

Fall/Winter 2013

transform

UNIVERSITY OF KENTUCKY | Gatton College of Business and Economics

THE VISION >



A WORLD-READY FUTURE.

Ceremonial Groundbreaking
and Design Reveal

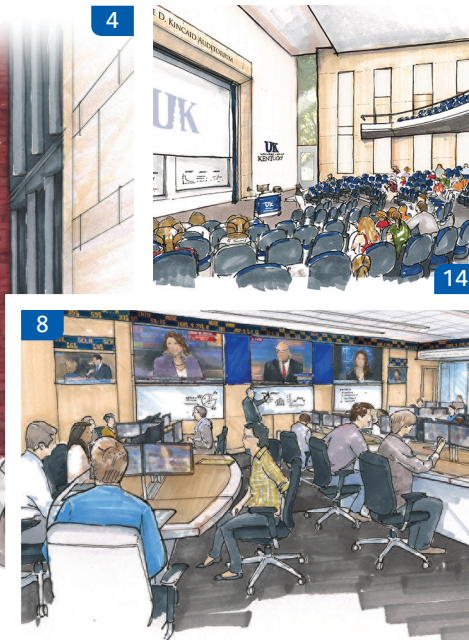
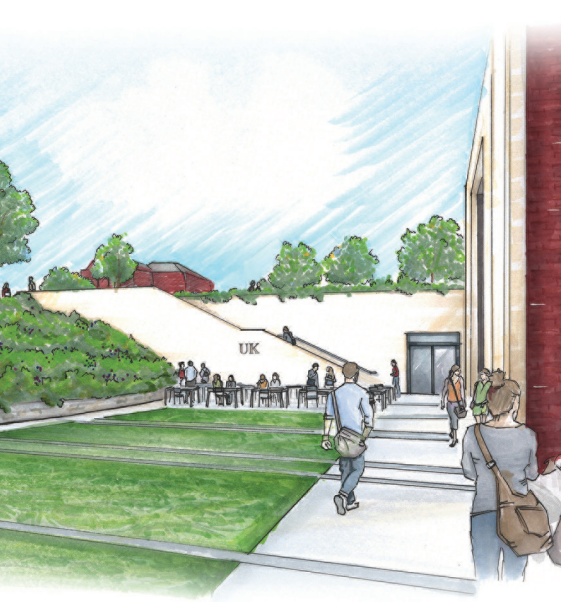
October 11, 2013



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letter from the dean



DR. DAVID W. BLACKWELL

It's a new day at the University of Kentucky's Gatton College of Business & Economics. The Gatton College has broken ground with a bold plan to renovate and expand its facilities through philanthropy. The \$65 million project will transform the College into a state-of-the-art business education complex that will have a strong sense of community and support modern teaching and learning methods.

At the College we are committed to attracting the best and brightest students from across the state and nation. In order to do so, we must have a modern facility that will allow us to continue with cutting-edge teaching and research. With an increase in space from 146,000 square feet to 210,000, the new building will facilitate a 40 percent growth allowing our student population to increase from 2,800 to at least 4,000 students and give us the space needed for the additional faculty and staff to support this growth.

Earlier this semester, we held the ceremonial groundbreaking where we revealed the design sketches and broke ground for our new building! It was a memorable day with nearly 300 in attendance, including University and College officials, faculty and staff, and government leaders.

This is an exciting time in the life of the Gatton College. As we embark on our \$65 million Gatton United Capital Campaign, we are thankful for your support of the College and the University. Your support allows us to make this dream a reality and will impact countless numbers of students for decades to come. This issue of *Transform* will give you the opportunity to see the sketches and designs of the building. I also invite you to visit our campaign website, gattonunited.uky.edu, for the most up-to-date information. I hope you will be inspired to join with us in this historic Gatton United Campaign!

Warm regards,

David W. Blackwell
Dean

GARDEN PLAZA



The Gatton College of Business & Economics will remain at the front door of campus with its footprint expanding by 40 percent to 210,000 square feet. The new main entry, which will face the interior of the University campus, features a beautiful garden plaza. An ideal outdoor setting, the garden will be a gathering place for faculty, staff, and students to socialize and network while experiencing the beautiful Kentucky weather.



“Coming home” means different things to different people.

But when people walk into the newly designed Gatton College of Business and Economics, architect Kevin Smith hopes they'll all feel “at home” – and that they'll be home to stay.

“It's being designed to be a home in a real way,” says Smith, the lead architect on the project from Robert A.M. Stern Architects of New York.

“The concept is that it's built around a large ‘living room.’ We currently have a collection of buildings that were done over three generations. They are all coming together to be one facility. We want everybody, from the post-grad to the undergraduate student, to feel they're part of one thing. That's a key goal.”

Robert A.M. Stern Architects specializes in cutting-edge designs for the niche market of business schools, and the firm has done work on more than 20 such business school buildings, including Harvard's. (Lexington firm Ross Tarrant Architects Inc. is also working on Gatton's renovation.)

Gatton's Senior Associate Dean, Ken Troske, has been steering the collaboration with the architects since the start of the project more than a year ago. The team has placed strong importance on fostering a sense of community between students of all backgrounds and their professors.

“It will be very much a central gathering place, with a lot of things for students. It incorporates things in modern business schools where students get together to study, eat, and just gather,” Troske says.

To that end, the architects came up with an idea: “We tried different possible ways of putting the buildings together,” Smith says. “The one we came up with best supports the idea of creating one big community and a series of sub-communities. We have definitely strengthened the space.”



LOOK FOR THESE “SPACE STRENGTHENED” AREAS IN THE NEW FACILITY:

MORE SOCIAL/ NETWORKING AREAS:

The atrium is the central focus, or “living room” of the building. The area is patterned after the University of Michigan’s Ross School of Business’s atrium and will provide plenty of networking options. With couches, lamps, tables to gather and study, and larger tables that sit six or eight, the atrium will be a comfortable hub. At the end of it will be a much larger café than the current one. Outside will be the garden terrace, where students can gather and eat on nicer days. “It’s almost like a back yard,” Troske says.

Smith’s favorite aspect of the building “is the sense of light coming down from the top” of the atrium. “It comes down and falls on the giant stair that is like an amphitheater. The space is covered in oak risers that students can sit on. They are 18-inch risers, three feet deep where they can camp out. That’s an iconic view of Gatton students, hanging out all day long. I look forward to taking a sandwich and sitting there myself.”

MORE COLLABORATIVE STUDY SPACES:

Off the atrium will be sets of group study rooms. Some will be devoted to tutoring services. However, the collaborative rooms are also highly important to participants of the one-year accelerated MBA program, says Harvie Wilkinson, MBA Director & Director of Gatton’s Executive Education Center. What makes the program unique is Gatton’s Project Connect, a component in which student teams are embedded in companies or organizations for most of their MBA years. This year, there are about 70 students and 16 Project Connect companies, with teams of four to five students on each team.

