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Eller

FALL 2016

Progress

News for alumni and friends of

The University of Arizona® | Eller College of Management



pushing
boundaries

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education – from within* PAGE 16 ▶▶▶

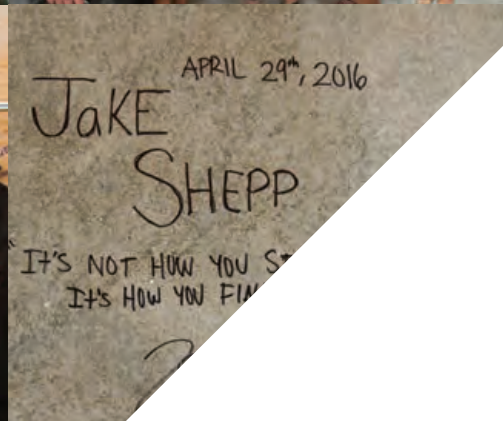
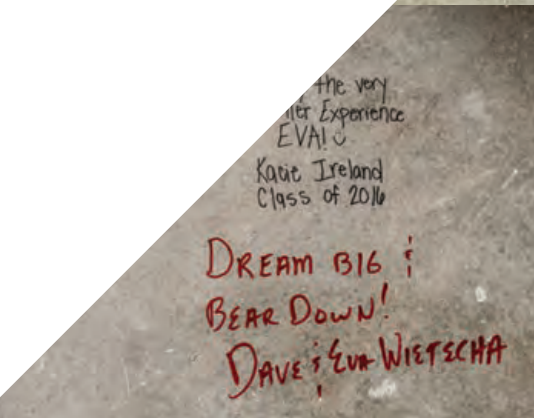
making a mark

The new Karl and Stevie Eller Professional Development Center is built on good wishes—literally. Under the carpet and paint are signatures and well wishes from dozens of the donors, students, faculty, and staff who contributed to making the project a reality.

Personal investment is the hallmark of the Eller PDC—from the student-approved pre-business fees that fund career exploration courses and career coaches to the \$5 million in alumni and supporter donations that built the project.

The Eller PDC team invited its stakeholders to mark up the construction site in April and May. The space opened August 22 with the start of the 2016-17 semester.

THOMAS VENEKLASEN PHOTOS





Progress Magazine Fall 2015

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CHRIS RICHARDS PHOTO

Dear friends,

I joined Eller eight years ago from the University of Connecticut, and like many people who come to the UA, I found a sense of belonging here right away. Our community of faculty, staff, students, and alumni is really incredible. It's our people who made me most excited to take on my new role as dean.

Seven months into my deanship, I can reiterate that this is a place where our people think big, and bring big ideas to fruition through hard work and collaboration. You'll see evidence of that throughout this issue of *Progress* magazine.

This fall, for example, we opened the Karl and Stevie Eller Professional Development Center. The project brought much-needed collaboration space to our students, and is also home to our career coaches and academic advisors, who partner to support our students' professional goals.

Over the past several months, I've spent a lot of time meeting with donors, alumni, faculty, staff, and students to talk about how we can turn our core strengths into a compelling vision to reshape business education. You'll find out more about the evolution of Eller's vision in the feature section of the magazine, which begins on page 16.

Finally, we are rolling out a series of alumni events in cities around the country this fall. You'll find more information in the alumni section (beginning on page 24). I hope you'll join us for these events, or at Homecoming, and take a minute to introduce yourself.

Bear Down!

Paulo Goes
Dean and Halle Chair in Leadership

On the cover: The changing face of McClelland Hall: construction on the new Karl and Stevie Eller Professional Development Center is visible on the south face of the building. Photo by Jason Wild.



seeing opportunity

Engineering students in the McGuire Entrepreneurship Program build the future they imagine



SARAH MAUET PHOTOS

Top: Brian Herrera with Defiant Technologies' 3-D camera. **From left:** Kramer Kutschko, Clayton Jeanette, Brian Herrera, and Zachary Kane.

Brian Herrera was snowboarding in Colorado when he was struck by the beauty of the scenery. The University of Arizona optical sciences and engineering major tried and failed to take a picture that did the scene justice, but an image of his goggles reflecting the view did spark his imagination.

"I thought it would be so cool to build a 3-D camera that could share in VR (virtual reality) so others could experience what my eyes were seeing," he said.

Herrera knew how to tackle the complexities of building a 3-D camera, but developing the commercial potential of the device was not a challenge he understood. He turned to the top-ranked McGuire Entrepreneurship Program, which provides budding UA student entrepreneurs with the tools to turn inspiration into reality.

McGuire Program students receive a year of intensive experiential education that engages them in the process of moving innovation from an early-stage idea to a sustainable investor-ready venture. The immersive cohort-based program

is one offering of the McGuire Center for Entrepreneurship, which is housed in the Eller College of Management, but each year the McGuire Program accepts about 85 undergraduate and graduate students from all fields of study.

"The diversity of expertise our students bring to the McGuire Program enriches everyone's educational experience," said **Joseph Broschak**, McGuire Center executive director. "Welcoming students from all fields of study means our students are exposed to different ways of thinking, new methods of problem-solving, and a broader range of business ideas."

Students in the year-long McGuire Program form small new venture teams that meet multiple times a week for individualized guidance with experienced entrepreneurship



mentors in residence. Throughout the year, students also are coached by communication mentors, connected with industry experts and angel investors, and receive legal advice from students at the James E. Rogers College of Law through the Business/Law Exchange. This intensive immersive experience meets the UA's 100% Engagement initiative, and McGuire Program students receive an "Engaged Learning Experience" notation on their transcripts.

Herrera was one of several engineering students who teamed up with other STEM, humanities and business students in the McGuire Program last year to develop projects as varied as a drone app marketplace, biometric security systems, neurological therapeutics, interactive educational apps, and development software for nonprofits. However, Herrera, who minored in electrical and computer engineering, was the only student to also sponsor a College of Engineering senior design team to build the technology behind the business plan he developed in the McGuire Program. At the year-end McGuire New Venture Competition in April, Herrera's team, Defiant Technologies, won third place and \$2,500 for its plan to bring an immersive 3-D social media experience to market through a mobile virtual reality app and the wearable VR camera its team of engineers developed.

About 30 percent of McGuire Program graduates become entrepreneurs within five years of graduation, and many more start a business (or many) later in life. Regardless of their career plans, by the time students complete the McGuire Program's pioneering curriculum, they're equipped to apply principles of entrepreneurship to any new venture or established business.

"We are teaching our students to understand the impacts they can make," said **Jeff Goldberg**, dean of the College of Engineering. "The McGuire Program helps our graduates be more fully prepared to solve these challenges and build the future they imagine." - Sarah Mauet

Scenes from the 2016 New Venture Competition.

From top left: Hannah Gardner of Seller to Cellar; Jimmy Song of ROVR; Timothy Wolfe, Ivan Mendez, Dante Egger, Daniel Dicochea, and Chaoying Yan of top-placing team WorkSphere; and Alyssa Bowles, Joe Shetler, Jordan Spallas, and Jonas Otter of Wherdugo.



The UA College of Engineering now allows students to participate in the McGuire Program in place of a senior design project pending approval from their major department. Learn more at mcguireexperience.com.



port of entry

Arizona-Mexico
Economic Indicators
site is the data gateway
to the border region

Mexico is the state of Arizona's top trading partner, and all U.S. states export goods through Arizona border ports of entry. "The U.S.-Mexico border is the tenth longest border in the world, and the busiest border in the world in terms of people and trade," **Maile Nadelhoffer**, senior research economist with the Economic and Business Research Center (EBRC), said.

Two years ago, EBRC launched the Arizona-Mexico Economic Indicators site, azmex.eller.arizona.edu, which brings together key data points to monitor the state's competitiveness in the U.S.-Mexico region.

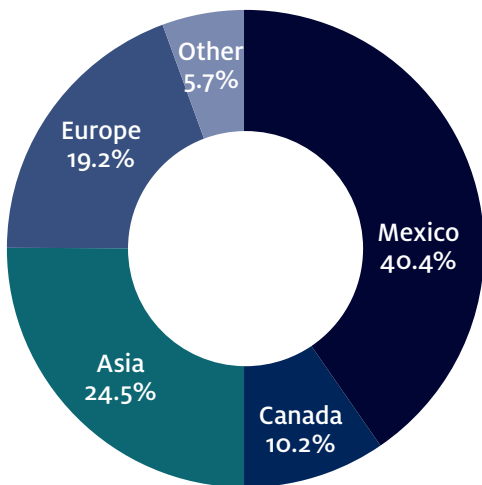
"It's really a one-stop shop for economic performance data in states on both sides of the border," **George Hammond**, director of EBRC, said. "Some of this data exists in pieces on government sites and other places, but it's visualized and explained here in a way you won't see anywhere else."

"Borders are complex but can also be an important asset for a region," Nadelhoffer said. "Arizona needs to be cognizant of trends and performance in comparison with other border states." For example, Nogales has a 100-year history as the number one port of entry for fresh produce. "This was the first year it was knocked out of the top spot," Nadelhoffer said. "We issued a report looking at a number of factors contributing to this change."

The project also has important implications for other U.S. states. "Michigan is the third biggest exporter to Mexico through our ports," Hammond pointed out. That particular data point is rooted in the automotive industry—the U.S. is a supplier of high tech parts to Mexican maquiladoras.

The site's scope goes far beyond manufacturing. "We are looking at population trends, economic output, exports, commodity flows, foundations of both export-based economy and knowledge-based economy, and foreign direct investment, among others," Nadelhoffer said.

"We've also made it easy for users to grab and share this data," Hammond said. "It has implications for citizens, business leaders, and public sector decision makers."



Arizona's exports to the world.

OUR PARTNERS:



hands on

undergrads dig into Meritage Homes real estate challenge

More than 80 finance students participated in the inaugural Meritage Homes Real Estate Challenge on April 15 at Tucson's Skyline Country Club. The competition was part of the 15-week Real Estate Finance & Investments (FIN460) course, and culminated with a final round of pitching, awards ceremony, and reception, which was open to Eller alumni, real estate community professionals, finance faculty and staff, and current finance students.

Rick Sias, head of the finance department and Tyler Family Endowed Chair in Finance, said the idea of building a competition centered on important real estate questions evolved after discussions with UA alumnus **Steve Hilton**, chairman and CEO of Meritage Homes Corporation, and **Mike Bond**, the course instructor. "This was an incredible opportunity for our students—and would not have been possible without the great support from Meritage Homes and Steve," Sias said.

In the first part of the competition, students broke into teams of four and selected a hypothetical residential real estate investment in the Tucson or Phoenix area. They were then tasked with performing a full financial analysis of the property including forecasting revenues, costs, cap rates, assumptions, and other factors before making a recommendation regarding the investment.

In the second part of the competition, student groups researched and wrote reports regarding a current residential real estate issue determined by the competition's sponsor, Meritage Homes. This year's topic was "The Negative Wedge—A Renters Nation. An analysis of a shift in renting vs. home ownership and its impact (and possible opportunities) for the home sales industry." The four student teams with the highest combined scores on the first and second parts presented at the final competition.

"Initially, we intended to award a first, second and third prize, but the presentations were so good, the judges decided to award two first place prizes of \$5,000 each and a second place award of \$3,000," Sias said.

Hilton graduated in 1983 from Eller College accounting and real estate degrees. In 1985, he cofounded Arizona-based Monterey Homes, the predecessor company to Meritage Homes Corporation. Today, Meritage is the seventh-largest public homebuilder in the United States.

"I was extremely impressed by the quality and thoughtfulness of the student presentations," Hilton said. "This is an important event that I believe enhances student learning and opens their minds to issues facing our nation's housing industry. I hope to work to expand the Challenge in the years ahead."

- Susan Kern-Fleischer

L-R: Steve Hilton (left) and Mike Bond (right) with team two members: Andrew Paul, Jacob Matenaer, Brett Ruckle, and Roman Medrano.

L-R: Team three members Jesse Rozio, Jessica Hosek, Jaling Ulrey, and Garrett McComb.



"...the presentations were so good, the judges decided to award two first place prizes of \$5,000 each and a second place award of \$3,000."

Rick Sias, Tyler Family Endowed Chair in Finance



THOMAS VENKLA SEN PHOTOS

STOCK PHOTO

DEPARTMENT OF ACCOUNTING

in memoriam

*accounting
department
head Dan
Dhaliwal
was leading
researcher*

Eller professor **Dan Dhaliwal**, one of the nation's leading researchers in accounting, died in Houston on June 21. He was 71.

Dhaliwal, the Frances McClelland Endowed Professor of Accounting, was the head of the Department of Accounting at the Eller College of Management, a role in which he served since 1996.

"Dan was a principled leader and an influential researcher," said Paulo Goes, dean of the Eller

College. "But the strength of the accounting department at the UA and the impact his research has had on policy are just part of his legacy. The other part is intangible—the many people he mentored, all of whom benefitted from the personal responsibility he felt for their success."

"Dan Dhaliwal's passing is a huge loss to many in the academic accounting community," said Dan Collins, department executive officer with the University of Iowa Tippie College of Business. "He was known nationally and internationally for his outstanding research. Perhaps as much as anyone, he helped establish empirical tax research as a mainstream area

of research in accounting. In addition, Dan was an outstanding mentor, helping launch the research careers of many doctoral students and young faculty members. Above all, Dan was a dear and loyal friend to many. He will be deeply missed."

"I met Dan in 1992. Some people never get that one big lucky break in life. My lucky break was meeting Dan, and having him take me under his wing," said Merle Erickson, professor of accounting

at University of Chicago, Booth School of Business, and a doctoral alumnus of the UA. "Dan changed my life. Not just my research and my career—my life. His scholarship was perhaps only surpassed by his quality as a person. I am devastated to lose Dan, but am thankful that I was one of those fortunate enough to call him mentor and friend."

"It is impossible to overstate the influence Dan has had at Eller and the University of Arizona," Jeff Chatzberg, incoming department head, said. "He shaped the accounting department into what it is today." Dhaliwal built lasting relationships with recruiters and worked to ensure that Eller alumni graduate with the skills and leadership potential that firms are seeking.

