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Remembering  
long-time  
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ARIZONA

Eller

# Progress

FALL 2015

News for alumni and friends of The University of Arizona® | Eller College of Management



HOW WE GOT

## great jobs & internships

*A new culture is transforming job and internship placement for Eller undergrads* PAGE 16 ▶▶▶

JACOB CHINN PHOTO



# come home

## this year & celebrate with eller

# HOME COMING 101

OCTOBER 22-24, 2015

### Thursday, October 22

**GREEK CENTENNIAL CELEBRATION BLOCK PARTY**  
6:00 – 8:00 p.m.,  
First Street between  
Mountain and Cherry

This family-oriented event on Greek row includes food trucks, game booths, student radio DJ, and more. For details on other Greek Centennial events, including the dedication of Greek Heritage Park, visit [UAgreek100.com](http://UAgreek100.com).

### Friday, October 23

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

All Business & Public Administration and Eller College alumni are invited to join dean Jeff Chatzberg for breakfast at McClelland Hall. Special guests include the Class of '65 and alumni award honorees. Registration required.

### Saturday, October 24

**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 before kickoff!

**HOME COMING 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 before kickoff.

**HOME COMING BONFIRE AND PEP RALLY**

8:00 p.m.,  
West Side of Old Main

Join UA students, the Pride of Arizona band, the 2015 Homecoming court, and more at the annual Homecoming pep rally and bonfire. Don't miss the crowning of the 2015 Homecoming king and queen.

**FOOTBALL GAME: WASHINGTON STATE COUGARS VS. ARIZONA WILDCATS**

Time TBA,  
Arizona Stadium

Cheer on your Arizona Wildcats to a victory over the Washington State Cougars! Purchase game tickets via McKale Ticket Office at [arizonawildcats.com](http://arizonawildcats.com) or 520.621.CATS / 1.800.452.CATS.



SIMMONS BUNTIN PHOTO

Registration and details on Eller events at [alumni.eller.arizona.edu/events/homecoming-2015](http://alumni.eller.arizona.edu/events/homecoming-2015).



SIMMONS BUNTIN PHOTO  
THOMAS VENELASEN PHOTO

**It's a pleasure to welcome you to the fall**

2015 edition of *Eller's Progress* magazine. I've been serving the college as dean since January, and it has been gratifying to be a part of the innovation and change that are propelling the College into a new era. You'll find evidence of that innovation and change throughout this issue.

First, I am so proud of the undergraduate team behind our Professional Development Center, which has mobilized behind a placement strategy that's helping position our students for

internships and full-time employment like never before. The University of Arizona aims to have 100 percent of its students engaged in real world experience, and at Eller, we are making that happen. Our pre-business freshman and sophomore students now take classes to help them determine where they best fit into the business landscape and work with career coaches to develop personal career plans. Eighty-four percent of this year's junior class reported internship experiences, and we're projecting an increase in full-time employment as well. These activities are baked into the undergraduate experience at Eller, and so it's fitting that this fall, we will break ground on a 13,000 square foot addition to our building that will house them. You can read about some of our success stories starting on page 16.

I'm also extremely proud of the work going on in Eller's Economic and Business Research Center (EBRC). This past year, through a partnership with the Southern Arizona Leadership Council and the Community Foundation for Southern Arizona, EBRC launched the MAP Dashboard, [mapzdashboard.arizona.edu](http://mapzdashboard.arizona.edu), which aims to improve Southern Arizona through data-driven collective civic action. You can read more about this initiative on page 12.

Finally, we are excited to welcome 13 new faculty members to the Eller College this fall. Research is the heart of everything we do at the College. The work of our faculty helps us discover new knowledge about the dynamics that shape business and human behavior, and they bring those insights into the classroom so that our students graduate into the working world with the very latest information. Please take a moment to explore the depth and range of our new faculty expertise starting on page 5.

Thank you for your support, and go Cats!