“While on this team they will do Project Connect, plus other team-oriented projects for other classes. They do homework together, they do assignments, papers together. It’s a very team-oriented MBA program,” Wilkinson explains.

As a result, the students need breakout rooms. “Currently, MBA students have to rotate the scheduling of the rooms. We have 16 teams and seven or eight breakout rooms, so they go wherever they can find a spot in the building and share. When we have the new building, we will have plenty of breakout rooms, flat screens to plug in computers, white boards. They’ll do a lot of interaction, and it’s going to make for a better learning environment for our students,” Wilkinson says.

INNOVATIVE CLASSROOM DESIGNS:

Because of higher education’s emphasis on group collaboration, the 45-seat classrooms at the renovated Gatton will be designed to make that a focal point. Troske explains that classrooms have been designed after those at William & Mary in Williamsburg, VA. “The professor will lecture, and then students will gather and work on projects as a group of three to six students and then come back. In this interactive setting, a professor can present new material, assess whether students know it and address any decisions. Also, even before students present a project, they will work together and find out how much they know about it to tailor their presentation accordingly.”

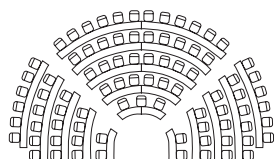
All classrooms will have cameras to record the classes and make lectures available to students afterwards. There will be two projectors in every room “and all of the multi-media you want,” Troske says.

As the designing architect, Smith hopes that all users of the new facility will “think it’s beautiful, and I really hope that they just don’t want to leave,” he says. “Students may be there 20 hours a day, and we want it to almost be better than home – the place they want to be. Their fellow students will be there; they can run across faculty, and faculty can run across colleagues. This will be a place of fruitful interactions. That’s what this is all about. And to us, as much as the building is beautiful, it’s most satisfying when it does its job for the institution.”

✓ RENOVATION AND EXPANSION

\$65 MILLION project

FUNDED THROUGH PRIVATE PHILANTHROPY



20 new classrooms



ACCOMMODATES

1,200

MORE STUDENTS



100
faculty
offices

40% = 210,000
total square feet



500 seat
AUDITORIUM

BEAUTIFUL GARDEN PLAZA

GARDEN PLAZA

ATRIUM



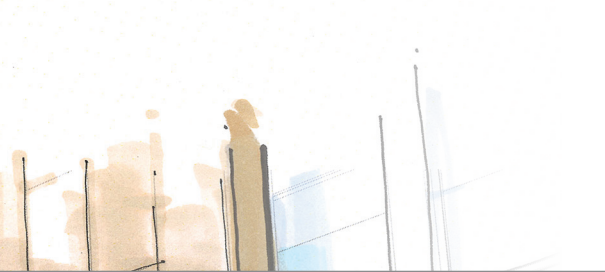
Upon entering the new main entrance to the Gatton College from the interior of the University campus, the central atrium is revealed. Considered the living room of the facility, the atrium will be a hub of activity for the College and University community. With study tables and leather seating, the atrium will be a gathering point for the community to dine, study, and work together. At the opposite end of the atrium, the new College cafe will be housed. The cafe will be a grab-and-go snack and lunch bar giving the campus another dining option. Additionally, the College's Undergraduate Resource Center and Graham Office of Career Management will be adjacent to the atrium allowing easy access for students.



THE NEW GATTON COLLEGE OF BUSINESS & ECONOMICS FACILITY

is a \$65 million dollar project

FUNDED THROUGH PHILANTHROPY.



▲ KATELYN BROWN

Accounting Major/International Business Minor

When she was a freshman living in Patterson Hall, Katelyn Brown most enjoyed one thing: “There was a community living space, with plush couches and dark wood coffee tables. We always went out there, because it fostered a sense of community,” she says.

Now that she’s a senior, Brown is enthused about a plan to bring that same sense of coziness – with ample leather seating, low lighting, study tables and the comforts of a second home – to a newly designed atrium at the Gatton College of Business & Economics.

The atrium, the nucleus for a renovated college facility, has been described by its architect Kevin Smith as a “living room.” A new grab-and-go snack and lunch café will be at its opposite end. Brown welcomes the changes, noting that the current atrium is “not a warm atmosphere. I walk through and don’t stay in the atrium unless I see someone I know,” she says.

Brown, of Hanson, KY, is an accounting major/international business minor who is considering law school after she graduates this May. As things stand now, when students study for tests in between classes, they hit the Blue Chips Café. When they have to collaborate on a project, they hit the library, she says.

“We have a lot of teamwork and projects and presentations and usually go across campus to different areas to meet and interact. But the main thing with this new building is that Gatton will provide everything we’ll need. The individual student spaces and group student spaces, all those things, will be a one-stop shop and will be conducive to learning,” she says.

The College’s Undergraduate Resource Center and Graham Office of Career Management will be adjacent to the atrium. That change will come as a welcome convenience to students, too, Brown says. “Currently, the URC is on the second floor, and that’s where all of our advisors are. With it in the atrium, people can pop in and ask important questions and become more involved and proactive about their future career opportunities,” she says.

She is quick to note that she’s “had the best experience at Gatton, and I’ve really enjoyed it.” Since plans were announced for the building renovation, she’s realized however that “we are not as competitive as we could be. We could be ahead of the times. This building will make us more competitive with our peer institutions.”

FINANCE LEARNING CENTER



In the Finance Learning Center, students will learn in a technologically advanced classroom which simulates a real trading environment with digital displays that will feed real-time financial and market information. Students will sit in small clusters throughout the room allowing for more collaboration and giving them an introduction to the environment and atmosphere they will be working in following graduation.



THE 40 PERCENT INCREASE

IN SPACE WILL FACILITATE

Gatton's growth from 2,800 to 4,000 students

AND WILL HOUSE THE ADDITIONAL

FACULTY AND STAFF NEEDED TO SUPPORT THEM.



▲ DR. BRADFORD D. JORDAN

*Richard W. Furst & Janis H. Furst Endowed Chair in Finance
Chair, Department of Finance and Quantitative Methods*

The fast-paced, technologically intensive trading environment – with ticker tape scrolls, financial news broadcasts on several monitors and industry-standard database programs like Morningstar and Standard & Poor’s – will be available to Gatton students in the renovated facility.

The new Finance Learning Center experience will be “exactly like working at an investment bank as a junior analyst,” says Dr. Bradford D. Jordan, Chair of Gatton’s Department of Finance and Quantitative Methods.

The Center is intended to be used with newly created courses in financial modeling. It contains the latest in high-powered computing machinery used by businesses to do activities like big data analysis. Several hundred students, both undergraduate and MBA, will benefit from it each year.

Students will be able to “very interactively get ideas about investing and evaluate these ideas as a group on the spot,” Jordan says. Instead of traditional seating, the room is arranged in five-person pods to facilitate interaction. Students will also be encouraged to “get up and move around” so that more collaborative and interactive learning takes place.