"I worked closely with Dan over the past 22 years and he was a great leader and mentor," said Ron Butler, Arizona managing partner of E&Y and UA alumnus. "Because of his leadership, Eller accounting graduates have been highly recruited by the accounting profession."

Dhaliwal came to the UA from California State University to complete his master's and doctoral degrees in accounting. Following his graduation in 1977, he served as an assistant professor of accounting at the University of Iowa; in 1979, he joined the U.S. Securities and Exchange Commission as a visiting research fellow. He returned to the UA in 1980 as an associate professor of accounting. He served as acting head of the accounting department in 1984-1985 and was promoted to full professor in 1986. He was appointed department head in 1996.

Dhaliwal was a frequent contributor of articles to top accounting journals and served on numerous editorial boards, including *The Accounting Review* and *Journal of Accounting Research*, the former of which he also edited from 2005-2008. He was ranked first in the nation among authors contributing to accounting literature in the areas of tax and archival tax, ranked no. 2 for archival financial, and no. 6 for financial. In 2004, he was named the American Accounting Association's Educator of the Year.

"We will all miss his presence and impact so much, and we will miss our friend and colleague," Schatzberg said. "I know I will be forever indebted to Dan for his mentoring and caring, and for essentially being my big brother."

Please contact the Department of Accounting (accounting@eller.arizona.edu or 520.621.2620) for information on making financial gifts in Dan Dhaliwal's honor.



THOMAS VENERGASEN PHOTO

research spotlight

>>excavating the ottoman empire

True scholars have a talent for finding unobvious ways to unpack impenetrable questions. Such is the case with the latest project of Cihan Artunç, assistant professor of economics, exploring how the corporate structures we see as



CIHAN ARTUNÇ PHOTO

fundamental might be helping or holding back U.S. and European economies. To do so, he's traveled around the world and back in time to the last years of the Ottoman Empire, when business models we take for granted were there newly introduced.

Artunç is creating a novel data set detailing firms created in Egypt and Turkey between 1887 and 1950, tracing the lifecycles of partnerships and corporations, documenting their members and sectors, their stock and flow of capital, networks of partners, and corporate boards.

▲ Cihan Artunç

The scale of data collection and digitization is massive and doesn't come easily. While documents

like chamber of commerce and census records are readily available, Artunç is mining archival collections of daily newspapers for the bulk of his data. For one cache, he scoured Turkey two years before discovering a repository of newspapers that historians had thought forever lost.

Once this puzzle is complete, the picture formed will recreate an extinct business epoch — a time and place when thriving economies built on less formal partnerships were supplanted by European business entities — in particular joint-stock corporations — as Egypt and the Ottoman Empire imported wholesale the French commercial code of law to modernize their institutions.

Though a work in progress, Artunç has already begun asking questions of the data. For example, is it true, as has gone largely unchallenged since the late 1970s, that business corporations are critical for economic development? Or could it be that less formal partnerships, which dominated earlier economies, might better support long-run economic growth? Such partnerships were easier to dissolve, such that their firms, if they found a match lacking, could easily move on, in effect speed-dating their way to optimal business relationships.

For now, the answer to that question and others remains encrypted in stacks of decades-old newspapers, razor-thin microfiche and gigabyte upon gigabyte of scanned tomes. But once the data set is complete (a three-year, National Science Foundation-supported project), Artunç will be able to turn the key on a vast new arc of information, unlocking a wealth of scholarship to answer his own questions, as well as those of historians, economists, and political scientists around the world.

—Eric Van Meter

new faculty

▶ Preeti Choudhary

Associate Professor of Accounting
Ph.D., Duke University '08



PREETI CHOUDHARY PHOTO

Preeti Choudhary joined Eller from the Public Company Accounting Oversight Board, where she has served as a senior research fellow for the past year. The board sets standards and policy for auditing practice. "What I'm studying right now is materiality, which is, broadly speaking, the

first step of an audit," she said. "The amount of error that's tolerable for a firm is highly secretive in the U.S. The U.K., in contrast, has changed laws so that more disclosure is required." Choudhary is an expert in topics about recognition versus disclosure and financial reporting for leases, employee stock options, and taxes. After completing her master's degree at the University of Virginia, she completed her CPA and joined Deloitte and Touche LLP, then the Washington Post Company. "Being in the workforce heavily influenced my research," she said. "Combining the practice side with the grounding in theory from my Ph.D. allows me to approach research from both perspectives."



DEPARTMENT OF FINANCE

OUR STUDENTS

100%

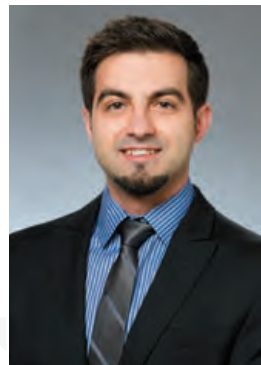
OF ELLER FINANCE STUDENTS WHO INTERNEED ON WALL STREET THIS SUMMER RECEIVED A FULL-TIME JOB OFFER.

research spotlight

>>decision delay

Political uncertainty—the U.S. debt-ceiling crises of 2011 and 2013, for example—has downstream results in corporate decision making.

“We know that uncertainty causes people to delay decisions, and the political system creates enough uncertainty to matter,” Mihai Ion said. “It’s intuitive, but it’s also very hard to prove.”



THOMAS VENKELSEN PHOTO

▲ Mihai Ion

level capital investment decreases during times of high uncertainty associated with future policy and regulation.

Ion, an assistant professor of finance at Eller, and coauthor Huseyin Gulen of Purdue University, set out to do just that in their paper “Policy Uncertainty and Corporate Investment,” the lead article and editor’s choice forthcoming in the *Review of Financial Studies*.

Using a news-based index of policy uncertainty, the pair document that firm-

“We’re not saying that management won’t go ahead with the capital investments they are considering,” he said. “They’re just delaying decision making.”

The effect is more pronounced in industries dependent on government spending, such as defense, but can also effect suppliers to those industries. Then there’s the question of how easily a firm could reverse decisions that it goes forward with. “Management might be debating about building a \$10 million production site,” Ion said. “They may go ahead if they believe they could sell the facility if policy decision making doesn’t favor them.” While it may seem easier for the service industry to adapt, Ion pointed to potential complications. “It may not be easier to lay off en people than sell a factory if the employees are all a part of a union.”

The authors also document a spike in investments after policy decisions go forward. “There is a rebound effect, but if you’re going to make a major decision, being decisive is important,” Ion said. He pointed to uncertainty during recessions. “That’s a situation in which banks make capital available, but managerial indecision on moving forward with investment may make the recession drag on.”



STOCK PHOTO

MANAGEMENT INFORMATION SYSTEMS

new faculty

Yong Ge

Assistant Professor of MIS
Ph.D., Rutgers University '13



YONG GE PHOTO

Yong Ge's research focuses on data mining, machine learning, and recommender systems. "While I am interested in developing new algorithms and models, I am also excited to explore how advanced techniques transform business, the economy, and society." One recent

project funded by the National Institutes of Health looks at patterns of substance abuse by young adults using social media data. "Over seven months, we collected about 400 million tweets from about 20 million users, which represents 20 to 30 percent of all public tweets during that timeframe," Ge said. "We are developing advanced data mining methods to extract tweets related to substance through slang collected from online dictionaries." Then he will look for patterns of usage, such as emerging types of substances, new combinations of substance use, and geographic and temporal distributions of use. "This is a big shift from the current survey paradigm," he pointed out. "We expect that we will obtain deeper findings that will both validate existing reports and develop more timely interventions."



ANJI SIEGEL PHOTOS



Cybersecurity Forum connects researchers and business leaders

Industry estimates predict that there will be a 1.5 million personnel shortage in qualified cybersecurity professionals within the next five years. Eller MIS is a leader in educating these leaders [see page 13], but is also connecting with industry to facilitate continuing education. In April, the department hosted a cybersecurity forum in Tempe, featuring leaders from PricewaterhouseCoopers, Merchants Information Systems, Nextrio, and the MIS department on topics ranging from data security in the cloud, risk management, and social engineering. More details are at mis.eller.arizona.edu/cybersecurity-forum.



DEPARTMENT OF

MANAGEMENT AND ORGANIZATIONS

research spotlight

>>us vs. them

Focus, focus, focus! It's a mantra invoked when we know we're slipping, and for firms, what to focus on is clear: What are they doing right that we're not? But consider the firm with multiple divisions, which often competes



THOMAS VENELASEN PHOTO

▲ Songcui Hu

organizations Songcui Hu, who examined data from 60 companies publishing 267 German magazines, which offered an ideal sample in many ways: Benchmarking against other publishers within a niche (e.g. car enthusiasts) provides an external performance reference, while comparing against magazines by your own publisher (e.g. cars vs. photography) offers an internal reference. Moreover, division managers decide how many issues to print (a measure of aspiration) and copies sold offers a measure of performance (controlling for variables, such as price, potential sales reach, etc.).

Hu and colleagues found that when it comes to setting print runs (aspiration targets), magazines drew

not only with outsiders but also among themselves. Suddenly that question of where to focus isn't so clear. Do we attend to beating the competition or outshining our peers? And where do we focus when we're beating one and lagging the other?

These questions inspired assistant professor of management and

more on their past performance if they were beating outside competitors as well as peer divisions. They also focused more on their own past performance when underperforming outsiders and peers alike. Only when performance was a mixed bag did magazines look outward to set goals.

The findings raise interesting implications. Do single-business companies have an advantage because their managers are less distracted by internal competitors? For other companies, would regularly shuffling managers around help? Should companies sell off or restructure divisions that are internally bullish to make an example of them, reduce conflict and signal other leaders to focus outward? And can changes to how managers are rewarded keep them focused on beating rival companies, not rival employees?

The study by Hu and co-researchers Zi-Lin He of Tilburg University, Daniela P. Blettner of Simon Fraser University, and Richard A. Bettis of Kenan-Flagler North Carolina-Chapel Hill will be published in a forthcoming issue of *Strategic Management Journal* under the title "Conflict Inside and Outside: Social Comparisons and Attention Shifts in Multidivisional Firms." –Eric Van Meter



STOCK PHOTO

DEPARTMENT OF MARKETING

new faculty

▶ Caleb Warren

*Assistant Professor of Marketing
Ph.D., University of Colorado '10*



CALEB WARREN PHOTO

Caleb Warren joined the Eller College from Texas A&M, where he continued to build a research agenda he established as a doctoral student. "My work investigates consumer responses to behaviors that part from the norm," he said. Abnormal behavior often prompts

unfavorable reactions from people, but Warren's work looks at two positive responses: "that's funny" and "that's cool." "Consumers spend a lot of money trying to be cool, but without a lot of success," he said. "Coolness is very subjective, with different consumers having different definitions—being cool in punk subculture, for example, doesn't translate to broader society. If you're competing in a status group that's rigged against you, 'coolness' can be a way to acquire status." But what is cool? In a nutshell, Warren said, it's about being different in a socially acceptable way. "Apple is a classic example," he said. "Even though it's a market leader, it's seen as an outsider. For marketers, one way to approach this would be to understand norms, then deviate from them in a way that's still appropriate and useful."

BY THE NUMBERS

\$48,692

THE AVERAGE STARTING SALARY
FOR A MARKETING GRADUATE.

▶ Nooshin Warren

*Assistant Professor of Marketing
Ph.D., Texas A&M University '16*



NOOSHIN WARREN PHOTO

Nooshin Warren came to the U.S. from her native Iran for her doctoral program at Texas A&M. "Iran is a country that really values education, but the paths that are available are only engineering or medicine." Warren was always good at math, and tested into Iran's best University to study industrial engineering.

"Industrial engineering is dichotomous," she said. "You either go to the manufacturing side or the management side." She ended up in the latter, and after completing her MBA, joined a company that imports medical equipment to Iran. "For some medical equipment there was no differentiation from other brands," she said with a laugh, "and so with nothing else to build on, we were just hiring attractive sales people." Her team began to work on service innovations, and she became interested in how firms innovate, a topic that has shaped her research. She currently looks at shareholder responses to firm communications about new products. "No matter how successful a product becomes, some firms' stock goes down at the initial announcement," she said. "It's especially true for firms that are frequent innovators or in innovative industries." When expectations for the firm are high, it's increasingly difficult to surprise investors, like a teacher's response to a straight A student. "An A- from a top student may be seen as a failure, whereas a C student getting a B is a big success."

OUR STUDENTS

72.3%

OF UNDERGRADUATE
MARKETING STUDENTS
GRADUATED WITH JOB
OFFERS, AN INCREASE OF
7.6% IN THE LAST YEAR.

social learning

eller launches pre-business cohort to ease transition to college

There's a lot for freshmen to get used to when they arrive on campus, but a new Eller program—Pre-Business Academic Communities for Excellence, or PACE—aims to build social connections and academic support early on.

“PACE is built on the concept of social learning, a practice adopted by many HR training programs to serve Millennial hires,” said **Pam Perry**, associate dean and director of undergraduate programs. “We are teaching students how to use their peers as resources. Social integration, support, and networks are the backbone of this program.”

PACE starts with where the students live: residence halls. Eller mentors and advisors will group small cohorts of students by residence hall and offer curriculum that will focus on logistics such as LMS (learning management system) training, navigating early registration, time management, and more. Students will also form digital communities that the Eller team facilitates through Facebook and messaging apps such as GroupMe or Slack.

“Some of the students will even have their math classes in common, and our off-campus cohort of Tucson residents will have a common general education course offered by MIS,” said **Stephanie Hanson**, pre-business advisor. “It is like they are bringing their home or residence hall life with them into the classroom so that it feels like more of a safe, comfortable space in which to learn.”

The peer facilitators will also be prepared to offer general transition assistance. “If a student doesn't know where to buy groceries or how to find their class, a peer facilitator will be a great resource,” Hanson said.

