of her time with Morris. “I did not expect to meet someone who would have such an impact, that I’d enjoy spending time with and that I’d respect so much. I didn’t realize that she would be such a role model to me and a true inspiration.”

Kim

Shelton

» Mentor

Genevieve R.  
Effa  
» Mentee



---

## SUPPORT WOMEN BUSINESS LEADERS

Would you like to help more young women like Blair, Genevieve and Lauren better prepare for the business world? Consider becoming a mentor! Contact Shonta Phelps at [shonta.phelps@uky.edu](mailto:shonta.phelps@uky.edu) to learn more and to volunteer. You can help ensure that women emerge from Gatton ready to take on leadership roles in corporate America.

## “America Works” works



### New work programs could sharply reduce the number of repeat offenders, and help shrink swollen prison populations.

In 2015, approximately 650,000 inmates are going to be released from prisons and jails in the United States. By 2018, almost one third of them will have been re-arrested. However, new research from Economics professors Aaron Yelowitz & Chris Bollinger shows that a revolutionary new work program might be able to help fight America’s recidivism problem.

The aforementioned work program, America Works (sorry, no relation to Netflix’s *House of Cards*) is an intensive, two-week job-search program for recently released inmates that is being implemented in New York. America Works offers, “enhanced job assistance” and, according to Yelowitz, is much more “hands-on” compared to other programs around the country.

Yelowitz & Bollinger’s research finds that programs like America Works, in particular ones that quickly place former inmates in jobs, significantly decrease the likelihood of ex-offenders with nonviolent histories being rearrested.

“The most noteworthy finding is that enhanced training matters,” explains

Yelowitz. “But only to certain types of ex-offenders, in particular, nonviolent ones. This may not be surprising, since there’s only so much one can do to improve a person’s job prospects in two weeks, and that is a difficult mountain to climb for someone with an especially problematic history.”

However, for nonviolent ex-offenders this hands-on approach appears to have paid off.

Only 31.1 percent of nonviolent ex-offenders who received America Works’ enhanced training were arrested during the 18 to 36 months in which they were tracked, compared with 50 percent of similar participants who received standard training from differing work programs.

Unfortunately, the report also shows that enhanced training programs like America Works are currently extremely rare. “I would speculate it is because the programs tend to be more expensive,” explains Yelowitz. “Policymakers are focusing on the absolute costs, not the net costs (costs minus benefits). There is a significant benefit — reduced recidivism.”

### MURTHA WINS TOP AWARD FROM THE JOURNAL OF MARKETING

Dr. Brian R. Murtha, assistant professor of marketing and E. Vernon and William Smith Faculty Fellow, was awarded the prestigious American Marketing Association *Journal of Marketing*’s 2015 Harold H. Maynard Award in June. This award honors “the article that makes the most significant contribution to marketing theory and thought within the calendar year.”

Murtha’s paper, “Marketing Doctrine: A Principles-Based Approach to Guiding Marketing Decision Making in Firms,” was co-authored with Goutam Challagalla from Georgia Institute of Technology and Bernard Jaworski of Claremont Graduate University.

“We are very excited to see Dr. Murtha’s work recognized internationally by the top thinkers in his field and we are very proud of him,” said Gatton College Dean David W. Blackwell. “This award speaks to the quality of the college’s faculty and the importance and relevance of their research to businesses in the Commonwealth and across the globe.”



## Saying “Thank You” Pays Off

Traditional customer service wisdom says you should direct your resources towards unhappy customers. In this increasingly social age, one or two bad reviews can have a disproportionate effect on your business. But Alexis Allen’s research shows, as the popular meme says, “You’re Doing It Wrong.”

“If you look at the financial data, you find that the highest value customer is one that is ‘highly satisfied,’” she explains. “But many companies invest most of their resources in people they have no hope of ever raising to the ‘highly satisfied’ level.”

Making the shift from defensive marketing, where the purpose is to prevent customer defection, to proactive marketing, where companies engage in conversation to build their customer base, has a powerful effect on success. Allen, assistant professor of marketing in the Gatton College, and her co-authors examined the benefits of “extending the dialogue with customers by acknowledging positive customer feedback.” In other words, they found that it really does pay to say “Thank You.”

Developing new strategies to enhance relationships with consumers who are “already delighted” can lead to substantial gains. Allen’s team conducted a field experiment with a large, upscale restaurant group that sends surveys to all their customers. A “treatment group” of customers who gave top scores to the restaurant were sent a “thank-you” email from the president of the company, while a control group was not.