As things stand today, the access to tools for investment analysis is limited at Gatton. “We have one Bloomberg terminal tucked away in a closet. Other data feeds are accessible in a computer lab, but we have no real-time, in-class information available.”

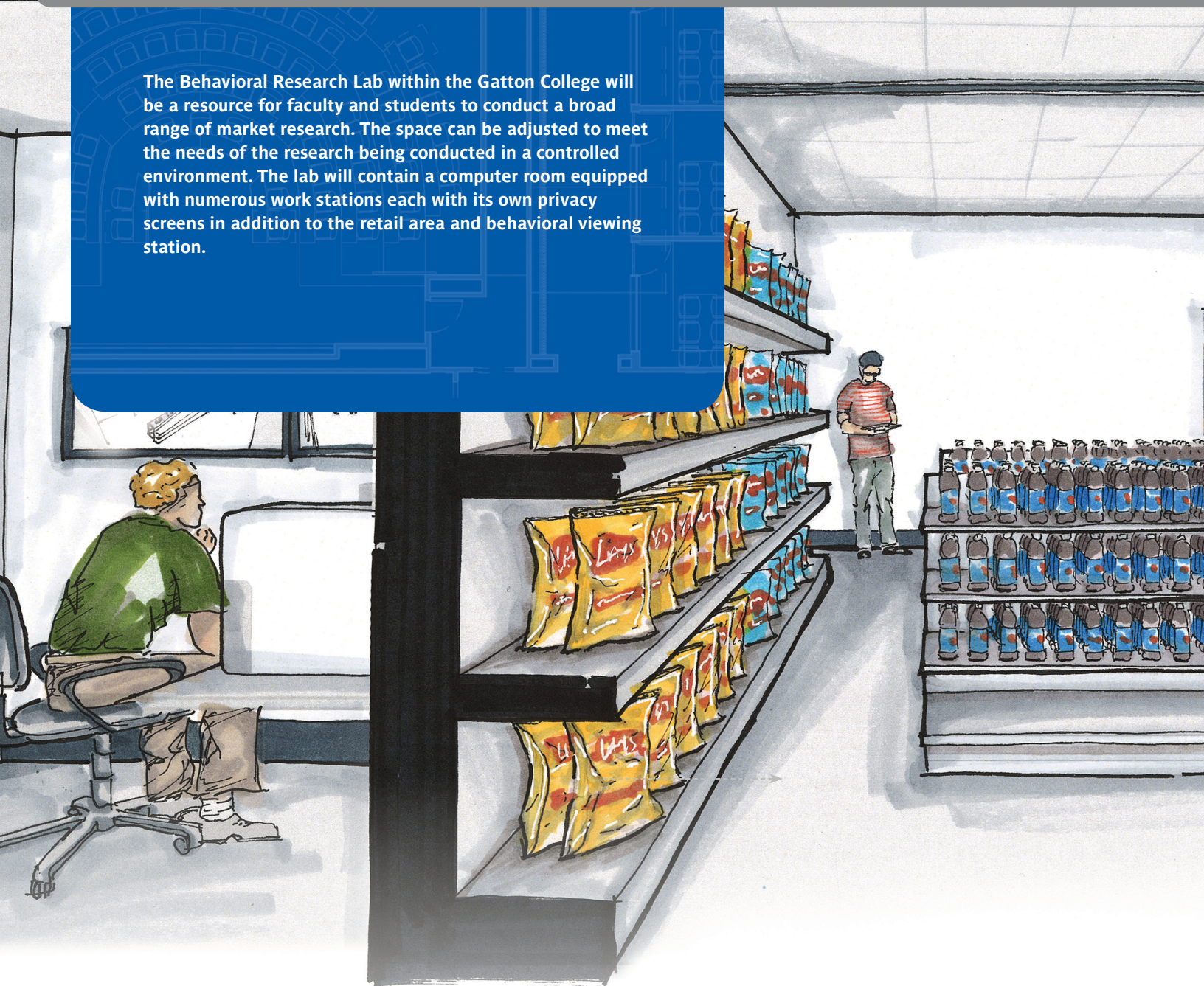
By contrast, the new Center “represents a significant expansion of a program we’ve had for 15 years. The room has state-of-the-art tools for the analysis of stock market investments, Bloomberg terminals and access to numerous data sources,” Jordan describes.

The most prominent finance program at the Center will be the Student Managed Investment Fund (SMIF). Groups of students will manage more than \$5 million on behalf of a UK endowment, making all buy-and-sell decisions, he says.

“Every major university in the country does this: the largest range is up to \$60 million under student management,” Dr. Jordan says. “So UK will be at the forefront. It will be a relatively large fund at \$5 million, and students will also have the best facilities.”

BEHAVIORAL RESEARCH LAB ✓

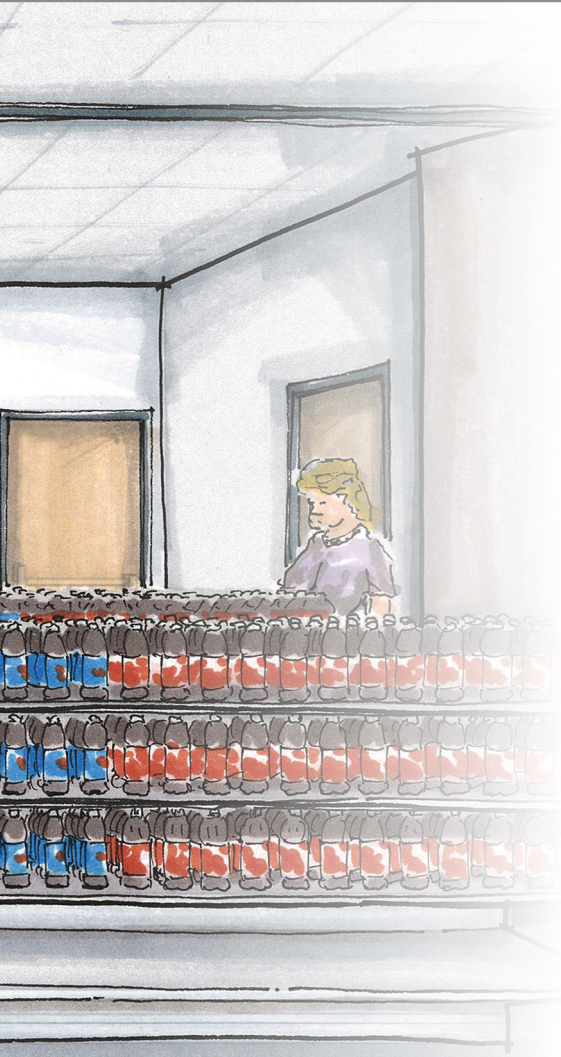
The Behavioral Research Lab within the Gatton College will be a resource for faculty and students to conduct a broad range of market research. The space can be adjusted to meet the needs of the research being conducted in a controlled environment. The lab will contain a computer room equipped with numerous work stations each with its own privacy screens in addition to the retail area and behavioral viewing station.