In addition to helping freshmen better navigate their new lives as college students, PACE will help the Eller undergraduate team adapt. “The peer facilitators are going to be picking up on trends about the projects or concepts that the communities are struggling with,” Hanson said. “We then have the opportunity to help support students in very specific ways. The student experience will direct the course of this program in real time.”

Ultimately, though, PACE aims to give students a sense of belonging to the Eller community. “We want students to feel academically supported and confident in their learning skills, so that they get off in the right foot and feel prepared to succeed at the UA.”

This year's Cohort B of professionally admitted undergraduates.



THOMAS VENELAKSEN PHOTO

ELLER COLLEGE PHOTO



offensive strategy

eller is training next gen cybersecurity experts

“It’s been very successful and has become more competitive to get in. Programs like these are essential to help build the pipeline of talent that will fill the complex and always-evolving information security needs of all organizations.”

In June, Russian hackers breached White House computers and accessed Democratic National Party research on Donald Trump. In May, a Russian hacker put 117 million username and password combos from a 2012 LinkedIn data theft up for sale on a dark web marketplace. Last summer, two security experts hacked into a Tesla Model S and were able to control many of its functions using an iPhone.

Ubiquitous smart devices and the internet of things have transformed how governments—and brands—manage data. Data security is a strategic imperative, and Eller is preparing the cybersecurity leaders who will lead that charge, thanks to a \$4.8 million National Science Foundation grant that established AZSecure.

The program fully funds 40 students, mainly enrolled in the master’s of MIS program. The students are required to complete a security-related internship and then work for the government for two years upon completion of the program.

Regents Professor **Hsinchun Chen** is the project’s principal investigator (PI); the three co-PIs are Eller dean **Paulo Goes**, professor **Salim Hariri** of the Department of Electrical and Computer Engineering, and **Mark Patton**, program administrator, AZSecure Cybersecurity Fellowship Program.

Chen, who was recently appointed to direct the UA’s cybersecurity initiative as part of the Advanced Defense

Research Institute, said that the students are fully immersed in advanced cybersecurity analytics and information assurance education. All of the students complete the enterprise security certificate, and complete independent research projects in collaboration with faculty.

“They emerge with a publishable paper to submit to conferences or journals,” Patton said. “As tough as that part of the program is, it gives them hands-on experience in conducting research and analyzing and communicating their results. It’s a competitive advantage on the job market.” Many of the cybersecurity students presented at the IEEE Intelligence and Security Informatics Conference in September. In March 2017, AZSecure will co-sponsor the Women in Cybersecurity Conference, chaired by Chen and Eller Fellow **Gondy Leroy**, offering even more students an opportunity for professional development in cybersecurity.

AZSecure predominantly serves U.S. citizens and permanent residents. “They will need to achieve secret or top secret security clearance in their roles,” Patton pointed out.

Three years in to the program, Goes said, “It’s been very successful and has become more competitive to get in. Programs like these are essential to help build the pipeline of talent that will fill the complex and always-evolving information security needs of all organizations.”

social innovation

New certificate program serves Southern Arizona nonprofits

Keith Jeffery knows the importance of resiliency. As director of emergency services for Tucson's Primavera Foundation, he deals with challenges every day in the nonprofit's 100-bed men's shelter, 17-unit family shelter, a homeless intervention and prevention drop-in center, and Project Action for Veterans, a program to end veteran homelessness.

While Primavera has deep roots in the community, recent cuts in HUD funding makes it even more challenging to provide critical services to those in need. So, when Eller Social Innovation (ESI) announced it was launching a new nonprofit leadership certificate program in February, Jeffery jumped at the chance to participate.

"I wanted to be more efficient with my work flow, staff retention, and allotted spending dollars. My goal is to be a CEO one day, to do this I must have a greater understanding of the nonprofit sector, which is always in a constant shift," Jeffery, one of 30 program participants, said. "I apply the principles I learned in the ESI sessions every single day."

The ESI program began to evolve eight years ago when **Cindi Gilliland**, professor of practice in management, was volunteering with various nonprofits and realized

Below, L-R: Alexis Santiago (Casa de los Niños), Jesus Mora (Primavera Foundation), and Renee Guth (Casa de los Niños). Upper right, L-R: Jacob Strawn (Eller MBA), Eric Schindler (Child and Family Resources), Paul Lindsey (Southern Arizona Holdings), Cindi Gilliland, Chris Harris (Brookfield Asset Management), Jaling Ulrey (Eller MBA).



THOMAS VENEKLASEN PHOTO



▲ Cindi Gilliland

that Eller students could contribute to social impact efforts while practicing their business and leadership skills in the real world.

Gilliland, along with **Michael Mandel**, ESI associate director, and other affiliated faculty and staff, created Eller Social Innovation to better connect Eller to the local community.

In addition to a for-credit

track for UA students, ESI offers non-credit courses to help Southern Arizona nonprofits build capacity and sustainability, including the new Nonprofit Leadership Certificate (NPLC) program. The topics covered in the four sessions include nonprofit leadership, lean launch principles, resilience, and nonprofit accounting and finance.

“Nonprofit leaders face a variety of challenges: complex social problems, new funder/donor expectations, tighter budgets, generational clashes, increased competition for resources,” Gilliland said. “Eller’s NLCP provides business

skills to equip leaders to meet these challenges and lead organizations through uncertainty and change.”

While other business schools may employ an instructor to teach the curriculum, all sessions in the ESI interactive certificate program have been co-created and co-facilitated by pairs of Eller faculty members and successful local nonprofit CEOs, in order to ensure both theoretical rigor and accurate local contextual knowledge and experience.

The program and the ESI itself could not be possible without the generous support of Eller alumni and donors **Paul Lindsey** and **Chris and Ann Harris**, who serve on the advisory board and provided full funding for the program’s first 2015-2016 academic year.

“When we were approached about this idea and met Paul, who has really been the driving force, Ann and I saw it as an effective way for us to get involved with Eller and the community,” said Harris, senior vice president of Brookfield Asset Management. “We hope the program will provide Tucson’s nonprofit professionals additional education so they can be even better equipped to serve our community. We also hope that it provides a chance for the nonprofit community to interact in a new way and learn from each other.” -Sue Kern-Fleischer

The NLCP will be offered this fall in Tucson. For more information, contact Gilliland at cgill@email.arizona.edu.

“Nonprofit leaders face a variety of challenges: complex social problems, new funder/donor expectations, tighter budgets, generational clashes, increased competition for resources. Eller’s NLCP provides business skills to equip leaders to meet these challenges and lead organizations through uncertainty and change.”

Cindi Gilliland, Professor of Practice in Management



pushing bounda



JASON WILD PHOTO

ries

With the appointment of Paulo Goes—who served eight years as department head of the top-ranked MIS program—the Eller College is poised to reinvent itself from within, building on its unique set of strengths.

“Like us, our peer schools are assessing the landscape of business education and looking to the future,” Goes said. “They notice the same trends that we do, but our expertise in analytics, technology, and entrepreneurship sets us apart.”

Business schools evolved about a hundred years ago, as the Industrial Revolution placed new demands on the labor market. By midcentury, in response to criticism that business schools were too practice-focused and too light on theory, they organized around the core functions of business—accounting, finance, management, and marketing—and applied rigorous scientific methods to building research in each discipline. This model hasn’t changed much since.

“Meanwhile, unprecedented advances in technology have reconfigured the economy and the job force,” Goes said. “As the digital economy takes hold, there will only be more change. Big data is a perfect example. Not only will companies need talented professionals who can work with big data, they’ll need people who can dig in and uncover what stories the data is telling and recommend action.”

Business people, he added, will increasingly be called upon to be analytical, innovative, creative thinkers.

At Eller, our heritage in analytics, information systems, and entrepreneurship—and our home in the American West, where big skies mean big thinking—give us a unique platform from which to reinvent business education.



Paulo Goes (center) meets with students in the new Karl and Stevie Eller Professional Development Center.

JACOB CHINN PHOTO

ten things

to know about Eller



KARL ELLER PHOTO



CHRIS RICHARDS PHOTO



1

The Eller undergraduate program is **ranked no. 9** among public business schools for a reason: our top-notch academics. Influential research faculty drive our reputation among our peers and in the broader world—just turn the page for a sample of how Eller is helping shape the national conversation around data analytics, cybersecurity, corporate goal setting, and more.

2

Our students represent the very best. **Competitive entry into our undergraduate, graduate, and entrepreneurship programs** ensure that our community is made up of students who are invested in building their leadership capacity. We are the only business school in the country to require a personal interview as part of professional admission to upper division coursework—and that includes our online students. This year, for the first time, we are conducting some interviews via Skype. If you are interested in helping interview students, contact Graciela Duarte (mgduarte@eller.arizona.edu).

3

The Eller name is synonymous with entrepreneurship. Our namesake, Karl Eller, is not only an entrepreneur himself, but a visionary who worked with the college to create **one of the first named entrepreneurship programs in the country**. The Center, now known as the McGuire Center for Entrepreneurship, includes programs that go well beyond the flagship intensive experience that leads teams through the process of creating a scalable, investable venture. Our EI Initiative gives all Eller undergraduates education in entrepreneurship, and multiple community programs help prepare young entrepreneurs.

4

We are a National Security Agency and Department of Homeland Security-designated educator of **cybersecurity talent**. Data breaches—including of the NSA itself—continue to dominate headlines, but Eller MIS faculty and alumni are on the front line. Read about our cybersecurity education initiatives on page 13.

5

We look at case studies, but we learn by doing. Our students come here to find and pursue the passions that drive them, and we build opportunities for **hands-on learning in all our programs**, from undergraduate case competitions to MBA consulting projects. McClelland Hall doesn't close at 5 p.m., it just changes hands as hundreds of students collaborate in teams and test their leadership ability in student organizations.



SARAH MAUET PHOTO



ELLER COLLEGE PHOTO



SMITHGROUP JJR RENDERING

STEVEN WECKLER PHOTO



6.

Our faculty research changes entire fields of study. Nobel Prize-winning economist **Vernon Smith put the University of Arizona on the map** for his work using laboratory experiments as a tool in empirical analysis. He spent over 25 years at the Eller College, and is one of only 76 economists in history to be awarded a Nobel prize.

7.

Our community is passionate, connected, and ready to help. The new Eller Professional Development Center is 100 percent donor funded, and most of those donors are passionate Wildcats. **Our alumni** have also stepped up to help the next generation of students by hosting them for externships, hiring them for internships, and making a name for themselves—and the UA—in competitive industries around the country.

8.

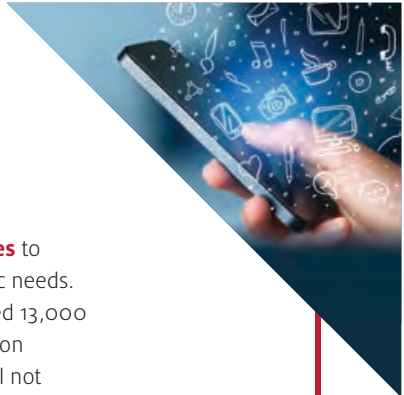
We **deliver programs that make sense, where they make sense.** Our MBA program offers four platforms (in person, online, once weekly in the evening, or twice a month on the weekend) to meet the complex needs of working professionals and traditional students. We also offer dual degrees so our graduates have the specialized training they need to meet their goals—not just in business disciplines such as accounting and finance, but in other well-ranked UA programs such as medicine, law, engineering, and optics.



STOCK PHOTO

9.

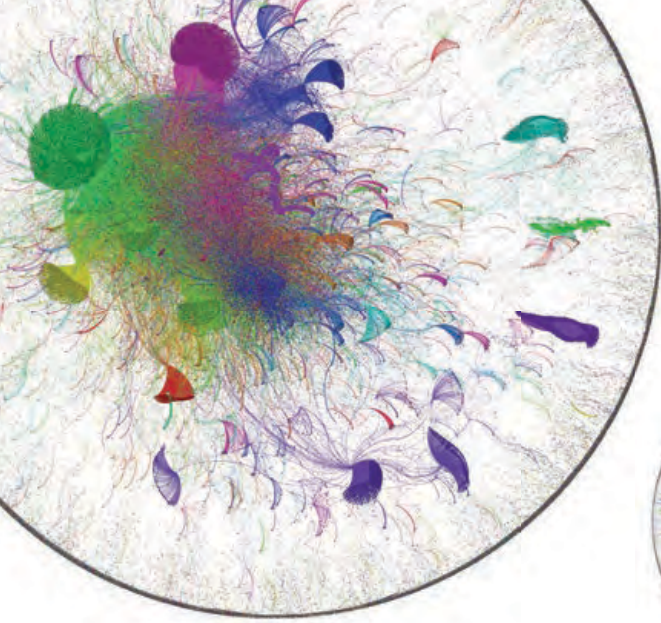
We are building **innovative spaces** to meet our strategic needs. The just-completed 13,000 square foot addition to McClelland Hall not only includes the Eller Professional Development Center, a new hub for undergraduate students, it is also home to the new McGuire Center for Entrepreneurship. Entrepreneurship students have access to a new collaboration zone, and a maker space where they can prototype their innovations using 3D printers and laser cutters. In Phoenix, we are creating a new Eller suite in the UA's downtown College of Medicine campus. The suite includes office space for the dean, operations for our MBA program and Eller Executive Education, and collaboration space for students.



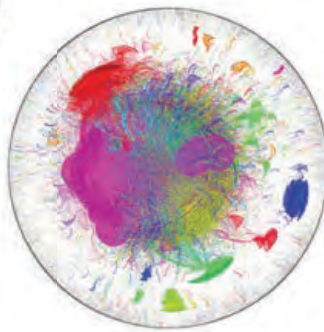
STOCK PHOTO

10.

We are **helping current leaders prepare for the digital economy.** You can read about custom C-suite professional development programs we offer through Eller Executive Education on page 40, or better yet, attend one of their Leaders EDGE sessions in Phoenix or Tucson, the Healthcare Digital Leadership Roundtable on November 4, or other leadership training programs that we host throughout the year. Details at executive.eller.arizona.edu.