Jeff Schatzberg  
Dean and Lou Myers Professor of Accounting

On the cover: Eller undergraduate students **Melissa Rose** (BSBA Finance '15), **Reagan Melnychyn** (Eller Finance '16), and **Alfonso Aceves** (Eller Finance and Economics '16) are three beneficiaries of the new culture taking hold within the Eller Professional Development Center. Read their stories starting on page 16. Photo by **Tim Fuller**.

Get in touch: Email comments, questions, or feedback to [progress@eller.arizona.edu](mailto:progress@eller.arizona.edu).

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# expanding academics

new degrees and concentrations offer students more options



COLIN PRENGER PHOTO



## online bachelor's in business degree

**This fall, the first cohort of Eller online bachelor's students will** begin classes. The program is designed for students with complex lives—many are working professionals, some with families—who want the challenge and prestige that a degree from a top-ranked undergraduate program offers, but need the flexibility of an online program. The Eller program joins some 30 other degree options now available through UA Online, including the MBA and master's of MIS programs Eller already offers online.

"We spent a lot of time talking to employers about their hiring needs," said Pam Perry, associate dean of undergraduate programs. "More than ever, they are looking for talent with critical thinking and data analytics skills, as well as a working knowledge of global business trends. This degree is focused on meeting that need, while also addressing the reality that there are many learners who want to come to the UA, but may be place bound for work or family reasons."

Students bring prerequisite transfer credits from a junior or community college to Eller, and are professionally admitted into their junior year after meeting rigorous admissions standards, including a minimum GPA and assessment test.

Over the course of the program, the students will complete a curriculum that balances applied projects with a broad analytical framework. Core coursework includes marketing analytics, financial accounting, real estate, project management, economics of business decisions, human resources, and innovation, and culminates in the award of a business administration degree.

The online bachelor's in business program, like the traditional, on-ground program, emphasizes career preparation and personal development. Students in the online program will complete career modules each semester in order to tailor their education for the success that they define, be it an entry-level position, promotion in an existing career, grad school, or the launch of a startup.



## four concentration options for online MBA students

**Eller's online MBA program launched just two years ago, but it is** already ranked no. 29 nationally by *U.S. News and World Report*. In addition to offering the flexibility of a 100 percent online experience and multiple start dates so that students can begin when they're ready, the program has continued to evolve with its recent launch of four concentration options designed to give participants rich elective coursework to meet their career goals.

"MBA concentrations are still relatively rare in the online MBA space," said Paige Bausman, director of the Online MBA program. "We're proud to offer the same excellent quality elective courses that are available to our on-ground students, taught by the same faculty."

The concentrations include finance, management and organizations, MIS, and marketing. "Concentration areas are especially important for professionals who are aiming to switch careers," Bausman pointed out. "Specialized coursework and class projects can start to build expertise that has been missing from a resume."



## marketing master's program

**Last year, the Eller Department of Marketing launched a new,** one-year master's program designed for traditional, full-time students who want a more immersive marketing education than MBA electives alone offer.

The program balances experiential and team-based learning with case analysis and guest lectures, and includes summer learning focused on consulting projects with industry clients or internships.

Coursework includes product and innovation management, marketing communications, branding, pricing strategy, marketing research, marketing analytics, marketing strategy, customer relationship marketing, services marketing, and social media marketing.

"This program is designed for those looking for careers in brand or category management, new product or innovation analysis, account management or business-to-business sales, or planning," said Mike Harvey, director of the program. "It delivers a dynamic perspective of the rapidly changing business world through classes in technology marketing, creativity, high-tech innovation, and advanced marketing research. This is a foundation for forward-thinking business leaders."



DREW MATALON PHOTO

# ELLER ONLINE

Explore Eller's growing portfolio of online learning options.

## ONLINE BACHELOR'S IN BUSINESS

[ugrad.eller.arizona.edu/online](http://ugrad.eller.arizona.edu/online)

This online major in business administration with an emphasis in innovation and strategy can be completed in as few as four semesters. Students transfer into their junior years and complete coursework that is delivered 100 percent online.



