

College of Business Administration Executive Center for Global Competitiveness

Letter from the ECGC Director

Dear Community Partners and College of Business Faculty and Staff,

As fall leaves turn into winter snowflakes, the changing season finds the Executive Center for Global Competitiveness approaching nearly two years of operation. We are excited to share some of the latest information about the ongoing progress of ECGC as it relates to community partnership projects throughout the business region, or other endeavors designed to enhance the Business School of Choice mission of COBA, while creating a positive impact on the economic conditions in the Northwest Ohio region and beyond.

As you can see from several of our brief project summaries, we continue to work with many of our preferred customers such as SSOE, The Andersons, Campbell's, OI and United Health Partners, while expanding new relationships with other companies and organizations such as First Solar, The Douglas Company, Toledo Mud Hens, BP Oil and Rexel Corporation in Dallas, Texas. Many of our collaborative projects remain heavily focused on leadership and executive development, lean manufacturing, corporate graduate assistantships, organizational assessments and onsite MBA programs. Additional project work is expanding in non-credit sales curriculums through the Ed Schmidt School of Professional Sales, high profile speakers for the community with the Family Business Center and potential non-credit management development opportunities through the IBI in China. However, another important part of ECGC's mission is to create an environment for the business community that hosts various important events or a "convenient and obvious" location for industry clusters to discuss community topics of interest such as retaining and attracting talent, growing business within Northwest Ohio or labor and health care issues. Recently, the ECGC Customer Committee focused on organizing a forum of CEOs from the Architecture, Engineering and Construction (AEC) industry for November which continued to meet monthly this winter. Other industry clusters are planned for manufacturing, banking and finance, and health care.

As we expand our business relationships and project scope within the business community, we are gratified by the opportunity to make a difference in improving performance, productivity and economic standards one company at a time. Our success in the community is attributed to the talented faculty and adjunct faculty who provide their expertise on project work, business leaders who provide counsel and support by participating in our Customer and Marketing Advisory Boards, companies who share their COBA success stories with others, and the visionary leadership of our College and UT.

We hope you enjoy learning more about the work we are doing, and encourage you to visit our website for additional information.

Carrie S. Herr, Director
Eva Curtis, Program Manager

AEC Summit: First Industry Cluster

On November 17, 2006, the Executive Center for Global Competitiveness and College of Business Administration hosted its first Industry Cluster Summit for CEOs in the Architecture, Engineering and Construction Industry. One of the main issues discussed during the meeting were ways to attract, retain and develop talent. The goal of the Industry Cluster Summit was to encourage an exchange of ideas and possible collaboration on ways to grow one's business. **Mr. Pete Douglas**, President of **The Douglas Company**, facilitated the breakfast meeting, which was by invitation only. **Mr. Tony Damon**, CEO of **SSOE, Inc.**, presented several examples of successful endeavors at his company.



*AEC Industry Cluster Attendees,
Enjoying their First Executive Summit*

The feedback responses from the gathering were very positive and encouraging for future discussions. The AEC Industry Cluster has already selected liaisons to organize future discussions and two meetings have already been held in 2007. The ECGC is also planning future Industry Cluster Summits for other markets, including the finance, health care, manufacturing and retail sectors.

ECGC in the News

The word is spreading about the role of the ECGC and its work at the College of Business! Recently, there were two articles about the Center in the Toledo Business Journal and in the Toledo Free Press. The articles described the mission of the ECGC and how the relationships it creates with local business executives leads to partnerships between the businesses and our College. Both articles are posted on our website in the *In the News* section at <http://utoledo.edu/business/ecgc/events.html>. As always, we are here to work with you. Call us, if you would like our assistance with a current project or would like to collaborate on a new endeavor!

COBA and Toledo Mud Hens: A Winning Team

We're proud to report that the **Toledo Mud Hens**, our favorite baseball team, have another home-grown advantage, UT's College of Business! In their drive to maintain quality leadership and continuous pitch for perfection, the Mud Hens have signed-up two COBA players for a winning season. **Dr. Clint Longenecker** was drafted to conduct needs assessments in leadership, organizational performance and personal improvement areas, followed with improvement initiatives through his *Getting Results* process. Another valuable player, **Dr. Phil Fink**, was enlisted for his Financial Management expertise at The Roost. Both players have done the COBA team proud, and the Hens are looking to a championship year on and off the field!

Getting Results Continuous Improvement Process Gains Momentum at SSOE

Having finished the first year of its leadership development process for Senior Management based on the book, *Getting Results*, written by **Drs. Clint Longenecker and Jack Simonetti**, SSOE, Inc. decided to continue the momentum of its successful process implementation for another year.

In October, the company resolved to initiate additional Executives into the results-producing executive development and continuous improvement initiative. This particular process involves training SSOE leadership on the five absolutes identified in the book. As exemplified so effectively last year, the absolutes will be applied over a 12 month timeframe to five (5) of SSOE's most pressing business problems in order to improve processes, increase productivity and provide greater ROI.