TO COMPETE FOR QUALITY STUDENTS,

WE NEED A MODERN INFRASTRUCTURE.

**This will allow us to attract and retain the best
from Kentucky and beyond.**



▲ DR. DAVID HARDESTY
Simons Endowed Professor of Marketing
Behavioral Research Lab Director

What do Taylor Swift and Miley Cyrus have to do with marketing research at the University of Kentucky?

Everything, if you're analyzing buying behavior and attitudes at the Behavioral Research Lab at the Gatton College of Business and Economics.

Recently, researchers decided to find out if photographs of certain celebrities would encourage or discourage people from buying products, if those photos were placed in close proximity to certain items. When a poster of an elegantly dressed Swift was next to a stack of spiral notebooks, binders, pencils, pens, and decals, lab test subjects bought more of those items. Conversely, when the same space featured a pigtailed, tongue-wagging Cyrus, people had little interest in the offerings, says Dr. David Hardesty, lab director and marketing professor.

"What we were trying to show is that the effect of an image can transfer beyond the targeted product," he says.

As Gatton renovates its facility and expands the dedicated space for the lab, more projects like this can take place and be completed in half the time it currently takes to get results. People who use the lab are Gatton faculty members and doctoral students. Lab study participants are Gatton students who are taking courses in marketing.

"I think the big difference is that right now, we're sort of stuck with limited space. Space is a huge thing. The new lab will be twice as big as what we currently have," he says.

Currently, the lab has 16 computers in one large room, a small second room, and a tiny "mock retail" area. The new setup will feature a waiting room for lab study participants, a large computer room equipped with 32 work stations (each with its own privacy screen), the retail area where studies take place and a behavioral viewing station. Because of a 15-year growth projection, the computer lab will be wired to eventually accommodate 40 work stations.

The doubled number of computers means that research can be conducted in half the time. As well, the space can be adjusted to meet the needs of research being conducted in the controlled environment.

The retail area also will be vastly improved. "Our space doesn't look like a retail space," says Hardesty. "We have two book shelves where products are. We are using the limited space the best we can. The other thing is, there's no room for growth in any way. It is what it is. Cornell University has a food lab with a mini restaurant. We need space like that to pull things off."

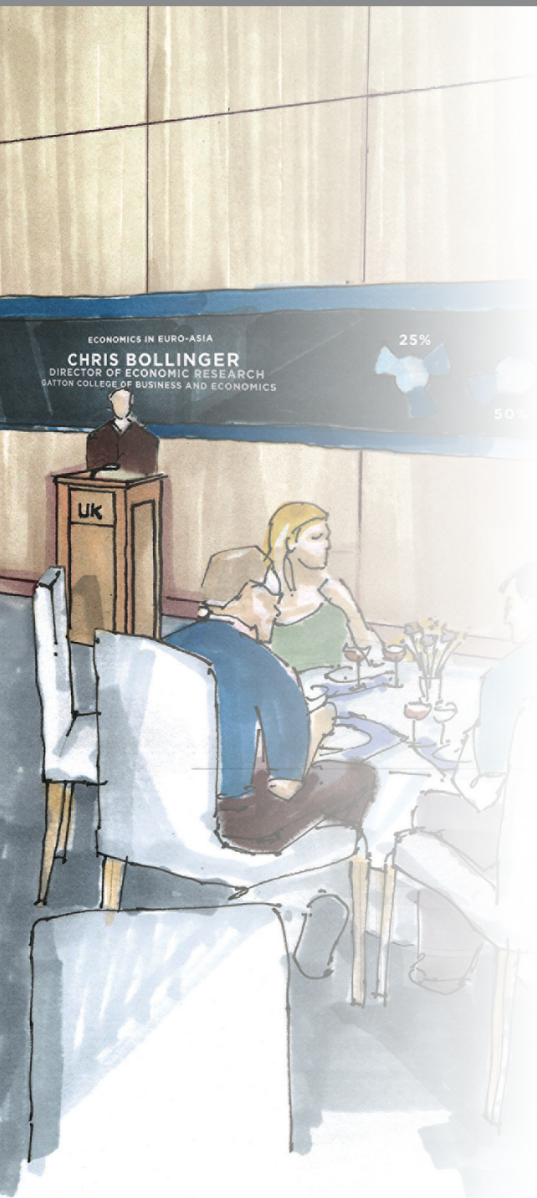
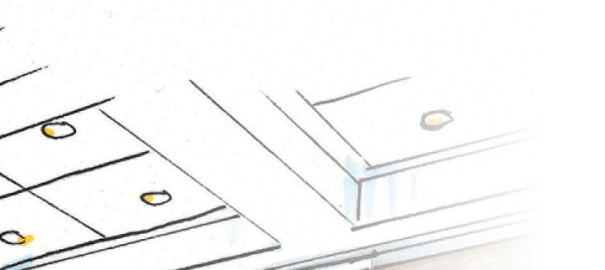
SPECIAL EVENTS HALL ✓

From banquets to the Gatton College's annual Alumni Hall of Fame event, the new special events hall will be another must-have addition to the expanded College facility. Designed for higher-end events, the hall can be arranged for lectures or dinners seating anywhere from 75-200 people. It will also have modern audio-visual components that can serve as a backdrop for these special events. Housed on the third floor of the new facility, the special events hall opens to an outdoor terrace that overlooks the University campus and Memorial Hall.



The new facility will foster more in-depth interactions

AMONG STUDENTS AND FACULTY AND WILL ENCOURAGE OUR STUDENTS TO
learn, network, and socialize in our building.



▲ **TERRY WOODWARD**
Owner, WaxWorks, Owensboro, KY

Changing times – and changing technology – never stopped Terry Woodward from adapting his business strategy to the morphing market demands. But one thing always stayed constant: his dedication to capitalizing on positive potentials.

Woodward is owner of WaxWorks of Owensboro, KY, one of the nation's leading authorized wholesale entertainment dealers. The company provides wholesale priced entertainment media, video games, and accessories to businesses nationwide.

Woodward, a 1963 graduate of UK's business school, has pledged \$2 million for the expanded event space within Gatton's renovated facility. He compares Gatton's needed expansion and technological advancement to his own business's evolution.

"The Gatton College has been successful. But like my business, things change. Technology changes. And if you don't keep improving you go backwards. So I want to see Kentucky move forward, particularly the Gatton College, and if I can help them do that I want to do that," he says.

Woodward's father, LeRoy, opened a record store in 1949 in downtown Owensboro and named it WaxWorks because at the time, records were made of wax. In 1968, Terry joined LeRoy and two other employees and expanded the retail operation to include wholesale components to accommodate the expanding eight-track tape market.