After tracking the customers’ subsequent visits to the restaurant for 12 months, the researchers discovered that those who

received the “thank-you” message increased their spending by 51% over those who did not. And they even found this doesn’t cost the company more than the price of an email; adding a reward coupon to the note had no effect. “This suggests that sincere, simple gestures are enough to drive feelings of gratitude among customers,” Allen says.

The team continues to work with the restaurant company as it implements this research into its brand. “Because of that relationship, we’re getting more data and pinpointing ways to improve, such as the ideal time to send the ‘thank-you’ for the most effective response,” says Allen. “It’s awesome to see them actually using our research.”



### GATTON RESEARCHERS ATTACK POVERTY, HUNGER

The USDA has awarded \$22 million in grants to the University of Kentucky and the Commonwealth to reduce hunger and educate people on healthy eating in rural counties. The Center for Poverty Research (UKCPR) and the Center for Business and Economic Research (CBER), both housed in the Gatton College, are key to what Kentucky Governor Steve Beshear

called “putting... research and disciplines into action.”

Jim Ziliak, director of UKCPR and an internationally known expert on poverty and food insecurity, worked with a team of state government professionals to bring a \$19.9 million USDA grant to Kentucky. The grant funds a pilot project in southeastern Kentucky aimed at educating and training beneficiaries of the Supplemental Nutrition Assistance Program (SNAP). In February, Ziliak testified before the U.S. House Subcommittee on Nutrition regarding recent changes in the SNAP program,

and he was featured in the *Washington Post* in April, discussing his research on hunger issues among senior citizens.

CBER and its director, Chris Bollinger, are key participants in a \$2.5 million USDA grant to the University of Kentucky to house the national USDA Rural Child Poverty Nutrition Center. Announced in Lexington March 19 by USDA Secretary Tom Vilsack and Governor Beshear, the center will pursue solutions in child nutrition to reduce hunger in states with persistently poor rural counties. CBER will lead the evaluation team.

## Building Business and Community Leaders

BB&T makes largest corporate gift to  
the Gatton United campaign



Traveling through eastern North Carolina in the aftermath of the Civil War, it was hard to see how the state, like much of the region, would recover. Farmers, business owners, and freed slaves had few assets to begin again. It was difficult for people to trust in financial institutions, as so many had failed during the war and the economic crisis that followed.

But Alpheus Branch, who was living in the small city of Wilson, N.C., knew that a reliable financial institution would be critical to helping people move forward, and the seeds of Branch Banking & Trust were sown. In 1872, he joined with Thomas Jefferson Hadley, a public schools advocate, following their vision to form a bank that people could trust and believe in. Their main clients were people who used to own farms and small businesses, and needed financial help to get their businesses back up and running.

Dean David W. Blackwell presented a commemorative shovel to BB&T to mark their gift. L-R: George Wallace, senior vice president, BB&T; Dean Blackwell; Heath W. Campbell, regional president, BB&T Kentucky Region; Lee Hess, retired regional president, BB&T Kentucky, member, BB&T Lexington Advisory Board

Today, BB&T is one of the largest financial services holding companies in the U.S., with \$189.2 billion in assets and market capitalization of \$28.2 billion, as of March 31, 2015. Based in Winston-Salem, N.C., the company operates 1,875 financial centers in 12 states, including Kentucky, and Washington, D.C.

Although the company has grown significantly from its North Carolina roots, Heath Campbell, Regional President of BB&T's Kentucky region, is proud of the community relationships



Gatton Professor of Economics John Garen, who will serve as the first BB&T Professor.

they continue to build. “The common thread between our business and our interest in education is the well-being of the Commonwealth of Kentucky,” he said. “I can’t think of a better institution to partner with than the University of Kentucky – it shows both our commitment to community and our excitement about the power of education.”

BB&T’s commitment to the Gatton College is evidenced by their \$2.5 million gift supporting the college, pledged in 2003. Campbell presented the final payment of the gift to Dean David Blackwell in May 2015 at BB&T’s Lexington advisory board meeting. \$2 million of this gift will create the BB&T Quiet Study room in the college’s new \$65 million, state-of-the-art building, dedicating

“History shows that capitalism – as characterized by private ownership, economic freedom, individual choice, and competition – has been the source of unprecedented prosperity and human flourishing, in conjunction with its companion institutions involving civil and political freedoms,” Garen explains in the program’s overview. “Yet, like all human endeavors, these institutions are not perfect. So it is important to discover and understand aspects of these institutions that promote the well-being of society, as well as those that do not. This program will strive to do so in an intellectually rigorous way.”

Garen’s interest in studying capitalism has grown naturally from his research in labor economics and incentive systems. For

**“I can’t think of a better institution to partner with than the University of Kentucky – it shows both our commitment to community and our excitement about the power of education.” — Heath Campbell, BB&T**

space for students to focus on their studies in a comfortable, contemporary setting. It is the largest corporate gift received for the Gatton building project.