Twitter visualizations by Sudha Ram.



eller research is influential

JAMA
The Journal of the American Medical Association

Twitter streams fuel big data approaches to health forecasting

NOVEMBER 17, 2015



DARON SHADE PHOTO

Sudha Ram
Anheuser-Busch Chair in MIS, Entrepreneurship, and Innovation

The prospect of using real-time data to provide early public health warnings and timely alerts to

hospitals about oncoming surges or emerging public health concerns has led to a new wave of studies probing ways to use Twitter in medicine and public health. "We live in the era of big data," said Ram, whose research focuses on predicting asthma surges. "We have tons of data pouring out from everywhere. Why not look at things like asthma surges in a very different way and bring other data to bear?"

THE WALL STREET JOURNAL

A Roth 401(k) could make a difference in retirement

JULY 26, 2016



THOMAS VENEKLA SEN PHOTO

Scott Cederburg
Assistant Professor of Finance

David Brown
Assistant Professor of Finance

Contributions to a traditional 401(k) are made with pre-tax dollars, while the Roth 401(k) offers no upfront tax break. Thus, the conventional wisdom is that older workers in their prime earning years should focus on using the traditional 401(k), given the ability to reduce their current taxable income. New academic research "turns conventional wisdom on its head," said study co-author David Brown, assistant finance professor at the UA. "Everyone, regardless of age or income can benefit from doing some saving in a Roth 401(k)."



THOMAS VENEKLA SEN PHOTO

Consumer Reports

Your moods change the way you move your mouse

JAN. 8, 2016



THOMAS VENEKLA SEN PHOTO

Joe Valacich
Eller Professor of MIS

Through his spinoff company, Neuro-ID, Valacich is part of a team working to commercialize software that can identify

suspicious responses to online forms and questionnaires. "Personalization 1.0 is looking backwards at a user's history to learn more about them, but personalization 2.0 is all about determining what they're doing right now," Valacich said. "With such insight, you can provide a better service encounter in an electronic commerce context, or determine that someone is not being honest when completing an online application form."

Four ways your leadership may be encouraging unethical behavior

JUNE 14, 2016

THOMAS VENEKLASEN PHOTO



Lisa Ordóñez
McClelland Professor of Management and Organizations and Vice Dean

Ordóñez's research calls into question the ubiquitous business emphasis

on quantification, measurement and goals. Setting and pursuing ambitious corporate goals encourages short-term thinking and may incentivize employees to cheat.

Hackers' modus operandi: 5 insights that may help identify emerging threats

JANUARY 1, 2016

THOMAS VENEKLASEN PHOTO



Hsinchun Chen
Regents Professor; Thomas R. Brown Chair in Management and Technology

Researchers at Eller's Artificial Intelligence Laboratory are trying to get into the minds

of hackers to anticipate their plan of attack. Chen is studying what motivates hackers and cyberattackers in order to predict how they might act.

Let it go: Economics is a dish best served 'Frozen'

NOVEMBER 7, 2015

THOMAS VENEKLASEN PHOTO



Dirk Mateer
Gerald J. Swanson Chair in Economics Education

Some economics professors are attempting to liven up their teaching methods with lyrics

from popular music. Mateer has a website listing a variety of popular culture references that can be used to help teach students the principles of economics, including films from "Moneyball" to "A Beautiful Mind."



How consumers deal with financial emergencies

JAN. 1, 2016

THOMAS VENEKLASEN PHOTO



Price Fishback
Thomas R. Brown Professor of Economics

A new study from Bankrate.com asks consumers about how they handle emergency expenses

and when they turn to credit. According to the study, only about 15 percent of those polled said they would use their credit cards as a financial Band-Aid. "I'm surprised how few people put it on their credit card, actually. A lot of people use credit cards almost routinely," said Fishback.



HEALTHCAREASIA

Why adult happy meals could be the next fad health kick

DECEMBER 7, 2015

MARTIN REIMANN PHOTO



Martin Reimann
Assistant Professor of Marketing

Reimann and colleagues discovered that adults often will abstain from larger portions when given the choice of a

smaller portion paired with a modest non-food bonus.



Feds: Joint U.S.-Mexico border inspections shorten wait times

AUG. 4, 2016

Federal authorities say a program that allows U.S. and Mexico officers to jointly inspect commercial trucks heading north is helping shorten border crossing wait times in Arizona. In Arizona, trade from Mexico accounts for billions in profit. Arizona ports of entry facilitated \$18.1 billion in imports from Mexico to the United States last year, according to a report by the Economic and Business Research Center at the UA's Eller College of Management.



research drives innovation

Innovation is seeing connections that others miss—solving a problem no one else has identified, finding a new solution to an old problem, inventing a new process. Academic research at its best does all of these.

“Research helps us understand our world and how to function in it better,” said **Lisa Ordóñez**, vice dean and Levine Family Faculty Fellow. “Research that simply proves the obvious is not innovative.”

“It needs to be relevant to address the real concerns of policy makers, investors, managers, entrepreneurs, and leaders,” Goes said. “We live in a time of unprecedented, technology-enabled connectivity, from media and communications to the global economy.” The effects of international events—Brexit, the spread of the Zika virus, the attempted coup in Turkey—ripple through our economy in obvious and not-so-obvious ways.

“Research uncovers the dynamics at play in global events like these and can contribute to our understanding of how to be more strategic, resilient, and even empathetic,” Goes said. “We are all part of a global community, and the work we do contributes to making the world a better place.”

translational work has impact

Work that is translational is by definition useful. Regents’ Professor **Jay Nunamaker** began researching technology-enabled collaboration in the 1980s. A key finding from that work—that people collaborate when they trust their colleagues—led Nunamaker to explore how technology can detect when people are being deceptive. Today he is commercializing a virtual border agent that will help law enforcement identify potential threats.

“Innovation in research means not accepting the status quo and thinking openly—especially about the interpretation of existing results,” said **Rick Sias**, head of the department of finance and Tyler Family Chair in Finance. “Assistant professor **Scott Cederburg** has a

bringing it all together

Just as technology and market forces radically disrupt the global economy, they radically disrupt business education. Eller has the talent, the insight, and the competencies needed to lead the transformation that will result.

“We are starting by organizing around big, cross-disciplinary research themes,” **Paulo Goes** said. “Healthcare is one example—we just received a \$2.5 million gift from Peter and Nancy Salter to endow the Center for Management Innovations in Health Care.” The Center will fund ongoing research, create hands-on learning opportunities for students, partner with healthcare organizations within the UA, and ultimately affect real change in an industry that represents 17.5 percent of the U.S. GDP.

“And that,” Goes said, “is just one area of focus.” In-demand areas of research, such as cybersecurity and innovation, could form the basis of future master’s degree offerings. Global partnerships underway now will bring the Eller brand into new markets.

“We look forward to sharing this news as it comes together in a compelling strategy to keep Eller at the forefront of the new business school movement,” Goes said.



paper that suggests a well-known ‘anomaly’ in stock prices is actually not an anomaly, but rather a risk premium.”

“Innovative research in either causes other researchers to think about things differently, or causes managers or practitioners to manage their people or their organizations differently,” said **Jerel Slaughter**, department head of management and organizations and Eller Professor of Management.

“It asks questions that are big leaps forward in our thinking about how the world works, or that challenges conventional thinking, perhaps being counterintuitive to the perceived wisdom about how the world works,” Joe Broschak, executive director of the McGuire Center for Entrepreneurship said.

Over time, research discoveries become so entrenched in practice that they are accepted as a matter of course. **Sidney Levy**, Coca-Cola Distinguished Professor of Marketing, pioneered our understanding of branding, and redefined the concept of marketing in the process. **Bob Lusch**, James and Pamela Muzzy Chair in Entrepreneurship and member of the CNBC Disruptor 50 advisory council, described the shift from product-centered marketing to a service-led model in a groundbreaking article that is a classic in the field. This is the type of insight that forms the cornerstone of marketing textbooks students all over the country use.

“We are already succeeding in changing the face of business through work that transcends academic journals,” Goes said. “The next step is using this work as a competitive advantage as we look to our future.”

“We are organizing around big, cross-disciplinary themes.”

– Eller Dean Paulo Goes



Eller faculty gather at an annual collaborative research presentation.



the office of alumni relations



THOMAS VENEKLASEN PHOTO

Greetings from Eller College!

As I begin my fifth year with Eller, I still believe I have one of the best jobs on campus. Why? Because I have the opportunity to meet and work with amazing alumni who love their alma mater and cherish the life-long relationships they formed during their Eller experience.

With the addition of the graduates from the class of 2016, our Eller and BPA alumni family has grown to over 50,000 strong. Every week I receive emails and messages from members of this family and the most common question I hear is, "How can I get involved?" Great question! There are many ways alumni can get involved with Eller and I'm happy to share a few of them.

If you're looking for variety, join our Eller College Associates (ECA) program. ECA members are invited to participate in various undergraduate events and programs throughout the year, such as Professional Admissions interviews, guest speaking, e-mentoring, job shadowing, career panels, and networking events.

I also encourage you to join our Eller College of Management Alumni group on LinkedIn. There, you can share job opportunities with other Eller alumni and reach out to your peers for guidance and networking opportunities.

Also, if your company hires interns or recent graduates, make sure you reach out to our career coaches so we can share those opportunities with our students. And most importantly, when you move or change emails, let us know. If we can't reach you, we can't keep you in the loop.

To find out more about any of these opportunities or to update your contact information, please email alumni@eller.arizona.edu. Thank you for making my job so enjoyable and I hope to see you at Homecoming 2016 on October 27-29.

Bear Down, Suit Up!

Heather Strasser
Director, Alumni Relations



UA alumnus Mike Schneider hosted the Eller Insider in San Diego in August. Eller and College of Engineering alumni connected at Sempra Energy's Innovation Center for networking and professional development.

From top: Dan Aldrich '08 and Shirley Amrany '06; Lianna Rios (SDG&E), Andrew Nicoletta '07, and Mary Nicoletta '10; Steven Wertheim '09; Scott Schindler '08, JD '12; Steve Smith '08, and Greg Haddow (SDG&E).



ELLER COLLEGE PHOTOS



save the date

OCTOBER

**OCT
1**

Professional Admission Interviews

SATURDAY, OCTOBER 1, 2016

RSVP to interview applicants to the Eller College of Management's upper division undergraduate program at eller.arizona.edu/eca/professional-admissions.

**OCT
27-29**

Homecoming 2016

OCTOBER 27-29, 2016

Find out more about Eller homecoming events on the inside back cover of this magazine.

**OCT
20-22**

Collegiate Ethics Case Competition

THURSDAY, OCTOBER 20-22, 2016

Eller hosts an annual, invitation-only competition for universities across the nation to expose students to a thought-provoking business ethics case that they could face in their professional careers. More information at ethics.eller.arizona.edu.

DECEMBER

**DEC
9**

Economic Outlook

FRIDAY, DECEMBER 9, 2016
NOON-2 P.M. AT THE WESTIN LA PALOMA, TUCSON

Join us for lunch as UA economist George Hammond previews what's ahead for the national, state, and metro economies at this annual, must-attend event. Reservations required; details forthcoming at eller.arizona.edu/outlook.

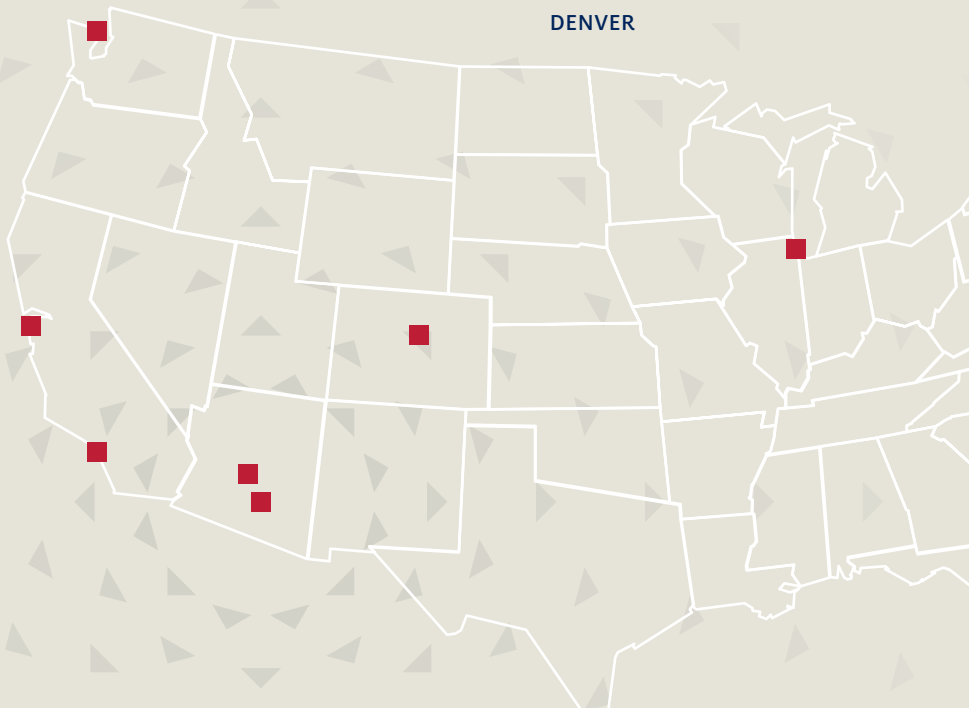
The Eller Insider

Business insights • Wildcat friends • Drinks
alumni.eller.arizona.edu

- CHICAGO – SEPTEMBER 28
- SEATTLE – NOVEMBER 9
- PHOENIX – NOVEMBER 17

Coming in 2017

- TUCSON
- LOS ANGELES
- ORANGE COUNTY
- SAN FRANCISCO
- DENVER



THOMAS VENEKLASEN PHOTO

University of Arizona Executive of the Year

FedEx CEO **Frederick Smith** accepted the 2016 Executive of the Year award in April. Smith spoke about the beginnings of the innovative company he founded and lauded university partnerships that are facilitating research to benefit industry. He also pledged \$50,000 on behalf of FedEx to support Eller's leadership in educating tomorrow's cybersecurity experts.

alumni profiles

wildcat heritage

“So much of success is timing and access,” said venture capitalist Andrew Braccia, who graduated into the dot com boom. “My last two years at the UA, I became passionate and excited about the internet and its impact on business. I took that excitement back to the Bay Area and joined Yahoo in a business development role.”