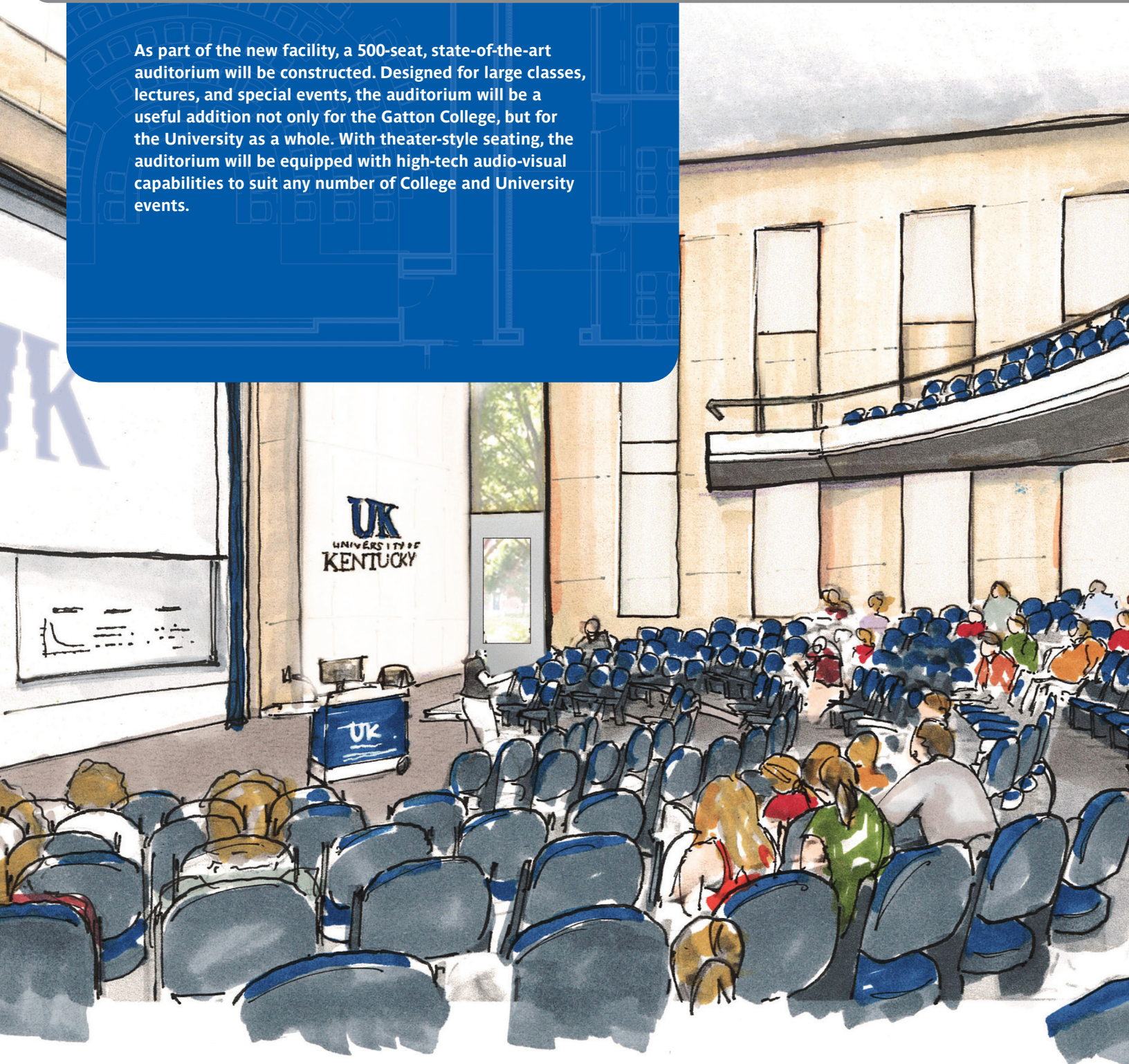
The business continued to thrive and grow and keep up with technology and consumers' transforming interests. As shopping malls were developed in the 1970s, Terry decided to start a chain of music stores and named the chain Disc Jockey. It grew to 24 stores in 37 states. In the 1990s, the industry began struggling and in 2000, he sold the chain to Trans World Entertainment.

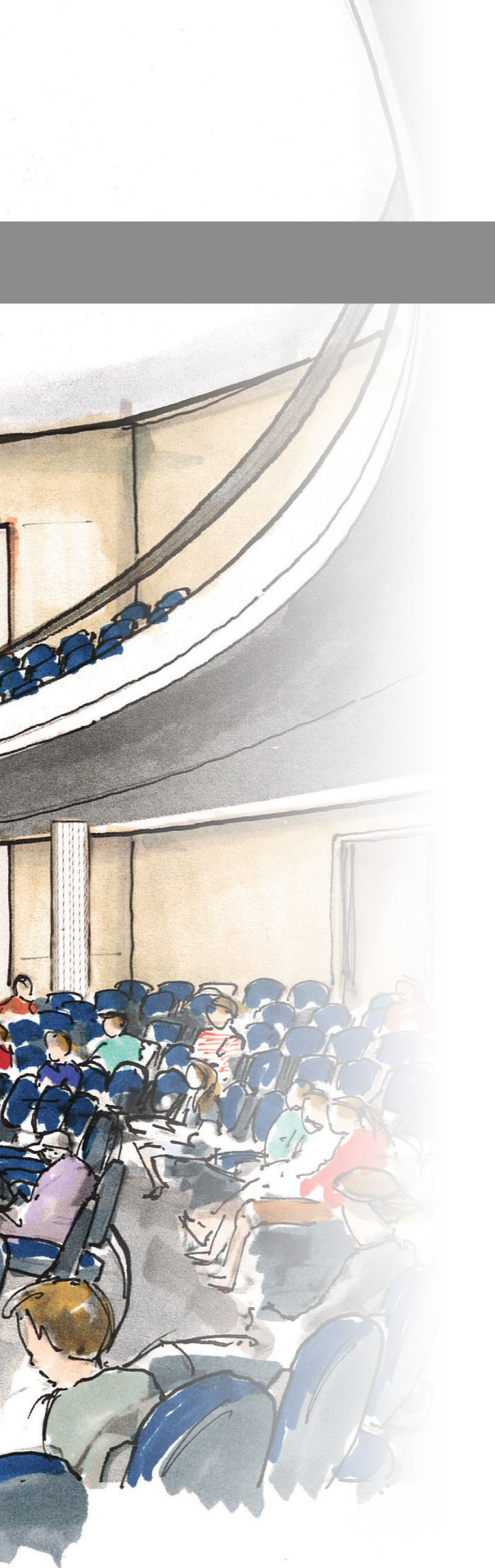
In 2006, WaxWorks launched a new company called Team Marketing, which now is the nation's largest holder of licenses for college sports videos. Today, WaxWorks is a video distributor, with a very unique account base. Sixty-five percent of its business takes on different forms via Internet sales. "We sell to Walmart, Amazon, Meijer, Best Buy. We are the exclusive distributor for Hallmark card shops all over the country," Woodward says.