## ONLINE MBA

[onlinemba.arizona.edu](http://onlinemba.arizona.edu)

This focused, online program can be completed in as few as 14 months. With six start dates per year, it is structured for maximum flexibility for the working professionals it was designed to serve.

## MIS ONLINE

[misonline.eller.arizona.edu](http://misonline.eller.arizona.edu)

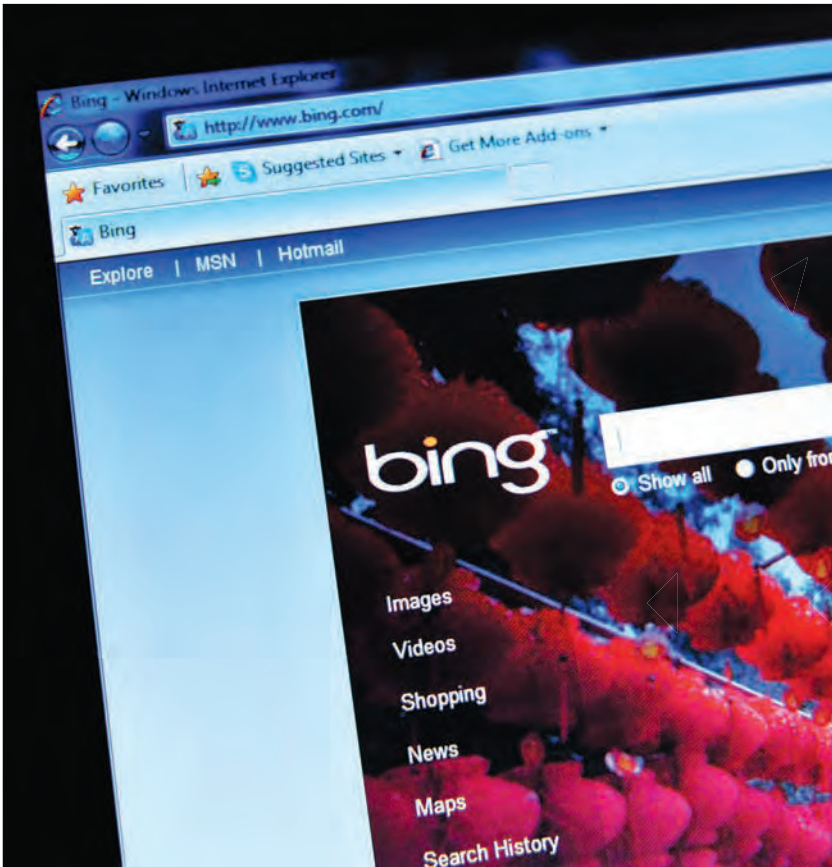
Eller's top-five ranked master's of MIS program is available 100 percent online, with frequent start dates to meet working students' needs. The MIS department also offers a business intelligence and analytics certificate and an enterprise security certification online.

# corporate spotlight: microsoft

**In the 18 years since Eller began its MBA consulting program, more than 1,500 students have gained real-world experience working for corporations in industries including health care, IT, finance, consumer goods and services, defense, energy, real estate, and senior living.**

Microsoft has partnered with Eller for five years, and this past spring, students worked remotely from the UA campus on two consulting projects: a big data/ authoritative sources project for the Bing team and a divestitures/carve-outs project for Microsoft Services.

**David Spinelli**, Eller Industry Advisory Board chair, works in the western region of Microsoft Services as one of Microsoft's senior enterprise architects. A soon-to-be graduate of Eller's online MIS program, Spinelli cited the college's experiential learning program as an effective way for Microsoft to pursue innovative projects with minimal budget expense, all while receiving high-quality work and leveraging the unique outside perspective of the millennium-aged students.



"Microsoft is a global company—we are in every market in the world and nearly 25 percent of the worldwide population uses our products every single day. That is 1.75 billion people," Spinelli said. "Only Coca-Cola touches more people on any given day."