It was just a couple of years after the company’s IPO. “Success was not necessarily based on your pedigree, on what you had done, but what you could create in the future,” Braccia said. During his time at Yahoo,

he oversaw the acquisitions and integrations of Flickr and Del.icio.us, among others. “Silicon Valley has its players, from entrepreneurs and the investors who fund their dreams, to the companies that become the next Facebook or Amazon,” he said. “During my time at Yahoo, I had exposure to all the different parts of the entrepreneurship ecosystem.”

He’d always been passionate about entrepreneurship and building things from scratch – Braccia said that he learned almost by osmosis growing up surrounded by great Bay Area startups – and so in 2007, he joined Accel. “I loved the idea of following my intellectual curiosity and working across sectors and categories.”

The story of one of his investments—Slack—brings together key themes from his career. “I was close to Flickr founder Stewart Butterfield,” Braccia said. He invested in Butterfield’s Tiny Speck, which initially planned to build a massive

multiplayer online game, Glitch. After a few years of work developing the game, Braccia said, “We came to the point where we needed to decide to continue to build Glitch or just shut it down and build something new.” They took the latter approach, and evolved the company into the fledgling space of team messaging and collaboration. Slack, which launched in 2013, has been deemed one of the fastest growing enterprise companies ever. “It’s a company with a powerful mission that succeeded after coming from a place of failure, due to the imagination and determination of those in and around the company,” Braccia said.

Looking back over 20 years, he said, “I’ve been fortunate to work for two incredible platforms that have connected me with people across the world. Technology investing is different from operating a company day in and day out.” The latter he saw first-hand growing up. “My dad owned a construction company. Working with him, I understood what it means to be an entrepreneur, dealing with massive undulations of the business, and the impact on those around you.”

Braccia knew what working in an entrepreneurial environment would mean, and when it came to deciding on a collegiate major, business was the natural path. The UA was just as natural a path. “I have a long family history of people attending the UA,” he said. His mother’s large extended family is in Nogales and Southern Arizona; his uncle Bob Baffert, another UA alum, trained Triple Crown winner American Pharoah. “Between the strong alumni base in my family and closely following Arizona athletics, I always felt a strong affinity to the UA.”

UA still plays a significant role in his life. Braccia and his wife, Kirsten, a graduate of the UA College of Nursing, provided the lead gift for the new CATS Center and a



ANDREW BRACCIA PHOTO

Andrew Braccia

*Eller Marketing '98
General Partner, Accel*



The new CATS Center.

major gift to the Eller Professional Development Center. “It all comes down to remembering where it all started for me, feeling sentimental about the place where I started my adult life.” Braccia and his wife met at the UA—they now have four kids. “The UA still plays a role in our family,” he said. “We travel to Tucson often to watch basketball and football games and unite around that tribal enthusiasm for my alma mater.”

The CATS Center in particular combines two elements his family is passionate about, sports and education. “Education is an important aspect of our philanthropic efforts. We wanted to ensure that Arizona’s athletes have all the requisite tools and training for a life that inevitably moves beyond the arenas and fields they play in and on today.”

“I have a long family history of people attending the UA. Between the strong alumni base in my family and closely following Arizona athletics, I always felt a strong affinity to the UA.”

alumni notes

I970S

Charles Wirkin (BSBA Business Administration '72 and JD '75) is with Gust Rosenfeld, PLC in Mesa.

I980S

In June 2015, **Anthony Lonigro** (BSBA '86) was named CEO, West Region with UnitedHealthcare Military & Veterans in San Diego. He oversees the execution of the TRICARE health plan for military personnel, retirees, and their families in 21 Western states. Prior to joining the private sector in 2008, he served as a medical service corps officer in the U.S. Air Force, retiring at the rank of colonel.

Peter Wangsness (BSBA General Business '89) is an astronomy technologist with Dynamic Structures – Optics in the Vancouver, BC, area. Dynamic Structures designs and manufactures some of the most advanced large astronomical telescope enclosures in the world, but are better known for their division that makes some of the most popular amusement rides in the world, including Universal Studio's Harry Potter ride and Disney's Cars.

I990S

Amitabh Agarwala (MBA '91) is a senior programmer/analyst with Aerojet Rocketdyne in California.

Sandeep Krishnamurthy (Ph.D. Marketing '96), dean and professor with the University of Washington Bothell School of Business, was recently invited to join the International Executive Council of the Internet Marketing Association.

In November 2015, **Mike Sharkey's** (MBA '96) analytics company, Blue Canary, was acquired by Blackboard, a leading higher education software provider. He is now the vice president of analytics for Blackboard, where he is responsible for the analytics product suite and data strategy.

Bret Fishkind (BSBA Marketing '98) is launching Korn Ferry's Futurestep Sports, Entertainment, and Media Practice, which is focused on emerging leaders. Bret also holds an MBA from ASU.

2000S

Senthil Govidan (MS MIS '00) co-founded Datawrkz in 2013. “It’s been a heck of a ride. We are a digital marketing firm with a presence across the U.S., Singapore, and India, and a growing list of clients - both agencies and advertisers.” Senthil would love to connect with others on both a personal and professional level. “Feel free to reach out, and Bear Down!” senthil@datawrkz.com

alumni profiles

the drive to achieve

Growing up in northern Wisconsin, Crystal

Deschinny was driven to find a purpose and achieve. “I had a mentor who encouraged me to get an education,” she said, and so she did.



CRYSTAL DESCHINNY PHOTO

Crystal Deschinny

Eller MBA '14

Director, Navajo Nation

Division of Economic Development

Deschinny met her husband in the Bay Area, and the two travelled around the country for his work. She completed her undergraduate degree in finance, and when her husband joined Raytheon in Tucson, she earned her master's at the UA in American Indian Studies. By then, she and her husband had a son, and bought a home close to her parents in Wisconsin. “We wanted to give that culture to him,” she said.

She joined her tribe, Forest County Potawatomi Community, as an investment and finance manager. Deschinny managed a \$500 million investment portfolio, worked on loan management for large capital projects, and developed a deep understanding of tribal, federal, and state laws and governing documents.

Seven years in, she was ready for a change, and undergoing treatment for breast cancer. “I didn't want to lose myself,” she said. Big changes were ahead. “I came through a constant struggle to achieve. I have that desire to try, try, try.” Her husband shares that drive, and the two decided to relocate to the Navajo Nation so that they could immerse their son in that part of his cultural heritage—her husband is Navajo, and works for the Navajo Tribal Utility Authority as an electrical engineer. “We're both addicted to work in a good way, because

we know what it's like to be on the other side,” she said. “We've lived through economic challenges and pulled ourselves out through education. Now we can show our son by living it.”

Deschinny entered the Eller Executive MBA program, which meets twice a month in Phoenix. “I chose the program that would keep my family together.” Even so, the program necessitated a 600 mile round-trip journey. “I gained a lot of strength in management and leadership skills,” she said. “I wasn't sure what I wanted to do after the program, but I knew that I liked tribal work.”

In March, she accepted the role of director of the Navajo Nation Division of Economic Development. “There are not a lot of women in leadership roles in economic development,” Deschinny said—she is the first with the Navajo Nation—“And I'm excited to kick start an economic environment that's going to change the face of the Navajo Nation.” She sees herself in a protector role. “I understand the struggles of the community, and I

am directly invested in its success through my son. I'm trying to do the right thing for my family.”

Deschinny said the team is motivated and encouraged about the new energy she's bringing to her role, and she aims to encourage others as a mentor. “Sovereignty is about leading ourselves. I want to give people the right tools to be leaders within the nation, lift up the team, and inspire others.”

“I'm excited to kick start an economic environment that's going to change the face of the Navajo Nation.”



L-R: Melinda Burke, president of the UA Alumni Association; then-dean Jeff Chatzberg; Alejandro Rios, associate dean of Eller MBA Hope Schau.

alumni notes

2000s (cont.)

Mario Calderon (BSBA Accounting '02 and MBA '15) is an associate fiscal analyst with the University of Arizona Budget Office.

Jeremy Prinson (BSBA MIS and Operations Management '02) just welcomed a new baby girl, Meryn Rose Prinsen. He and his family live in Oregon.

Adam Calderon (BSPA Criminal Justice '04 and MA International Security '13) is assistant chief with U.S. Border Patrol in Tucson.

Nick Grund (BSBA Business Management '04) worked in the City of Tucson's Department of Procurement for six years after graduating from Eller. He launched his own web development business, which he ran for three years before selling it. For the past two years, he has worked with public procurement agencies across the Southwest with National IPA.

Navin Kanneganti (BSBA Accounting '05) is a senior manager with Riveron Consulting in Houston.

Alysha Perisho (BSBA MIS and Operations Management '05) is an account executive with Google's Cloud Platform in Seattle.

Shannon Ramirez (BSPA '05) is currently living and working in the D.C. area as a compliance enforcement specialist with the U.S. Department of Agriculture. "It has been a great change for me and has provided me with an opportunity for growth and advancement," she said. She is also attending George Mason University for her MPA with an emphasis on international management.

Spencer Mosness (BSBA Economics '06) is general counsel with Premier Home Mortgage, Inc. in South Dakota.

Andrew Schneider (BSBA Marketing '06) is a trade and category marketing assistant with Hamelin Brands, Ltd. in the U.K. In 2015, he moved to Suffolk, England, as part of a transfer with his wife, USAF Capt. Jessica (West) Schneider (History '06). They left Washington, D.C., in January and plan to explore Europe over the next two years.

Jeremy Castle (BSBA Business Management '07) is director of operations with Ironwood Cancer and Research Centers in Glendale.

Joshua Cohen (BSBA Accounting '07) is with Bader Martin PS in Seattle. On December 19, he and his wife welcomed a son, Avi Samuel Cohen.

alumni awards

Every year, Eller departments and programs recognize deserving alumni with awards recognizing their professional success and contributions to the UA. The awards are conferred at Eller's all-class reunion breakfast at Homecoming; see the inside back cover of this magazine for information about the 2016 event.

Michael Christian, '10
Assistant Professor of
Organizational Behavior, Kenan-
Flagler Business School, University
of North Carolina at Chapel Hill
**Young Professional
Achievement Award**

Don Coursey, '78, '82
Ameritech Professor of Public
Policy Studies, University
of Chicago Harris School
of Public Policy Studies
**Professional
Achievement Award**

Robert Gentile, '84
Vice President of Information
Technology, Qualcomm
**Marvin D. "Swede"
Johnson Award**

Marc Herman, '85
CEO, Original Retro Brand
**Professional
Achievement Award**

Carla Keegan, '80, '82
Director of Taxation, Keegan,
Linscott & Kenon, PC
**Sidney S. Woods
Alumni Service Award**

Hal Lindquist, '68, '69
Chief Investment Strategist,
Blackstone Marketable
Alternative Investments
**Professional
Achievement Award**

Alejandro Rios, '00, '06
FP&A Manager for the
Platform Engineering
Group, Intel Corporation
Slonaker Award

Kristen Shroyer, '05
Founder, ONEHOPE Wine
Slonaker Award

alumni profiles

leading authentically

Growing up, Amanda Simpson always knew she was going to be an engineer. “Though at the time,” she said with a laugh, “I thought that meant I would be driving trains. Two-thirds of our family garage in Seal Beach was a trainset, much to the dismay of my stepfather.”



AMANDA SIMPSON PHOTO

Amanda Simpson

*Eller MBA '01
Deputy Assistant Secretary of
Defense for Operational Energy,
U.S. Department of Defense*

nuclear propulsion officer. “I had a secret that made me unsuitable to serve in the military,” she said. “This was a decade before ‘don’t ask, don’t tell.’ It was illegal to be openly transgender, and security clearance would have been impossible. So I spent three decades using my skills and abilities to serve the country in the private sector.”

The space age was also influential—“I grew up watching the Mercury, Gemini, and Apollo missions.” So when she enrolled in Harvey Mudd College to pursue her undergraduate degree, an introductory class session proved pivotal. “One of the alumnus speakers was an astronaut who was scheduled to fly on the space shuttle,” she said. “He had participated in the Bates Aeronautic Program, which taught participants to fly as a practical application of classroom learning.”

Simpson was accepted into the highly selective program, and got to know that astronaut, George “Pinky” Nelson. “I saw him hurtled into space one of the three times he went,” she said. And she earned all of her pilot’s licenses while at Harvey Mudd. “I really, really enjoyed flying,” she said. “It just clicked.”

As she approached graduation, the Navy tried to recruit her as a

She joined Hughes Helicopter Company, where she worked on the development of the Apache attack helicopter, then as the program manager for F-14 traveling wave tube production at Hughes Electron Dynamics. She completed her master’s in engineering at Cal State-Northridge, and managed captive flight test operations for Hughes Aircraft Company, which later merged with Raytheon. As her leadership responsibilities increased, Simpson decided to complete her MBA.

At the time, the Eller College offered a weekend MBA program for working professionals. “I had a young son and a couple of step kids, and I wanted to spend time with them on the weekend,” she said. “Then the college launched an evening program, which met just once a week from 4 to 10 p.m.” It was the right fit, in more ways than one. Midway into the program, Simpson transitioned from male to female. “It was a dramatic shift,” she said, “but the UA did an excellent job of coordinating records and handling logistics.”

Simpson graduated at the top of her class. By that time, she was fully entrenched in running programs with Raytheon. “I wasn’t afraid any more that my secret could endanger my security clearance. There weren’t any private issues that could be used against me.” She also saw how she could be a role model for others who were transitioning. “At that time, companies had not adopted HR practices or policies to manage employee transitions,” she explained. Simpson stepped forward to co-author policies that would help do just that.