Gatton's expansion is important to Woodward, because, "much like my business, there's a parallel. Things change. The world is changing around us. This new building is important so they can change with the world. They need to keep growing. If you're not growing you're going backwards, and I want to see the Gatton College go forward."

AUDITORIUM

As part of the new facility, a 500-seat, state-of-the-art auditorium will be constructed. Designed for large classes, lectures, and special events, the auditorium will be a useful addition not only for the Gatton College, but for the University as a whole. With theater-style seating, the auditorium will be equipped with high-tech audio-visual capabilities to suit any number of College and University events.





▲ DR. NICOLE JENKINS
Associate Professor of Accounting

When she sends out invitations to conferences hosted by the Gatton College of Business and Economics, accounting professor Dr. Nicole Jenkins is constantly mindful of space limitations.

“We’re limited in terms of the types of events we can hold for a cross section of students and corporate America,” says Jenkins, who is in her second year teaching at UK.

UK is poised for growth among both undergraduate and graduate students following the renovation of its facility. That’s precisely why a new auditorium with seating for 500 people will give Gatton a much-needed venue for both students and the community at large.

This spring, Jenkins is planning a Women’s Conference, which will focus on how women’s motivations and issues differ from men’s in corporate America. Its goal “is to help women students, faculty and staff assess their tool kit and provide a paradigm to evaluate those assets when they bring them to the table and figure out ways to navigate with them. Our conference this year is about personal branding,” Jenkins says.

However, “I have had to keep the invitation list narrow,” she says, adding that the number of participants will top at 150. The event will have to be held at UK’s library.

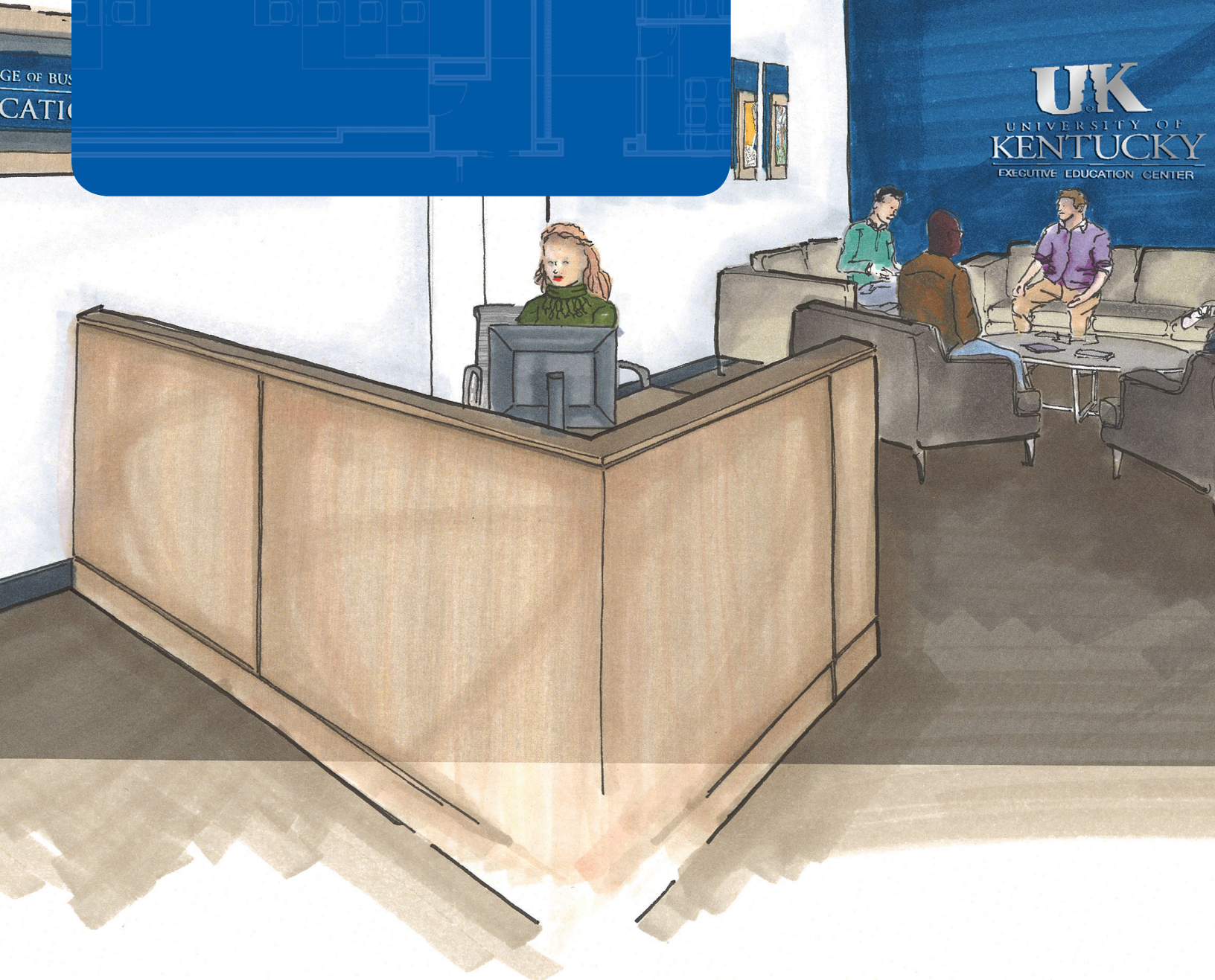
The same goes for the bi-annual H.I.P. (Honesty, Integrity, and Professionalism in Accountancy) Conference, which will take place in the 2014-15 school year. The conference is structured to include a lecture from someone in accounting who engaged in a fraudulent behavior and who will discuss what they’ve learned. Breakout sessions in smaller spaces follow the talk.

“But right now, we can’t accommodate the speaker,” Jenkins says. “We end up having to hold parts of it in Gatton and elsewhere on campus, and then you lose people when they’re switching from place to place.”

Jenkins is also looking forward to the theater-style seating and the auditorium’s high-tech audio-visual capabilities. “Technology is a way to facilitate communication. When you think about a large lecture, it’s usually the last thing a student wants to do. But when you have the latest technologies available, there are many ways to bring that big lecture down to a smaller conversation.”

EXECUTIVE EDUCATION CENTER ✓

In order to further Gatton's innovative and comprehensive professional offerings for today's business community, the Executive Education Center is being expanded to meet these demands. Housed on the third floor of the new Gatton facility, the Executive Education Center will be comprised of high-tech classrooms and an executive lounge area, along with access to the College's Special Events Hall.





▲ BERNARD R. BOULANGER, M.D.
Chief Medical Officer, UK HealthCare

It's not every day that a nurse, a surgeon and a hospital administrator are sitting elbow to elbow to learn about improving their interactions within a large hospital.