▲ ▲ ▲  
*"The most rewarding thing was getting a peek into Microsoft's approach to a problem... I would definitely say that this has been a life-changing experience for me."*

**Saurav Das (Eller MBA and master's of MIS '16)**

▼ ▼ ▼  
Spinelli said Eller MBAs address large and global business problems for Microsoft. "Solutions for Microsoft are usually designed on a global scale. Students work on projects related to mergers and acquisitions, market and competitive analysis for online services, social media customer relationship management, and internal customer satisfaction survey and analysis," he said.

A consistent theme is that the MBA teams are given problems that are independent of a Microsoft team's normal workload, and therefore Microsoft can get experimental, innovative, or "fresh eyes" context from their output.

**Saurav Das** (Eller MBA and master's of MIS '16) led the big data/authoritative sources project for Bing. "The most rewarding thing was getting a peek into Microsoft's approach to a problem," he said. "The constant feedback and willingness to connect with relevant subject matter experts displayed their enthusiasm for the project and highlighted their work culture. I would definitely say that this has been a life-changing experience for me." - Susan Kern-Fleischer

**If you would like to learn more about the Eller MBA Consulting Program and/or sponsor a project, contact Evie Conlon, Director for MBA Experiential Learning, at 520.621.5099 or econlon@email.arizona.edu.**

LUCIAN MILASAN / SHUTTERSTOCK.COM

THOMAS VENKLASEN PHOTO



# RESEARCH at the eller college

A small fraction of the nation's AACSB-accredited business schools conduct research at the very highest level. The Eller College is among them. This year, the College welcomes 13 new faculty whose work will continue to yield important insights into business and industry that garner national press attention, form the basis of corporate partnerships, influence public policy, drive collegiate textbook content, and shape Eller's reputation as a thought leader.

Eller department heads and leadership guide strategic hiring in its six academic disciplines. Pictured, L-R: **Dan Dhaliwal**, Frances McClelland Endowed Chair of Accounting; **Mrinal Ghosh**, Soldwedel Professor of Marketing; **Rick Sias**, Tyler Family Endowed Chair of Finance; **Lisa Ordóñez**, Levine Family Professor of Management and Vice Dean; **Jeff Schatzberg**, Lou Myers Professor of Accounting and Dean; **Andreas Blume**, McClelland Professor of Economics; **Jerel Slaughter**, Robbins Professor of Management.

*Not pictured: Paulo Goes, Salter Distinguished Professor of Management and Technology. See page 40 for insights from Goes on big data analytics.*

DEPARTMENT OF

ACCOUNTING

▶ Jeff Yu

Associate Professor  
Ph.D., The Ohio State University '07



THOMAS VENELASEN PHOTO

Jeff Yu came to the U.S. from China to pursue his Ph.D. in economics. Along the way, he became interested in information economics and decided to focus on accounting. "I'm interested in studying how information affects people's decision making," he said. Prior to joining Eller, he served as a faculty

member at MIT's Sloan School of Management, SMU Cox School of Business, and Texas A&M University. "The accounting department at Eller is among the top in the field," he said. "During my visit, I was impressed with the collegial environment and the amazing people I will be working with in the accounting department." Yu's research focuses on economic consequences of accounting in the capital markets, particularly on how financial reporting affects debt contracting, information intermediaries, and firms' investment efficiency. In one recent paper, published in *Journal of Accounting and Economics*, Yu and his coauthors provide evidence that one firm's accounting quality could have real effects on other firms' investment behavior. "We focus on the 'adverse effects of bad accounting' by examining the spillover effect of fraudulent reporting on competitors' investment efficiency," he explained. "Focusing on high-profile accounting frauds, we document that peer firms react to the *fraudulent* reports by significantly increasing investment during fraud periods."