Her advocacy work—and her experience as a deputy director of Raytheon Missile Systems—put her on the Obama administration’s radar. In 2010, she became the first openly transgender presidential appointee.

She started as a technology advisor in the Department of Commerce, where she advised on policy and export

alumni notes

2000s (cont.)

control issues to make the U.S. more competitive and secure. She then joined the Department of Defense, first as the principal advisor to the assistant secretary of the Army on all matters relating to Army acquisition, procurement, research and development, and logistics, and then leading the U.S. Army Office of Energy Initiatives. “We completed a number of renewable energy projects at Army installations around the country, all funded by the private sector,” she said. In her current role, she oversees the energy required for training, moving, and sustaining military forces and weapons platforms for U.S. military operations around the world.

“Success is rewarded with increasingly difficult challenges,” she pointed out, but effective leadership applies no matter what the role is, and no matter what labels people place on the leader. “Trans is just part of who I am,” Simpson said. “Over 30 years, I have built a record as a leader based on knowledge, understanding, trust in the teams I’ve run, and trust in myself. Leadership is about trust, and trust is built from a place of honesty and integrity.”

“Over 30 years, I have built a record as a leader based on knowledge, understanding, trust in the teams I’ve run, and trust in myself. Leadership is about trust, and trust is built from a place of honesty and integrity.”

Annemarie Henton (BSBA Marketing and International Business '07) is director of communications and marketing with Albuquerque Economic Development in New Mexico.

Taylor Schulte (BSBA Business Management '07) is founder and CEO of Define Financial in San Diego. InvestmentNews recently named him as one of its 2016 40 under 40.

Brittany Geldmacher (MBA '08) is VP, brand strategy and communications with Maker Studios in Los Angeles.

Yogesh Periwal (MBA '08) is CFO with RegEd Inc. in North Carolina.

Scott Schindler (BSBA Finance '08 and JD '12) practiced real estate and business law in San Diego for four years. He recently joined The Irving Group as vice president, in which role he exclusively represents tenants in leasing and buyers in acquisitions in San Diego County.

Florence Ochoa Monton (BSBA Marketing '09) spent seven years with Walgreens, starting as an assistant manager and working her way up to senior project coordinator at the corporate level. She recently joined UA Parking and Transportation Services as the marketing and public information manager, and also got married this year.

2010S

Partha Sanyal (MS MIS '10) is a senior member of the technical staff with Oracle America, Inc. in California.

Joe Shauer (BSBA Accounting '11) is an account manager with Lockton Insurance Brokers in California. 2015 was a busy year for him—he got married and had a baby.

Chad Lehrman (BSBA Business Administration '13) is director of business development with LawLytics in Tucson.

Amanda Peterson (BSBA Marketing '13) is a product manager with Adidas in Colorado.

Sohum Shah (BSBA Finance and MIS '13) is co-founder of Cannabis Commodities Exchange in Colorado and was recently hired as the newest cannabis critic for The Denver Post's Cannabist section.

volunteer spotlight

highlighting opportunities for alumni to engage with Eller

MBA industry advisory board

The Eller MBA Industry Advisory Board (IAB) is a group of dedicated and engaged industry leaders and alumni who actively support Eller MBA's mission and goals. They work to help transform students' professional lives by opening their networks, supporting academic projects, and more, while also offering strategic counsel to the Eller MBA team.

"The MBA IAB has been a key partner in Eller MBA's continual quest to develop innovative and ethical leaders," Jen Maiorany, director of MBA career management, said. "The IAB has provided Eller MBA with

invaluable insights into market trends and practices while directly helping the students develop the competencies they need to be successful."

"Being involved with the Eller MBA IAB affords me the opportunity to give back to the school that

I so dearly enjoyed during my time at UA as a student in economics," said Mike Schneider, vice president operations and chief environmental officer with Semptra Energy. "Eller and the UA mean a lot to me and providing business-oriented input and support to the MBA faculty and students allows me to help in so many different ways and hopefully make a positive impact that can be paid forward by others in the future."

Schneider recently stepped up to serve as chair of IAB. "I hope to elevate the board's contributions to our dean's ambitious agenda to put Eller MBA at the forefront of top tier b-schools," he said. "To that end, we have recently established new subcommittees for growing business relationships, fostering stronger student involvement at Eller, and growing alumni support."

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ELLER COLLEGE PHOTO

MBA Advisory Board member Jim Wolf of Raytheon (second from left) with the consulting project team he worked with: Vic Piscitello (Eller), Lee Pusateri (MBA '16), Jason Marietta (MBA '16), Randy Gricius (Raytheon), Dan Cheeseman (Raytheon), and Michael Rice (MBA '16)

The 2015 Eller Cup Golf Tournament, hosted by Eller MBA Programs. Pictured in lower right, L-R: Ricky Triana (MBA '16), John O'Hair (MBA '16), and Jason Ferris (MBA '16).



alumni notes

2010S (cont.)

Jesse Valenzuela (BSBA MIS '13) is a technology professor with Omega Alpha Academy in Douglas, Arizona. "I am doing what I love, working with computers and helping others achieve their goals."

Bernard Dillard II (BSBA Finance '14) is a financial advisor with Morgan Stanley in Los Angeles.

Dustin Benadretti (BSBA Finance and Economics '15) started working at Raytheon as part of the first ever undergraduate admit to its Supply Chain Leadership Development Program.

Romina Cecena (BSBA Marketing '15) is a PR assistant with Havas PR in Tucson.

Gregory Ford (MS MIS '15) is an enterprise IT infrastructure lead with the U.S. Air Force and recently relocated to Seattle from Colorado.

Diana Kennedy (MBA '15) is a senior principal systems engineer with Raytheon in Tucson. She also holds master's degrees in mathematics and computer science and a MBA.

Charles Kharrl (MBA '15) is plant general manager, site operations with the Arizona Public Service Palo Verde Nuclear Generating Station.

Christopher Smurthwaite (MBA '15) is a strategic consultant - business development with IASIS Healthcare.

David Spinelli (MS MIS '15) is a senior enterprise architect with Microsoft in San Diego.

John Stambaugh (BSBA MIS '15) is a consultant with Cognizant Technology Solutions in Texas.

Brek Thompson (BSBA MIS '16) is a senior instructional specialist with the University of Arizona.

Makenzie Gash (BSBA Marketing '16) is a marketing coordinator with *Sunset Magazine* in California.

Nicholas Palomares (BSBA Economics and Business Management '16) relocating to Austin, TX, to start his career with Amazon.com working in its fulfillment and operations division. "My time at Eller provided me with me the necessary tools and skills to land the job, now I'm excited to start!"

Samantha Steadman (BSBA Marketing '16) is a digital and social strategist with The Richards Group in Dallas.

from the chair of the board



OLDEN LEE PHOTO

Dear Friends of the Eller College,

I am pleased to write you this fall with the great news that our dean, Paulo Goes, has been working hard to bring together the Eller community around a new vision since he took over in March. His ideas for Eller's future leverage our historic strengths, are responsive to the needs of recruiters, and continue to build the college's reputation as a research leader.

He has come to the deanship during an exciting period.

The new Karl and Stevie Eller Professional Development Center opened with the beginning of the fall semester, and is already a new hub for all career-related activity within the Eller undergraduate program. That this project has come to fruition thanks to the support of hundreds of Eller alumni and supporters is a source of pride. Thank you.

I encourage you to read this magazine, as well as the College's online magazine, EllerBuzz.com, for more stories about how donors are advancing the heritage we share as business alumni of the University of Arizona.

Finally, last spring I had the opportunity to join many of our alumni and current MBA students in Dallas for the first of the Eller Insider events. This new program is an excellent opportunity to connect with your fellow Wildcats around professional development activities. Please see page 25 of this magazine for more information about upcoming Insider events, and I hope you will attend if we are coming to your city.

Olden Lee
Chair, Eller National Board of Advisors
BSBA Personnel Management '68



Eller MBA students and alumni gathered in Dallas this spring for the **inaugural Eller Insider event**. *From top (L-R):* Olden Lee; Allesondra Gronager (MBA '12), Gloria Verdin, Tionna Cunningham (PepsiCo), and Sean McMurrey (MBA '12); Robert Butler (Finance '99) and Blossom Bologna (ID90 Travel); Paulo Goes, Olden Lee, and Melinda Burke; Chang-Hong Moo, Jen Maiorany, Gloria Verdin; John Sivo (Accounting '77 and Master of Accounting '78), Steven Sherrill (MBA '10) and Megan Shulby (MBA '17); and Abdel Hernandez '12.



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Ben Lytle
Deborah Maddox
John Maddox '80
Dhananjan Mahajan '93
Lalitha Mahajan '93
Matt Masters '78
Dirk Mateer
Katie Maxwell
Ted Maxwell '14
Jinny McCoy '69
Diana McCutchen '93
Matt McCutchen '92
Kevin McHolland
Rebecca McHolland
Philip McKenzie '87
Dick Medland
Beth Mittelstaedt '81
Reed Mittelstaedt '80
Cheryl Morley '76
Dave Morley
David Morthland
Virginia Morthland
Dottie Moses
Len Mott '71, '77
Nancy Mott
Anne Myers
Gary Myers
Christina Nordvall '04
Cameron Omoto '03, '04
Jim Oschmann '83, '03
Michelle Oschmann
Lisle Payne '64
Roslyn Payne
Dick Peecook '63
Judy Peecook '60
Raynolde Pereira '99, '01
Bradley Preber
Michaelle Rafferty '89
Jim Reidy '54, '55
Virginia Reidy '50, '54
Patrick Reilly '03
Joan Renken
Keith Renken '57, '59
Donald Riegger
Mallory Riegger '85
Connie Rosso
John Rosso '68
Carson Rustand '65, '68

Warren Rustand '65, '72
Dee Ann Sakrison '64, '87
Jim Sakrison '63, '66
Nancy Salter
Pete Salter '65, '15
Brad Sarnoff ' 8
Leroy Schmidt
Sarah Shaikh '15
Stella Shanovich
Jay Shepard '81
Pamela Shepard
Arvind Singh
Teri Spencer '87
David Spinelli '15
Drew Spittle '02
Bridget Stranding
Tom Stranding '92
Kevin Stombaugh '91
Teresa Stombaugh
Lori Suriano '88
Mike Suriano '88
Johnna Switzer
Jon Switzer '63
Kathy Thull
Todd Thull '83
Jean Vock '06
Rick Vock
William Waller
Marian Wilfert
Beauchamp '79
Pat Williams '99
Sandi Williams
Wink Williams '82
Jan Winston
Steve Winston '77
Susan Wolak
Clark Woolston
Roni Woolston '69
Jianghong Zhao '06
Zip Zipperman '97
Ned Zolman '68, '70
Frank Zunno '67

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Anonymous
Augustus Abbey '76, '81
Laurie Abdo
John Abraham
Mary Abraham
Paul Abraham
Connor Abrams '14
Kay Abramsohn '73
Raul Acedo '97
Jackie Ackerman '03
Jess Adani '99
Jonathan Adani
Noel Addy '75, '76
Shelley Addy
Tina Adeyemi '14
Arvin Ahmadih '09
Ana Alanis '10
Clifton Albright
Alex Alcantara '78
Todd Allen '99
Heather Altman '09, '10
Jeffrey Altman '09, '10
Bill Altvater '66
Abdulrahman Alzaid
Fred Amberg '91
Natalie Amine '16
Rima Amine

Rosaleen Amos '94
Ebitie Amughan '16
Meredith Ann Andrews
Mike Andrews '70
Tyler Antosh '16
Lynda Applegate '86
Dawn Arkfeld '99
Jay Armant '95
Linda Arrington-
Bowles '82, '92
Susan Athey '87
Aaron Avery '99
Kregg Aytes '84, '93
Tyler Babcock '10
Geethu Babu '14
Larry Baer
Matthew Bailey '03
Mary Baird '91
Pat Baird '81
Wes Baker '13
Roger Bamberger '69
Jack Banker '12
Keith Bardel '91
Tina Barela '95
Craig Barker '82
Valerie Barrett '89
Ubaldo Barrios '98
Che-lees Batson
Paul Baumgarthuber '05
Christopher Beadles '13
Kim Beaton '90
John Bechman '79, '84
Bob Beeks
Travis Beeman
Don Behnke '67
Glenda Belcher
Glenn Belcher '80
Michael Bellovin '09
Jazmin Beltran '16
Alejandro Benavides '16
Brian Benesch '93
Julie Benesch
Pam Benitez '84
Edward Bennett '10, '11
Tracy Bennett '08
William Bennett '81
Michael Benstein '05
Rosemary Berg '90
Sonja Berge '16
Leif Bergquist '03
Kiyono Bernier '00
Brett Berry '05, '07
Connie Bischof
Tony Bischof
Joshua Blumenthal '98
Christopher Bocz '16
John Bolinger '49
Patty Bolinger
Doris Bollinger
Ed Bollinger '61
Judy Bologna
Rafael Bologna '75
Renea Bonnell '16
Janis Bottai '91
Alyssa Bowles '16
Jonathan Bowles
Robert Bowron '08
Virginia Brabenc '85
Fred Brandt '68
Henry Brandt '08, '09
Kelsey Braun-Shirley '13