But that's exactly one of the many benefits of participating in an employee development program provided by the Executive Education Center at the Gatton College of Business & Economics, says Bernard R. Boulanger, M.D., Chief Medical Officer at UK HealthCare.

"You would think everyone would know each other, but we have thousands of employees spread out across the state and Lexington. When they come to do the courses at the EEC, they meet people and get to work on projects. This has helped internal networking. It has been an unexpected benefit," Dr. Boulanger says.

UK HealthCare has enrolled 116 participants in EEC programs since 2009. This December, 30 more employees will participate in another course that will last several months. "It's a mixture of doctors, nurses, staff, IT people – people we earmarked as good candidates for leadership development. The EEC has offered us good faculty, instruction; it's been a worthwhile relationship," he says.

The EEC works with organizations to design and develop professional executive education programs that address specific performance or strategic needs. The length of these programs can vary from two days to one week to one year. The Center also provides a series of public programs, including certificate programs. However, more can be offered once Gatton completes expansion and renovation of its current facilities, says Harvie Wilkinson, EEC Director.

"Right now, most of our open enrollment programs are done at UK's (Hilary J.) Boone Center. We are constrained as far as the schedule goes. Once we have our own Center, scheduling will be much more broad and flexible for open enrollment and custom programs," Wilkinson says.

The new Center, located near graduate-student classrooms, will accommodate both small groups of 20 and larger groups of 80. Breakout rooms, where people can branch off for small-group discussions in the middle of lectures, will be technologically equipped. The Center also will feature a lounge, where people can catch up on their emails, have a snack, relax and watch TV.

Dr. Boulanger notes that because of the renovation, his organization has discussed expanding the program with partners outside of UK HealthCare. "The expanded space will help. It will give us more options for executive education. We're looking forward to the expansion of the building and a continued healthy relationship between Gatton and UK HealthCare," he says.

BREAKOUT ROOMS

In today's business school environments, collaborative learning is emphasized and encouraged. To help facilitate this, the new Gatton facility will house more than 40 study rooms scattered throughout the building. In addition to these rooms, the College will also have a quiet study area and a large atrium for expanded study opportunities on the main floor. There are also lounge areas and conference rooms throughout the building for faculty, staff, administration, and graduate students to use for meetings and seminars.



CATALYST

STATE-OF-THE ART CLASSROOM CONFIGURATIONS,

LEARNING TECHNOLOGY, AND LABORATORIES

will transform & modernize how we
teach, learn, and conduct research.



▲ VICTORIA (TORY) STEWART
MBA Student

Collaborating on a project for the United Parcel Service with fellow Gatton MBA students is a dream-come-true for Victoria (Tory) Stewart.

Stewart, who is in the one-year accelerated MBA program, has career aspirations in the supply chain or operations management arena. UPS is participating in Project Connect, Gatton's program by which MBA student teams get on-the-job experience solving a real business problem. Stewart was thrilled to be assigned to a company whose very name is synonymous with logistics.

"I was really lucky I got paired up with them!" she says.

The only problem?

Gatton's current facilities only provide space for eight "breakout rooms," and there are 16 Project Connect student teams. That means that although students are digging deep to brainstorm together, they have to vie for the space to discuss their strategies. And sometimes, they even have to share the same room.

"It has been, with deadlines approaching, a bigger problem lately," Stewart says. "With teams sharing space, productivity is not quite as high. Sometimes we have to go to the library."

Gatton's renovated facility will provide plenty of breakout rooms, equipped with the latest technology. The rooms will be in close proximity to the MBA center and the MBA classrooms.

Some people may not think that a physical space would have such a huge effect on impeding students' progress. But Stewart says that's definitely the case. Gatton is already ahead of the curve in its philosophy to require students to learn about teamwork, she says. But being able to concentrate as a team and to get the most from the MBA education goes hand-in-hand with the facility's surroundings.

When the Gatton renovation is complete, Stewart says, students will greatly benefit from the added rooms and technologically enhanced spaces.

"I just want to say to donors, thank you for continuing to help fund the younger generation," Stewart says. "Now is a harder time for people who are starting out. It's a hard job market, and it's hard to get their feet underneath them with the high cost of tuition and health care. Having the extra support as we get started is so valuable."



Ceremonial Groundbreaking

Friday, October 11, 2013 | Gatton College of Business and Economics Atrium | 10:30 am

The University of Kentucky's Gatton College of Business and Economics revealed the architectural plans and held a ceremonial groundbreaking for a major expansion and renovation of its facilities on October 11, 2013. UK President Eli Capilouto and Gatton College Dean David W. Blackwell were joined by Governor Steve Beshear, other state officials, major donors, faculty, staff and students in unveiling details of the \$65 million project.



DEAN
DAVID W. BLACKWELL



UK PRESIDENT
ELI CAPILOUTO



GOVERNOR
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The Gatton report

2012 - 2013



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COLLEGE NEWS

GATTON ALUMNUS NAMED CEO OF KROGER

Kroger's next CEO was raised on a farm in Kentucky and the first in his family to get a college degree. Over a 35-year career, Rodney McMullen has risen from a part-time stock clerk to a critical player behind many of Kroger Co.'s strategic moves of the past decade.

McMullen, Kroger's chief operating officer and president, has been named chief executive of the nation's largest grocery store chain, starting Jan. 1.

He was named COO in 2009 and currently oversees all of Kroger's supermarket divisions, advertising, customer insight and strategy, customer relationship marketing, manufacturing, merchandising and procurement, pharmacy, retail operations, supply chain and The Little Clinic.

From 1978 to 1982, McMullen worked his way through college at the University of Kentucky as part-time stock clerk at a Kroger store in Lexington. After graduating in 1982, he worked in a Kroger retail division office in Charlotte.

In 1986, McMullen became a financial analyst at Kroger's corporate headquarters in Cincinnati. There he was deeply involved in implementing Kroger's leveraged restructuring in 1988, which kept the company public.

At the age of 34, McMullen was named Kroger's chief financial officer in 1995. His job quickly expanded beyond traditional finance roles to include strategy and operations. McMullen led the integration of Kroger's \$13 billion merger with Fred Meyer Inc. in 1999 – the company's last takeover and largest ever.

In 2000, McMullen was elected executive vice president of strategy, planning and finance. In 2003, he was elected vice chairman of Kroger's Board of Directors. McMullen is also a member of the Gatton College's Dean's Advisory Council.



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COLLEGE NEWS

GATTON PROFESSOR IS U.S. FULBRIGHT SCHOLAR IN MONGOLIA

Wedged between Russia, its neighbor to the north and China, its neighbor to the south, Mongolia is the second-largest landlocked country in the world.

That happens to be where University of Kentucky faculty member Anita Lee-Post is currently doing her teaching and research after being selected as a Fulbright U.S. Scholar for the fall semester of this 2013-14 academic year. Lee-Post, who joined the faculty of UK's Gatton College of Business and Economics in 1990, is an associate professor of marketing and supply chain.