new faculty

▶ Max Hewitt

Assistant Professor  
Ph.D., University of Washington '07



THOMAS VENELASEN PHOTO

In his native Australia, Max Hewitt participated in a program through which students out of high school can start in one of the Big Four accounting firms. "I was working on corporate recovery and insolvency services with PricewaterhouseCoopers," he said. "It was very different from the standard

tax or audit path." He completed his undergraduate degree while at PwC and came to the U.S. to complete his doctoral studies at the University of Washington. In 2007, he joined Indiana University as an assistant professor of accounting. As a researcher, he said, "I am interested in the behavioral aspects of capital markets and financial accounting. Accountants are concerned with the measurement of earnings, and I look at how analysts and investors process the information in earnings and its disaggregated components." His dissertation, published in *The Accounting Review*, showed that disaggregating earnings into its components (i.e., operating cash flows, accruals) on the income statement—as opposed to the statement of cash flows—is necessary to improve the accuracy of the forecasts of analysts and investors when accruals and operating cash flows are differentially persistent. "What this suggests is that both analysts and investors often fixate on earnings and fail to attend to the earnings components when forecasting earnings. Trading strategies can be developed to exploit the limited attention of analysts and investors," he said.

faculty promotions & notes



YVETTE ANCHONDO-LEYVA PHOTO

▲ Congratulations to **Jayanthi Sunder**, who has been promoted to associate professor of accounting. Her research focuses on financial reporting and capital markets, debt contracting, and compensation contracting.

research  
IMPACT

A recent paper by assistant professor **Katherine Drake** demonstrating how companies that make regular campaign contributions pay lower taxes over time has been covered in *The Washington Post*, *Associated Press*, and other major media outlets.



# new faculty

## ▶ Gary Solon

Professor, Ph.D., Princeton University '83



THOMAS VENEKLA SEN PHOTO

Gary Solon joined the Eller College from Michigan State University, and before that, the University of Michigan. "Over the last 30 years, much of my work has been in the area of intergenerational income mobility," he said. "Basically, that's about how much your economic success depends on whether you come from

a rich family or a poor one. At the time I started working on the topic, previous researchers said we live in a very mobile society in which origins don't matter much." But new research by Solon and others showed that the appearance of mobility was an illusion based on measurement error and unrepresentative samples. Better analysis of improved data demonstrated that the offspring of poor families are at a considerable disadvantage. "What I never expected was how this strain of work would change the way that the media and the general public talk about income inequality," he said. "Inequality has been on the rise since the 80s, but you used to see op eds that said we shouldn't worry about growing inequality because the playing field is level. We know now that poor kids are at a substantial disadvantage, so you don't see the level-playing-field argument much anymore." Solon's current research is about how wage growth varies between boom and bust cycles of the economy. "Economists have believed that wage rates are non-cyclical, but we've found that wages grow faster in expansions than recessions. The pattern varies, though, over time and place."

## ▶ Charles Noussair

Professor, Ph.D., California Institute of Technology '93



THOMAS VENEKLA SEN PHOTO

Charles Noussair joined the Eller College from Tilburg University in the Netherlands, where he has been a professor of economics for nine years. Before that, he was with Emory and Purdue. Coming to UA is a natural for Noussair. "I went to grad school at Caltech

# DEPARTMENT OF ECONOMICS

in the early days of experimental economics," he said. "Caltech and the UA were the leading places for that kind of work at the time and I became really excited about it." Vernon Smith—the Nobel laureate who pioneered the field of experimental economics—founded the Economic Science Lab at Eller, where he worked from 1976-2002. "There is a lot of high-quality economic theory out there, but lab experiments are a way to test that theory," Noussair said. One of his papers, published in the *Journal of Political Economy*, offers something of a cautionary tale to theorists. "In experiments, we tend to see a lot of cooperation in the lab," he said. "What I did was a field experiment outside the lab." Noussair worked with a group of fishermen. In the lab portion, he found them to be more cooperative on average than student participants, but in the field experiment, the results fell apart. "An experimental result may or may not hold up outside the lab, and researchers should be cautious about generalizing their results."