It’s fitting that the BB&T Quiet Study will be housed in the building and the college named for Carol Martin “Bill” Gatton, since he was instrumental in the company’s expansion into Kentucky. From 1981 to 2002, Gatton served as chairman of Area Bancshares of Owensboro, the largest bank holding company headquartered in Kentucky at the time. The company, which Gatton and four partners started, acquired 16 Kentucky banks with 65 branch offices from Harlan to Paducah. In March 2002, he and his partners sold the holding company to BB&T. “For years I regretted selling,” Gatton told *The Lane Report* in 2012. “But you couldn’t find a finer group to sell to than BB&T.”

The remainder of BB&T’s gift establishes the new BB&T Program for the Study of Capitalism, led by Gatton Professor of Economics John Garen, who will serve as the program’s director and the first BB&T Professor. It will provide financial support for research, education and outreach programs to engage both the academic community and the public in a sustained examination of capitalism from economic, historical, legal, and social perspectives.

business students beginning their careers, as well as members of the community, understanding different systems of economic and social organization helps inform their views of the role of business in society and of public policy. “At this stage of economic history and thought, it is worthwhile to take an academic approach to understanding the role capitalism has played in the growth of human welfare, as well as to examining its shortcomings,” he says.

“The role of capitalism is at the center of lots of debates, so it’s really critical for people to gain a deeper understanding of how it works so they can be thoughtful participants in those debates. How can we best promote people’s well-being – not only financial, but health, happiness and satisfaction with their lives and prospects for the future?”

Those questions and more are what BB&T’s support will allow students, faculty and community members to tackle in the coming years. “Gatton’s expansion is important to BB&T because the partnership with the college will have an immediate and lasting impact on both the University and the broader community,” said Campbell. “We are confident that our commitment to providing needed resources for this new facility will help students in their future endeavors and contribute to building tomorrow’s business leaders for the region and across Kentucky.”

DEAN'S OFFICE  
255 Gatton College of Business & Economics  
University of Kentucky  
Lexington, KY 40506-0034

# Gatton Cats Graduate

Alex Poythress  
Sam Malone  
Tod Lanter  
Marketing ('15)

"I'm proud to be a graduate of the Gatton College. The professors were always willing to help and I'm confident that the skills I learned will help me in the future." — Alex Poythress

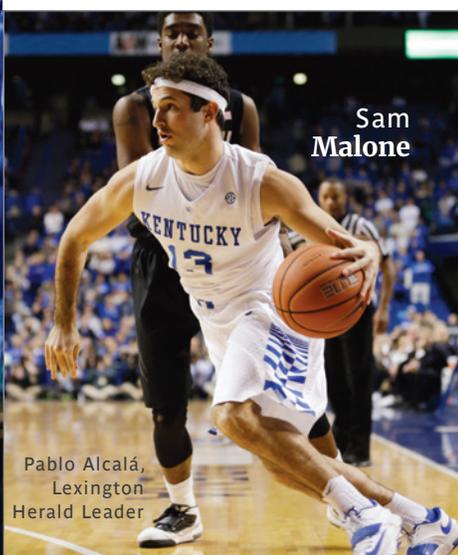
Alex Poythress may have been sidelined with a knee injury during 2015's run to the Final Four, but he put his time to good use, graduating in May with his marketing degree. He's working on his master's degree in sports leadership, and says he is "looking forward to rejoining my teammates on the court as soon as possible."

Poythress joins teammates Sam Malone, whose signature headbands made him an indelible presence on the team, and Tod Lanter, whose father, Bo, played for the Cats in the early 1980s. Both SEC Academic Honor Roll honorees also earned their marketing degrees in May.



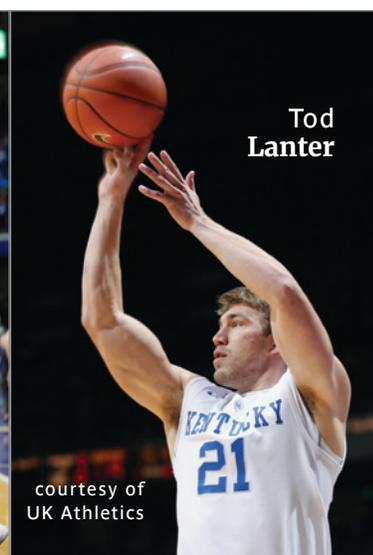
Alex Poythress

courtesy of UK Public Relations and Marketing



Sam Malone

Pablo Alcalá,  
Lexington  
Herald Leader



Tod Lanter

courtesy of  
UK Athletics