Thanks to an opportunity to work with a colleague from Romania who had come to UK as a Fulbright Scholar, Lee-Post's interest in pursuing a Fulbright herself was piqued. Having earned her bachelor's degree in business from the Chinese University of Hong Kong, then working in banking in Hong Kong and Shanghai Bank, she had always been aware of Mongolia.

"I decided to put together a Fulbright proposal on how Mongolia can direct its economic development efforts toward the attainment of economic, environmental and social sustainability," said Lee-Post. Her proposal was approved earlier this year by the J. William Fulbright Foreign Scholarship Board. The program is administered by the U.S. Department of State's Bureau of Educational and Cultural Affairs, with the cooperation of the Council for International Exchange of Scholars.

Lee-Post's host school is Mongolia International University (MIU) where interestingly, subjects are taught in English only. MIU is located in the capital city of Ulan Bator, home to half of Mongolia's three million residents.

Lee-Post sees plenty of benefits for UK students from her experiences once she returns to the Gatton College.

"In terms of teaching, I am planning to enhance my supply chain management course with sustainability content and a Mongolian perspective," said Lee-Post. "We also are very hopeful of establishing a cultural exchange between MIU and Gatton students, and study-abroad opportunities in Mongolia for UK students across several different majors will be expanded."

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COLLEGE NEWS

GATTON BIZ QUIZ STUDENTS CONTINUE TRADITION OF SUCCESS

A team of students from the University of Kentucky's Gatton College of Business and Economics upheld another proud tradition of the school earlier this semester in Columbus, Ohio.

The three-person unit comprised of Gatton seniors, Scott Deschamp, Sean Bell and Kyle Schneider, earned a third place and a fifth place in the team competitions at the annual *Wall Street Journal* National Biz Quiz hosted by The Ohio State University.

There are two segments in the competition, oral and written. In the written portion, Deschamp, Bell and Schneider placed third, besting top students from schools such as Emory, Maryland, Michigan, Notre Dame, and others. In the oral portion, the Gatton squad placed fifth nationally out of 18 universities.

Paxton Roberts, a Gatton College Global Scholar, served as the Gatton squad's alternate team member and student assistant coach.

The Gatton team was coached for the sixth consecutive year by Senior Lecturer in Strategy and Management Gordon Holbein. Under Holbein's direction, Gatton teams previously have earned one overall national championship (2012), two fourth-place finishes and three individual national titles, Jeffrey Howard (2008), Jeffrey Wei (2009) and Bert Smith (2012).

Questions were culled from the past six weeks' news in the *Journal* and topics ranged from economics and business strategy, to politics, to international affairs, healthcare, and even fashion.

"We are very proud of Scott, Sean, Kyle and Paxton," said Holbein. "The guys all worked hard in preparing for the competition and came so very close. Our students at Gatton continue to prove they can compete anywhere with anyone."

Jenny S. Fritz Barber '89
Joe L. Barber '64
Joseph M. Barber '70
Betty P. Barker '83
Marc W. Barlow '81
Jennifer P. Barnes '92

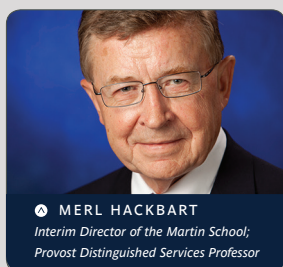
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Rich S. Beaven '90

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Christopher S. Bell '93

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James B. Berginski '74
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Angela B. Betancourt '98
Theresa M. Biggers '83

COLLEGE NEWS

GATTON/MARTIN SCHOOL'S HACKBART ELECTED NATIONAL FELLOW



What is probably the highest honor of his long and distinguished academic and professional career was bestowed upon the University of Kentucky's Merl Hackbart this semester in Washington, D.C.

Hackbart, professor and interim director of the Martin School of Public Policy and Administration, was formally inducted as a fellow of the National Academy of Public Administration (NAPA) in ceremonies Nov. 14. Hackbart was elected as a fellow this year based on his nearly five decades of service as both a university professor and administrator, and as state budget director of Kentucky, as well as other service to the Commonwealth and his home city of Lexington.

NAPA is an esteemed organization that was chartered by Congress as an independent, non-partisan organization. The academy gathers renowned experts from around the country for anticipation, evaluation, analysis, and recommendations on the nation's most critical and complex public management, governance, policy, and operational challenges.

"We sincerely congratulate Professor Hackbart on this high distinction," said UK Provost Christine Riordan. "He is most deserving of this selection, which brings great honor to the University of Kentucky and the Martin School."

In 1973, Hackbart joined the faculty of the University of Kentucky's Gatton College of Business and Economics with what was then a reasonably well-defined mission: To serve as an associate professor of economics and public administration, and to develop a school of public policy and administration at UK (now the nationally regarded Martin School of Public Policy and Administration). Hackbart proved successful in meeting these objectives, yet even he could not have predicted where his career would take him over the next 40 years.

Hackbart has taken on numerous assignments and challenges, from teaching undergraduate and graduate students, to conducting research that has been widely published, to serving three different Kentucky governors. He served in the administrations of John Y. Brown Jr. and Wallace Wilkinson as state budget director, with additional key responsibilities for finance, administration, policy, and management; and in Paul Patton's administration, Hackbart served as special assistant for policy management, then later as senior policy adviser.

"Serving as the founding director of the Martin School helped me to even more closely align my research interests in public policy and administration and bring these connections clearly in focus to our students," said Hackbart. "It also piqued my own interest in knowing more about the inner workings of state government."

Together with his vast amount of service to the Commonwealth, Hackbart always has been devoted to UK, serving as interim dean of the Gatton College for one year, helping to guide the school through its most recent reaccreditation, prior to being tabbed to again lead the Martin School.

In addition to his outstanding classroom teaching and chairing numerous doctoral dissertation committees, Hackbart also served the Gatton College as associate dean for graduate studies and research, associate dean for academic affairs and administration, and senior associate dean.

Among the many honors and recognitions he has received are the Provost's Distinguished Service Professor Award, the William E. Lyons Award for Academic Leadership and Public Service, the Kentucky Distinguished Economist Award, and the Kentucky Economics Association Distinguished Service Award.

Hackbart remains energetic and upbeat with no signs of slowing down.

"Working here at UK puts you in constant touch with young people, people with fresh attitudes, energy, and ideas," he said. "The lively atmosphere here at the university, combined with the tremendous variety of assignments I have been able to have, keeps me excited and always looking to the future."

A native of South Dakota, Hackbart was honored earlier this fall on the golden anniversary of his graduation from South Dakota State University. The school inducted him into its Distinguished Alumni Hall of Honor for his service to education.

Hackbart and his wife, Maxine, reside in Lexington and have two children and five grandchildren.

thank you

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