## ▶ Julian Romero

Assistant Professor, Ph.D., California Institute of Technology '10



THOMAS VENEKLA SEN PHOTO

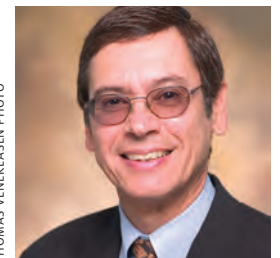
Julian Romero joins the Eller College from Purdue University, where he has served as an assistant professor since 2010. He started as an undergraduate math major at Northwestern, but a freshman seminar program in economics inspired him to add it as a second major. He'd always wanted to be a teacher, so

he said, "Getting a Ph.D. was the right path for me." He was interested in game theory, which is a focus of the economics program at Caltech, where he completed his doctoral studies. During that time, he also began focusing on experimental economics. One recent project explores how polls influence how people vote. "Polls function as intermediate feedback in an election," he said. "Let's say you've got one party with 100 percent of the vote in a poll and the other party has zero." The standard theory says that voters identifying with the winner of the poll is less likely to vote. "But when we test the theory in the lab, we find that's not the case," Romero said. "People leading in the poll are actually more likely to vote."

## research IMPACT

In addition to its historical strength in experimental economics, the department includes leading researchers in environmental and energy care economics, health care economics, and behavioral economics.

## faculty notes



THOMAS VENEKLA SEN PHOTO

▲ Congratulations to **Ron Oaxaca**, McClelland Professor of Economics, who retired this year after close to 40 years with the UA.

# DEPARTMENT OF FINANCE

## new faculty

### Alice Bonaimé

Assistant Professor  
Ph.D., University of Florida, '08



THOMAS VENEKLASEN PHOTO

Alice Bonaimé began thinking seriously about pursuing an academic career during her MBA program. “Two influential professors encouraged me to apply to programs,” she said. As someone who had always been quantitatively oriented, finance was a natural. “The MBA was a broad overview of all the

disciplines, and finance was my favorite—I loaded up on finance electives my second year.” She entered the doctoral program at the University of Florida, which is known for its focus on empirical corporate finance, following which she joined the University of Kentucky as an assistant professor. “Even though my research is broadly in corporate finance, I am also interested in where that can intersect with asset pricing,” she said. One recent project considered insider trading around share repurchases, or when a firm buys back its own stock. “Theoretical literature states that this is a signal that the firm’s stock is undervalued,” she said. Bonaimé and her coauthor looked at the direction of insider trading at the same time. “What we found is that when insiders are selling when the firm is buying back, it’s more likely done to support share prices or avoid dilution, neither of which are undervaluation signals. Insider trades either validate or mitigate the undervaluation signal of the repurchase, which is information investors can use.”

### Mitch Towner

Assistant Professor  
Ph.D., University of Texas-Austin '15



THOMAS VENEKLASEN PHOTO

Mitch Towner came to the Eller College from the University of Texas – Austin, where he completed his doctoral work in finance. During his time at UT, he was also a member of the six-person U.S. Bridge Federation Junior Team, which brought home the silver medal in the 2012 World Youth Teams

Championship. The experience has informed his research. “Game theory is really important in bridge and applied economics,” he explained. “My research is on the corporate finance side. It’s fun because there are a lot of little topics to explore within the whole, and I like to find interesting data sets to explore.” One recent paper examines leverage and bargaining benefits. “I used the health care industry as a lab in which to study a firm’s strategic use of debt to enhance its bargaining power during negotiations,” he said. “What I demonstrated was that reimbursement rates negotiated between a hospital and insurers for a specific procedure are higher when the hospital has more debt.” The effect is stronger when hospitals have less bargaining power relative to insurers, and that hospitals take on more debt when they have less bargaining power. The paper is the first to provide direct evidence that debt improves a firm’s bargaining outcomes.

## faculty promotions & notes



THOMAS VENEKLASEN PHOTO

▲ Congratulations to **Sandy Klasa**, who has been promoted to professor of finance. His research areas include corporate finance, corporate governance, mergers and acquisitions, and entrepreneurial finance.

## research IMPACT

A study by assistant professor of finance **Lubo Litov** on the impact of classified board of directors—a board in which only a fraction of the directors is elected in a period vs. en masse—was cited in Netflix’s most recent proxy statement.