*LISTING REFLECTS GIFTS AND COMMITMENTS RECEIVED JULY 1, 2015 - JUNE 30, 2016

Tamarra Breiner '85
 Michele Brennan
 Derek Briese '09, '10
 Jim Brintnall '54
 Marilyn Brintnall
 Mike Bristol '85
 Evan Broad '12
 Jason Brock '02
 Chuck Brookfield
 Erik Brooks '10
 Anita Brown '64
 Cathy Brown
 Chris Brown '87
 Mary Brown
 Meg Lota Brown
 Pete Brown '66
 Rick Brown '96
 Roger Brown '66, '67
 Rosamond Brown
 Don Brumm '84
 Linda Brumm
 Bob Brunsman '87
 Bonnie Brunsman '80
 Barbara Burke
 James Burke '80
 Matthew Burt '12
 Kaylie Burton '16
 Donna Bushong
 Brandon Bymers '13
 Erin Cadenhead '15
 Daniel Caine '16
 Mike Calegari '96
 Christopher Camargo
 Nonilyn Camargo '12, '13
 Alexis Campbell '10, '14
 Angela Campbell '02
 Samantha Caplan '10
 Toni Careccio '13
 Joe Carrillo '16
 Lindsay Castillo
 RD Castillo '12
 Patrick Castle
 Alanna Castro
 Carol Catherall
 Mike Catherall '62
 Jim Cavanaugh '65, '66, '67
 Mary Cavanaugh
 Carole Celaya '85, '87
 Mike Celaya '84, '90
 Louis Cerato '02
 Stu Chamberlain '02
 Aaron Chandler '95
 Steven Chapman '90
 Fangxu Chen '16
 Linda Chen '09
 Zhaoren Chen '16
 Stan Cheske '62, '72
 Michael Chester '04
 Jeff hestnut '12
 Sophie Chiang '04
 Michael Chin '15
 Charles Choffin '81
 Rita Choffin '79
 Anurag Choudhury '15
 Constance Cigliana '73
 Betty Clark
 Craig Clark '77
 Robert Clarke '05
 Ginny Clements
 Kenneth Clifford
 Lisa Clifford '85

Michael Clifton-Harter '99
 Louis Cohn '07
 Carl Cole '70
 Anthony Compagno
 Bob Connolly '70, '72
 Claudine Conover '91
 Pamela Contreras
 Walter Coombe '13
 Carol Copeland
 Lindsay Copeland '70
 Nicolas Cordero '13
 Bryan Cornelio '14
 Henry Granillo Corral
 Hector Corrales
 Steve Costner '88
 Robert Cotter '73
 Laurie Cottrell '96
 Matt Cottrell '95
 Al Courduff '80
 Rachael Coury '13, '14
 Robette Crane '84
 Bill Crary '54
 Mary Crary
 Joe Crawford '64
 Serge Crawford
 Kelly Creighton
 Leslie Creighton
 Misi Cummings '16
 Hunter Curtis '13
 Holly Daetwyler '99
 Nicole Dahl '16
 Phillip Daks '04
 Michael Daly
 Nicollete Daly '08, '10
 Nancy Damon '82
 Phil Damon
 David Damron
 Kelly Daemron
 Lisa Daniels
 Julie Danielson '97
 Homer Darnall '54
 Bill Davidheiser '89
 Carmela Davidheiser
 Deborah Davis
 Greg Davis '89
 Mike De Garmo '14
 Carol Dedrich '00
 Alyse Dehn '10, '11
 Philip Delbridge '09
 Anne Delcastillo '91
 Michelle Delshad '92
 Christine DeMaio
 Bob Dennis '66
 Trevor Derrrett '14
 Valerie Derryberry
 Dave DeValk '75
 Kathy DeValk
 Michael Devries
 Edward Diaz '03
 Rose Dill '16
 Jim Dillon '75
 Sherri Divito '85
 Amy Doherty '14
 Hugh Donahue '85
 Joan Donnelly '73
 Katheri D'Onofrio
 Vince D'Onofrio '70
 John Drachman '03
 Laura Drachman
 Katharine Drake
 Samuel Drake '86

Sean Drew '93
 Allison Duffy '11
 Dick Dugan
 Mary Durham-Pfl bsen
 Rhonda Dwyer '02, '08
 Ferdie Echiwerri '99
 Meghan Edmiston '06
 Leslie Eldenburg
 Joe Elefante '04, '05
 Cathy Ellington '85
 Spencer Elliott '12
 Jody Engelbrecht '92
 Troy Engelbrecht
 Kevin Enright '03
 Barbara Ercanbrack '85
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 Kyle Esham '09
 Stacey Esham
 Roman Eskue '07, '08
 Tanya Eskue '07, '08
 Bettina Esselen
 Gomori Esselen
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 Kevin Fincher '97
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 T. Carson Finical '76
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 Vicki Fleischer
 Rachele Fleischman '08
 Marie Fleming '14
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 Chris Fonseca '01
 Karen Ford '80
 Tom Ford
 Jaclyn Forney
 Mitchel Forney '09
 Alexandra Forster '16
 Marv Fortman '57, '60
 Sorale Fortman '55, '57, '71
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 Darlene Fountaine
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 Mrinal Ghosh
 K Gibson
 Susan Gibson-Patrick
 Jessica Gifford '09
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 Pat Gilmore '74
 John Ginal '79
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 Marv Glassberg '58
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 Doyle Golden
 Angela Gomez
 Edward Gomez
 Patricia Gonzalez '91
 Douglas Goodman '72
 Greg Goodman '08
 Tara Goodwin-Effertz
 Susan Goudreau
 Genia Gourley-
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 Ashwin Govindaraj '14
 Kim Green '99
 Tom Groh '00
 Barry Grossman '03
 Britta Grubin '02
 Peter Grubin '03
 Brad Guenther '81
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 David Gussack '04
 Martha Hafen '64
 Richard Hafen
 Chris Haggerty '91
 Andrew Hagman '13
 Lisa Hale '78
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 Laurence Hall
 Patricia Hall
 Tammy Hall
 Laura Hamill '87
 Richard Hamill
 Norma Hamilton
 Richard Hamilton '62
 Sue Hamlin '90
 Ryne Handelman
 Scott Handler '08, '14
 Regina Hans
 Hollie Hansen '04
 Heather Hanson '06

Korey Hanson '02
 Lesley Hanson '79
 Teresa Hanson '01
 Kris Harman '00, '00
 Andy Harper
 Gary Harper '71
 Debra Harrington
 Amy Harris '16
 John Harris '92
 Leslie Harrison '11
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 Kathryn Hatter '78
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 Brad Hauert '05
 Carol Hausler
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 Zhou He '06
 Kevin Hegarty '03
 Randy Heimler '79
 Katrina Heineking
 Dave Henrich '58
 Marge Henrich '60
 Matthew Herbert '10
 Dena Herbolich '92
 Drew Herbolich '93
 Bruce Herdrich
 Patricia Herdrich '07
 Paul Herrera '76
 Alejandro Herrera
 Valdenebro '10
 Darren Hicks '04
 James Higgins '83
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 Brooke Hinkel '16
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 Beth Hunter
 Janette Hunter '85, '91
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 Sean Huston '92
 Chris Hutchison '15
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 Eric Iffrig
 Tamara Iffrig
 Rob Ingold '67
 Oilien Intintoli

Vincent Intintoli '01, '02, '07
 Grant Isakson '10
 Melina Islas '14
 Dick Jackson '60
 George Jackson '85
 John Jackson '00, '13
 Joshua Jackson '07
 Laurie Jackson
 Pat Jackson
 Crystal Janes '05
 Daniel Janes
 Julia Jarmusch
 Rollie Jarmusch '67
 Katie Jeffers '04
 Roshan Jessani '02
 George Jiang
 David Jimenez '15
 Mitchell Joffe '69
 Vicki Joffe
 Curtis Johanssen '07
 Brad Johns '76, '77
 Jacqui Johns '88
 Abigail Johnson '15
 Blanca Johnson
 Bryan Johnson '16
 Christopher Johnson '05
 Elizabeth Johnson '02, '03
 Janee Johnson
 Jennifer Johnson '86
 Noel Johnson '78, '82
 Gabrielle Johnston
 Shauna Johnston '12, '13
 Anne Jones '87
 Bobbi Jones '15
 Craig Jones '90
 Thomas Judge '08
 Caryn Jung '96
 Brandon Kaehr '14
 Alison Kane '15
 Mary Ellen Kane '84
 Navin Kanneganti '05
 Greg Karnos '05, '06
 Shirley Karnos '06
 Vignesh Karthikeyan '12
 Evan Kaufman '15
 Kristi Kawamoto '13, '14
 Ryan Keefer '02, '07
 Brandon Keenen '97
 David Kelley '70
 Mallory Kelley '15
 Jim Kelton '75, '76
 Jordan Kennedy '07
 Lauren Kennedy '16
 Allison Keneth '03
 Alex Kier '08, '09
 Colleen Kish '07
 Lynn Kistner
 Santiago Kloehr '16
 Samantha Kluth '13, '15
 Rachael Knight '04, '09
 Monica Koestner '11, '12
 Kriste Kolasa '99, '01
 Prabhudev Konana '91, '95
 Suchetha Konana
 Lynn Konrad '16
 John Kovacic
 Heather Kraus '99
 Kevin Kraus '99
 Michael Kreeps '92
 Andrew Kreese '82
 Coleen Krogen



- Brittany Kruglick '16
- Liz Kuehn '02
- Michael Kuehn '01
- Kathryn Lachenmaier
- Tom Lachenmaier '01
- Javier Lagarda '13
- Phillip Lamoreaux '13
- Eileen Lamse
- Nancy Lansdowne
- Richard Lansdowne '99
- Morgan Larson '15, '16
- Patti Lawhon
- Cyndy Lazarz '82
- Michael Lazarz '81
- Matt Leahy '16
- Chuck Lee '53
- Laurie Lee '76
- Marie Lee
- Richard Lee '65
- Ruth Lee
- Youjin Lee
- Alexandra Leever '11
- Jenna Lefkowitz '99, '11
- Kurt Leinenkugel '84
- Alan Leiwant '63
- Sara Leone '77
- Tony Leone
- Catherine Leslie '13
- Chris Lesser '06
- Chrissy Levin '99
- Michael Levin
- Rachel Levine
- Bruce Levy
- Bryan Levy '01
- Saundra Levy '69
- Xiu Li '15, '16
- Adam Lin '90, '94
- Chienting Lin '95, '04
- Yonggu Lin '91
- Grant Lochotzki '16
- Patrick Loftus '02
- Stacy Loftus '02
- Jack London
- Stephen Long '10
- Anna-Paula Lopez '12, '13
- Gabriel Lopez '97, '06
- Kirstin Lotti '86
- Stephen Lucas '15
- Elaine Lufkin
- Roland Lufkin '65
- Adam Lundquist '09
- Barbara Lundquist
- Marc Lundquist
- Duc Ma '87, '91
- Matthew Mabel '04
- Shane Madden '12
- Ajay Madhvani '03
- Colin Malchow '06, '07
- Bob Maldonado '79, '81
- Cherie Malkoff
- Scott Malkoff '89
- Siva Mallampati '14
- Courtney Maloney '12, '13
- Alex Manuel '08
- Tony Marcotte '00
- Christopher Marion '96
- Louis Marquis '09
- Dan Martinez '01
- Mario Martinez
- Matt Martinez '08
- Bob Maruca '71
- Brenda Maruca
- Brett Masek '07
- Andrew Matalon '16
- John Mather '75
- Roberta Mather
- Chris Matheus '81
- Lance Matiste '88
- Landon Mauler '13
- Matthew Maxwell '08, '09
- Margaret Mayer
- Oscar Mayer '90
- Courtney McAbee '09
- David McCarthy
- Ferrol McCartney '95
- Katherine McCloskey '97
- Anita McCoy '86
- Michael McCoy '82
- Patricia McCoy '12, '13
- Patricia McCoy
- David McCusker '85
- Susan McCusker
- Paul McDonald '85, '86
- Jim McEntire '00
- Tammy McEntire
- Larry McEver '79
- Jane McGill
- Andrew McInerney '05
- Donna McKee
- Ron McKee '86
- Adam McKelvy '10
- Deborah McLaughlin '90
- Jamie McLaughlin '15, '16
- Cayley McLean '15
- Matt McWenig '83
- Bob Mead
- Dave Mead '13
- Andrew Medler
- Linda Medler '93
- John Menhennet '54
- Amilcar Menichini '11
- Kelli Messenger '97
- April Meyer
- Robert Mignanelli '99
- Matthew Mikucki '08
- Alice Miles
- Paul Miles
- Gregory Miller '82
- Ciro Minopoli '16
- Mark Mistler
- Shelly Mitchell
- Brett Mittelstaedt '08
- Christine Mittelstaedt '09
- Cascade Mittman '10
- Karen Moe
- Rish Mohindra '03
- Lauren Moir '11
- Sue Molina '70, '73
- Scott Molos '10, '11
- Melinda Montgomery '97
- David Montijo '84, '94
- Heidi Montijo
- Michael Montroy '03
- Acacia Moore '16
- Clem Moore '92
- Cody Moore '16
- Kathleen Moore
- Steven Moore '64
- Lindsay Morris '00
- Michael Morris
- Nanette Morrow '03
- Suzanne Morsfield '98
- Warren Morten '02
- Sandra Mortensen
- Debbie Moynihan '78, '82
- Kirsten Muetzel '96
- Aaron Munro '11
- Dylan Munroe '15
- Susannah Myerson '05
- Samuel Najewicz '10, '11
- Ally Napier '13, '14
- Ralph Nefdt
- Janet Neuenschwander '73
- Paul Neuenschwander '73
- Dave Newark '79
- David Newberg
- Pauline Newberg '83
- Lindsay Newhard '04
- Janice Newton
- Mark Newton
- Jeff Neyland '77
- Nancy Nichols '84
- Jesper Nielsen
- Katherine Noonan '84
- Mike Noonan
- Alexandra Norman '14
- Cynthia Norton '83, '85
- Fred Nunto '77
- Briana Nute '12
- Elizabeth O'Connell
- George O'Connell '77
- Nancy Oder Vincent '80
- Emily O'Gorman '08
- Janet O'Hare
- John O'Hare '69, '71
- Yewande Olabumuyi '12
- Heidi Oliver '10
- Scott Olney '99
- Lee Olsen '61
- Mary Olsen
- Travis Olsen '05
- Tim Olson '82
- Paul Oman '15
- Andy Orta '97
- Clarissa Ortega '08, '15
- Chris Ortwein '14
- Dan Oseran '00
- Thomas Osterman '79
- Mayumi Otakara '14
- Angie Padgett '98, '00
- Robert Paladines '97
- Barbara Palmer '69
- Dave Palmer '70
- Kathy Palmer
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- Steven Pape '85
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- Lorna Pederson '78, '81
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- Garth Perry '06
- Christopher Pershing '08
- Kent Pflibsen '80, '84
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- Donald Phillips
- Michael Philpott '14
- Stephanie Phu '16
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- Nick Pierson '05, '12
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- Eric Polis '93
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- Angel Hsu Prentiss
- Wayne Prentiss '97
- Leanna Preston
- Julia Preston-Olson
- Jack Prestwich '64
- Fletcher Preuninger '84
- Amber Price '06
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- Taylor Rainer '16
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- Laura Randol
- Ericka Ransdell-Dennis '99
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- Robert Raskin '15, '16
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- Benjamen Rathasack
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- Helen Rebeske '80
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- Dana Reddin
- Michelle Redding '15, '16
- Barry Reed
- Kelly Reed
- Kelly Reed '97
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- Joshua Reifman '11
- Scott Remington '91
- Bev Rench '85
- Wendy Reuter '82
- Javier Reyes '15
- Mike Reynolds '83
- Linda Rickabaugh '81
- Ronnie Rickabaugh '82
- Brandy Riha
- Jason Riha '97
- Henry Rillos '02
- Kara Rillos
- Karina Rivera '03, '04
- Chris Roads '80
- Corene Roads '16
- Lee Ann Roads
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- Glendon Roberts '93
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- Ariel Rodriguez '15, '16
- Catalina Rodriguez
- Eduardo Rodriguez '11
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- Melissa Rosenblatt '14
- Marianne Ross
- Mark Ross '96
- Mirta Rothacher
- Ron Rothacher '64
- Ted Rouhani '05, '06
- Randy Rubin '89
- Lisa Rudolph
- Lauren Ruggeroli '10
- Chip Ruscher '99
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- Dan Russomanno
- Shelly Rustagi
- Margaret Rweikiza '07
- Butch Ryan '72
- Michael Ryczyn '12
- Ramsey Saab '14
- Kim Saeger '05
- W. Wayne Saeger
- Dino Sakellar '76
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- Joyce Salata '89, '99
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- Isadora Shapiro '12
- Mark Sharfman '85
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- Lyn Shearer
- Tania Shearon
- Emily Sheen '16
- Christine Shields
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- Liz Shlapack '06
- Jeff Hockley '98
- Mike Shoemaker '03
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- Maryan Sifain '03, '07
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- Chasity Smith '04
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- Kevin Smith
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- Lena Smith
- Linda Smith
- Millard Smith '84
- Gregory Snyckles '04
- Nancy Snowden '74
- Tom Sonnleitner '99
- Suzanne Soto '83
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- Kari Stafford
- Rory Staiger '11
- John Stambaugh III '15
- Gregory Stamos '99
- Chris Stanley '03
- Kathryn Starling '12, '13
- Rick Stasand '75
- Desiree Steele-Zinger '82
- Jim Steffens '96
- Cindy Stevenson '83
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- Gayla Stewart
- Jack Stewart '72
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- Arielle Stone '10
- Jason Stonehouse
- Elise Storey
- Dave Stout '03
- Eugene Stout '69, '75
- Kimberly Stover '01
- Gayle Strack
- John Strack '83
- Heather Strasser
- Stephanie Streeter '10
- Elissa Stremmlau '11, '12
- Samuel Strobe '13
- Roger Stubbs '88
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- Michael Suba '80
- Matthew Suckle '07
- John Sullivan '89
- Kathleen Sullivan
- Lindsay Sullivan '02
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 Megan Taylor Shockley '00
 Kristen Tchitou '08
 Razaki Tchitou '07
 Niraj Tenany
 Daniel Thatcher '14
 Georgios Theocharides '06
 Caitlin Thorn '11, '12
 Philip Thornton '11
 David Thorson '84
 Jessica Thumati '03
 Gannon Thute '16
 Pam Tims
 Stan Tims '79
 Christopher Todaro '06
 Katie Todaro '06
 Cassandra Tohill '12
 Jonathan Tohill '11
 Jason Tokos '16
 Jim Tolley '51
 Pat Tolley '52
 N.J. Tolton Smith '87
 Frank Tong
 Jackie Tran '14
 John Travis '16
 James Trow '65
 Penny Trow
 Shealee Truesdale '13
 Brad Tuffs '00
 Howard Tuller '75
 Pat Tuller
 Doug Turner '78
 Gayle Turner
 Mary Turner '86, '90, '93
 Mike Turner '00
 Arisa Uehara '15
 John Ungvary '70
 Mary Jane Ungvary
 Izaro Urreiztieta '83
 Melissa Urreiztieta '83
 Tara Van dyken '06
 Nate Vance '15
 Ana Varela '95
 Florence Vasquez '16
 Joel Vigil '07, '08
 Diane Vincent
 Duane Vincent
 Thea Vincent Denton '15, '16
 Thao Vo '16
 Michelle Vock '13
 Richard Vogelheim '53
 Linda Von Graff '72
 Elroy Voss '68
 Julia Voss
 Julia Wada
 Tucker Wadkins '15
 Susan Wadman '14
 Clark Wager '13, '14
 Lee Walker '88
 Ross Wallach '96