*SSOE Getting Results - October 2006 Session
at the Stranahan*

First Solar and ECGC Partner on New Curriculum

First Solar is drawing on its past collaboration with The University of Toledo and Carrie Herr, ECGC Director, to fine tune a new leadership curriculum for its employees. The curriculum will be a complex mix of leadership and management development programs meant to address and rectify some of the identified gaps in their core training goals.

The partnership between First Solar and ECGC/COBA will draw upon the expertise of the College's faculty and adjunct faculty in areas ranging from communications, conflict management, delegations, productivity and planning, to name a few. The ECGC is very pleased to offer the College business resources towards the First Solar endeavor.

Corporate Star's Virtual Mission for College of Business Students

John Broer, Vice President, **Corporate Star Program** in conjunction with the Challenger Learning Center (CLC) recently extended an invitation for one of the College of Business classes to participate in a new "Virtual Mission." The mission, ultimately a leadership experiential learning program designed for businesses, is named Operation Montserrat, and is based on a real emergency situation that occurred on the small Caribbean island of Montserrat in 1996. The CLC is part of a growing network of centers nationwide established in memory of the crew of the ill-fated Challenger Space Shuttle.

Students enrolled in a conflict management and negotiation course offered by the Department of Management had the unique opportunity to participate in the Virtual Mission and had to answer tough questions like, "Will the hurricane make landfall? Will the volcano explode? Will the residents of Montserrat need to be evacuated?" During the hour and a half mission, students served as members of the Emergency Response Team (ERT). With the ERT, they were assigned to duties that dealt with the volcano, hurricane, evacuation or communication with mission control. With the help of computers, the Internet, and video conferencing equipment, students interacted with the flight director at mission control (this was a remote site which is modeled after NASA's Johnson Space Center in Houston) to track the hurricane, predict volcanic activity and consider evacuation options. The experience addresses many competencies business students need to possess in order to compete in today's markets. Thanks to Corporate Star for a great opportunity for our Business Students!

Campbell Soup Supply Company Expands its LEAN-Six Sigma Training

Eight months of training and a 5 team capstone projects utilizing the Six Sigma Green Belt process resulted in at least \$10,000 company savings per project for **Campbell's Soup Supply Company** in Napoleon, Ohio last year. This outstanding result caught the attention of Campbell's headquarters in Camden, New Jersey.

The leaders in Camden decided to train their employees from various locations in the U.S. in anticipation of duplicating the phenomenal success of their plant in Ohio. The Campbell employees completed their initial training in LEAN-Six Sigma in November 2006. The ultimate goal for the participants will be more efficient processes resulting in cost savings for the company. The ECGC will be at hand to assist Campbell's during this very vital phase in LEAN-Six Sigma implementation.



Campbell Employees, LEAN-Six Sigma Class, Toledo Session, November 2006

COBA Customizes Financial Management Training for UHP

Dr. Phil Fink has proven his mettle many times in the arena of Financial Management training with various area companies in his work with the ECGC. Of note, his expertise in accounting and capital budgeting has been called into action by **United Health Partnership** for training at their various hospitals as part of their professional development forums. UHP has requested Dr. Fink's facilitation skills for tailor-made seminars specifically designed to meet their needs.

Phil is one of the many valuable resources of the College of Business who listens and works with business leaders on developing a curriculum tailored uniquely to a company's requirements.

Public-Enrollment Seminars

As the needs of the business community evolve and change, the ECGC and the College grow and evolve right along. Although the role of ECGC within the business community is in more demand on an individual company level, we are still offering several selected public enrollment courses in **Project Management** and **Professional Human Resource Management Review**. The schedule for these courses can always be found on the ECGC website, and we remain flexible to market demands for other areas of professional development.

Dwyer / Longenecker Facilitate and Coach at ProMedica

Drs. Dale Dwyer and Clint Longenecker are in their second year of Executive Leadership Development and Facilitation project for the **ProMedica Leadership Institute**. According to ProMedica, while the purpose of the program is manifold in its learning objectives, "the central theme for the experience will be to elevate leadership/executive competency by the significant reinforcement of ProMedica's Executive Leadership Competency Model." The program involves facilitation and coaching, special PLI group and individual projects, analysis and feedback on projects, final presentations and a formal graduation ceremony.

ECGC has Relocated!

The Executive Center for Global Competitiveness moved out of its previous location in downtown Toledo on November 30, 2006, and is currently housed in the MUO Foundation Building on the Health Science Campus. This will be the location for the E.C.G.C. until the College of Business Administration constructs The Complex for Business Learning and Engagement. The Complex is scheduled to be completed in 2008, at which time the Center will move into its permanent offices. In the meantime, you can find us at 1111 Research Drive, Toledo, Ohio, 43614, Mail Stop 1176.

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