# MANAGEMENT INFORMATION SYSTEMS

## new faculty

### ► Laura Brandimarte

Assistant Professor  
Ph.D., Carnegie Mellon '12



THOMAS VENEKLASEN PHOTO

After finishing her undergraduate degree in economics, Laura Brandimarte went to work for the European Investment Bank in Luxembourg, then earned her master's degree at the London School of Economics. She decided to continue with her Ph.D., but three months into her

finance program in Rome, she attended a conference that included a session on the behavioral economics of privacy. "I didn't even know that was something people studied," she said, but she was shortly doing so herself at Carnegie Mellon. "It's basically behavioral science applied to privacy, which aims at understanding how people make decisions about sharing or protecting personal information," Brandimarte explained. One recent project tests the argument that over-disclosure of personal information on social media may have a leveling effect on how people judge others, and could result in more tolerance for each other. "What we find though is that while technology and social media evolve over time, maybe the way we form impressions of each other don't change so quickly," she said. "Our experiments suggested that people who disclose negative information about themselves seem to be the most judgmental of others who do the same." Another project looks at the way that positive and negative postings depreciate over time. "What we find is that negative impressions have longer staying power than positive impressions—so those pictures of someone drinking at a party could really linger in a viewer's perception of that person." While the benefits of sharing information on some social media such as LinkedIn are easy to see, the costs are harder to pinpoint. "What I'm interested in is trying to get people to not regret what they've done online."

### ► Wei Chen

Assistant Professor  
Ph.D., University of California-San Diego '15



THOMAS VENEKLASEN PHOTO

During his undergraduate and master's programs, Wei Chen worked as a programmer on a lot of open source projects. "It got me interested in the human part of the equation, how to use the open production model," he said. His doctoral dissertation focused on open innovation models in open-source

software and online communities, or, he said, "how we can design things to engage people in such open production models." Voluntary contributors such as Wikipedia editors, he pointed out, are highly motivated to participate, even without compensation. "One thing that seems to work is earning rewards from the community, like badges," he said. One article from his dissertation studies how to better design such mechanisms to engage contributors. A recent project is focused on new users. "New users may be very motivated to contribute but aren't sure about the community's norms." Moderators want to keep the quality high and may end up rejecting an article that the new user spent hours working on. "The platform designer needs to find a way to protect the intention and motivation of the new user while keeping the quality high," he said.

## faculty promotions & notes



THOMAS VENEKLASEN PHOTO

▲ Congratulations to **Jesse Bockstedt**, who has been promoted to associate professor of MIS. His research interests include behavioral economic issues in technology-mediated environments and online consumer behavior.

## research IMPACT

▼  
**Eller MIS ranked #1 among public graduate programs according to U.S. News & World Report. MIS faculty also brought in a combined \$10M in research grants this year from the National Science Foundation, National Institutes of Health, and Center for Disease Control.**

DEPARTMENT OF

# MANAGEMENT AND ORGANIZATIONS

## new faculty

### ▶ Han Jiang

*Assistant Professor  
Ph.D., Arizona State University '14*



HAN JIANG PHOTO

Han Jiang worked for four years as a consultant in his native China before he moved to the U.S. to pursue his doctoral studies at Tulane University. "In consulting, my major expertise was motivation and compensation design for top management," he said. These experiences with corporate governance

led him to focus on strategic management and behavior of top executives in his research. "My advisor, Albert Cannella, is one of the best scholars in that area," he said. "When he moved from Tulane to ASU, I followed him there to complete my work." One collaborative project they worked on examined ship jumping behavior among top executives when a firm is declining. "We studied what circumstances might keep them from leaving," Jiang explained. "One of the most interesting findings is around social capital. If I have an abundance of social capital, I'm not as concerned about how the possible failure of the firm would reflect on me, so I might be more likely to stay and try to save the firm." Conversely, an executive with lower social capital might jump ship and find a new job to avoid being linked to the firm's failure. "Executives with particularly high or low social capital are more likely to be affected," he said.