Johnny Walston '15
 Amber Warrick-Smith '85
 Keith Weaver '10
 Michael Weinstein '84
 Alexi Weirich
 Kent Weirich '00
 Shawna Weltsch '16
 Brian Wentzel '10
 Marcia Wepfer
 Timothy Wepfer
 Kristen Werch '05
 Kristy Westphal '91
 Jeannie Wheeler
 Maxwell Wheeler
 Holly Whitaker '10
 Alison White '11
 Briana White '13
 Emily White '03
 Mark Wickham
 Amy Wilcox '86
 Ann Wild
 Jason Wild
 Kaylin Wiley '12
 Vicki Willan '00
 Fred Williams '71
 Janet Williams
 Mary Williams
 Mel Williams '98
 Ross Williams '16
 Sue Williams
 Thomas Williams '94
 Ty Williams '65
 Hendalee Wilson '00
 Leslie Wilson '15
 Richard Wilson '78
 Judy Wisansky
 Ron Wisansky '73
 Matt Wolf '99
 Marti Wolfe
 Rachel Wolfe '15
 Leah Wolk '15
 Theodore Wolter '16
 Anne Wood
 Heather Wood '98
 Mike Wood '66
 Samantha Wood '16
 Evan Worle '05
 Kelly Worle '05
 Gechen Wu '15, '16
 Alex Wyrick '90
 Rod Wyse '62
 Vera Wyse
 Melinda Xanthos
 Yang Xiang '00, '02
 Chenxing Xie '14
 Alex Yanine '08, '09
 Ed Yasko '84
 Erica Yngve '00
 Rick Yngve '99
 Martha Young '48
 Robert Young '76
 Faham Zakariaei '05
 Armando Zavala '10
 Carrie Zboyan '86
 Marcia Zeller
 Andrew Zhang '08
 Quanhua Zhou
 Edward Ziegler '74
 Karen Ziegler
 Daniel Zinger

Organizations

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 Diamond Foundation
 JP Morgan Chase
 Merchants Information
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 Sempra Energy
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 Williamson Llp.
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Target Corporation
 Texas Instruments
 Incorporated
 The Boeing Company
 The Leroy and Connie
 Schmidt Family
 Foundation
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 Yelp Inc

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 American Express
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 Foundation Corporation
 C.R. Bard Foundation
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JOE CARELLA PHOTO

Joe Carella

Associate Dean of Executive Education

Joe Carella is Eller's associate dean of executive education. To learn more or follow his blog, visit executive.eller.arizona.edu/experience. Contact him at carella@email.arizona.edu.

Emerging and seasoned leaders face similar challenges in a world of digital disruption, complex and global value chains, a volatile stock market, political and social unrest and more.

last word on resilience

If there's one constant we can count on, it's change. No matter how unfamiliar or uncomfortable, we all have to adapt in our corporate cultures. For many large businesses, the perfect storm is hitting as Baby Boomers in upper management retire, and more emphasis is placed on strategically evaluating global VUCA (volatility, uncertainty, complexity and ambiguity).

The good news is that more corporations are recognizing the need for C-suite or custom training programs to help boost capabilities and revenue. And while some Ivy league schools provide training programs for executives, many don't offer the flexibility and options that Eller Executive Education does. For example, recently, we took future leaders of DP World UAE Region to Singapore and Shanghai to experience how to do business in other markets as well as develop a deeper understanding of how globalization is impacting their industry. Almost simultaneously, we were working with APS executives here in Arizona to help them increase their performance in interpersonal dynamics and make sense of an increasingly complex workplace through skills such as agility, influence, giving and receiving constructive feedback, and more.

Emerging and seasoned leaders face similar challenges in a world of digital disruption, complex and global value chains, a volatile stock market, political and social unrest and more.

So, how can we groom the next generation of leaders? Here are a few tips:

Understand Big Data: Understanding and unlocking the power of data is becoming a non-negotiable. All senior-level managers need to understand how to analyze data to identify behavioral patterns and trends. And it's equally important to ask yourselves, what unique advantage should be preserved as your business turns digital?

Plan for Risk-Taking: I teach strategic scenario planning and am amazed at how many leaders don't spend time thinking about alternatives and preparing for turbulence. Part of your organizational readiness includes the ability to shift gears quickly and adapt to everything from a cybersecurity breach to a hostile takeover or other crisis.

Check Your Moral Compass: Recently, I blogged about "Pinocchio leaders," citing deceitful companies and rogue banks that basically got a slap on the hand for their white collar crimes. I challenge you to have a discussion with your team about ethics and create a culture that fosters integrity.

What do you think is the biggest challenge to creating future leaders? Send me your thoughts...I welcome diverse opinions, and I might even blog about it!

HOMECOMING 2016

get **red** & **blue** ready

Homecoming weekend — October 27-29, 2016 — is a great opportunity to celebrate Wildcat pride with the Eller College and BPA community.

Thursday, October 27

CLASS OF 1966 REUNION AND SILVER & SAGE RECEPTION
5:30 - 7:30 p.m.,
Old Main, Silver and Sage Room

Receive your Class of 1966 reunion gift and enjoy heavy hors d'oeuvres in the beautifully restored Old Main. Price of \$35 includes a glass of champagne and a cash bar will be available. Reunion attendees will be welcomed into the Silver and Sage Society, a community of UA alumni who graduated 50 or more years ago, by current members.

Friday, October 28

ELLER CUP GOLF TOURNAMENT
7:00 a.m. Check-in,
8:30 a.m. Shotgun start,
Sewailo Golf Club at Casino Del Sol Resort

Join Eller MBA students, faculty, and alumni for a morning filled with golf, prizes, and fun followed by lunch. Sponsorship opportunities available.

BREAKFAST WITH THE DEAN: ELLER ALL CLASS REUNION
8:30 - 10:00 a.m.,
McClelland Hall Room 208 Gallery

Business & Public Administration and Eller College alumni are invited to join Dean Paulo Goes for breakfast at McClelland Hall. Special guests include the Class of '66 and alumni award honorees.

TOUR THE NEW KARL AND STEVIE ELLER PROFESSIONAL DEVELOPMENT CENTER
10:30 - 11:30 a.m.,
McClelland Hall, Estes Atrium, Meet by the elevators

Tours will begin every 15 minutes. We are excited to show off our new space and the services that are housed within!

2016 UA ALUMNI OF THE YEAR AWARDS
3:00 p.m., Student Union Grand Ballroom South

The 2016 Alumni of the Year Awards ceremony affords colleges an opportunity to honor and highlight their most accomplished alumni. The ceremony is free and open to the public. Registration is required.

Saturday, October 29

ELLER COLLEGE ALUMNI TAILGATE
Time TBA, UA Mall

Join BPA and Eller College alumni for pre-game festivities at our Eller College Alumni tent on the UA Mall. Our tent is a great location to watch the parade. Food and cash bar available. The fun begins four hours prior to kickoff!

HOMECOMING PARADE
Time TBA, UA Mall

Enjoy our most treasured Homecoming tradition — the parade — with more than 50 floats, Homecoming royalty, and the Pride of Arizona marching band. The parade will start three hours prior to kickoff of the football game.

FOOTBALL GAME: STANFORD CARDINALS VS. ARIZONA WILDCATS
Time TBA,

Arizona Stadium
Cheer on your Arizona Wildcats to a victory against the Stanford Cardinals! Purchase game tickets via McKale Ticket Office at www.arizonawildcats.com or 520.621.CATS / 1.800.452.CATS.

Registration details at eller.arizona.edu/homecoming





THE UNIVERSITY OF ARIZONA

Eller College of Management

OFFICE OF THE DEAN

MCCLELLAND HALL 417
1130 EAST HELEN STREET
P.O. BOX 210108
TUCSON, AZ 85721-0108

Change Service Requested

summer of service

For two years, Eller has partnered with Dream Volunteers to take

students on service trips to Guatemala over spring break. The program expanded this summer with a week-long journey to Costa Rica. “We performed service work focused on sustainable development and social entrepreneurship,” said Vanessa Kramer, director of international programs with Eller. “We helped local farmers convert conventional coffee farms to organic, cleared out a path for a walking/hiking trail, and worked on a community recycling project.”

The students stayed with host families from the communities where they worked. “Getting out of your daily routine to spend time helping other people will definitely have an impact in your ideas and your life,” Omar Castillo (finance and MIS '18) said. “Getting to know another culture is an enriching experience.”

“The highlight of my trip was learning about how essential organic coffee is to our environment,” said Perry Hutchison, a pre-business sophomore. “Organic coffee is grown without using any synthetic fertilizers or pesticides, making it healthy for us and the planet. The farmers in Vuelta Grande, Costa Rica, have little access to the tools we have here in the U.S., making it difficult to farm and work efficiently.”

“Dream Volunteers helped me broaden my Eller experience to be more international and to understand the importance of sustainable business,” Castillo said. “As a business student I also reflect about how money shouldn’t always be the final goal.”