### ▶ Allison Gabriel

*Assistant Professor  
Ph.D., University of Akron '13*



ALLISON GABRIEL PHOTO

As an undergraduate at Penn State, Allison Gabriel took a course called "Service with a Smile." "I had worked a lot of service jobs in high school and would leave feeling burned out after a day of being pleasant to people," she said. "Being a people person can be taxing on your well-being!" Gabriel entered

her doctoral program and began studying people in the workplace and how to make them happier and healthier. Some of her research echoes that early inspiration—she has looked at how customer service employees regulate their own emotions in an environment in which the customer is always right. A newer project looks at why some organizations have hostile work environments and what they can do about it. Employee behavior plays a key role. "We show that when someone is the recipient of a rude remark, that person feels drained, and thus less able to regulate their own behavior," she said. "They are more likely to lash out at someone else, which creates an incivility spiral." The effect is even more pronounced in highly political work environments. "It creates a greater drain, because people are also trying to figure out what the rude treatment might signal."

## research IMPACT

**A paper co-authored by doctoral alumni David Welsh, Michael Christian, Michael Mai, and Nelson Professor of Management Aleks Ellis on how coffee can keep workers honest has been featured widely in the media, including in Fortune magazine.**

## new faculty

### ▶ Bikram Ghosh

Associate Professor  
Ph.D., Purdue University '06



THOMAS VENKELASEN PHOTO

Bikram Ghosh was working for a think tank in his native India when a project with Purdue brought him to the U.S. The connection led him to the university's doctoral program, where he started in economics but eventually moved to marketing. "I was always interested in game theory," he said. "It can be applied

to so many marketing problems, such as competition between firms. So what I do is study business problems through a game theory lens." Ghosh joined Eller from the University of South Carolina. A recent project focuses on user generated reviews, and their influence on a consumer's purchase decision, and the larger effects on firm level competition. "What we find is that under certain conditions, a larger firm may be more negatively affected by product reviews," he said. "A larger firm will have more reviews in the market and more consumers reviewing, and negative reviews disproportionately hurt more than positive reviews help." A more subtle effect demonstrates how a product of inferior quality may make more profit than that of a superior product. "User reviews may benefit smaller firms of less quality, under certain conditions," he said.

## research IMPACT



**Linda Price, Underwood Family Professor of Marketing, was awarded the Academy of Marketing Science's Lifetime Achievement Award.**

**Martin Reimann, assistant professor of marketing, was the recipient of the American Marketing Association's Rising Star in Consumer Behavior Award.**

### ▶ Jennifer Savary

Assistant Professor  
Ph.D., Yale University '15



THOMAS VENKELASEN PHOTO

Jennifer Savary started her career in the White House, building on an interest in human behavior and public policy. She then joined PricewaterhouseCoopers as a consultant, which sparked an interest in strategy that led her to USC for her MBA. "I was always interested in research, but at that point, I wasn't sure about

committing to a Ph.D. program," she said. "The MBA gave me a good taste of all the different forces at play in business, and I really connected with the marketing discipline." She joined Toyota's management training program. "I spent some time in the research and strategy department on Scion," she said. "We were focusing on advocacy marketing and were given carte blanche to look at new ways to forge relationships with consumers." She was invited to write an article on her department's work, and it led to a realization: "That was where my passion was, looking at why what's working is working." Savary entered the doctoral program at Yale, where she began a research agenda focused on judgment and decision making, specifically, self signaling, or ways in which individual choices reveal information about our identity to ourselves. In one recent experiment, Savary looked at charitable giving decisions. Two groups of anonymous participants saw solicitations for small gifts to a children's charity. One group's message indicated that the investment was the same as a pint of ice cream, the other a tube of toothpaste. "When the outside option is an indulgent item, people are more likely to give," she said. "What's happening is that the choice not to give says selfish things about a person, and people don't want to signal, even to themselves, that they're kind of a jerk."

## faculty promotions & notes



JACOB CHINN PHOTO

▲ Congratulations to **Hope Schau**, who has been promoted to professor of marketing. Schau is also associate dean of Eller MBA programs and holds the Gary M. Munsinger Chair in Entrepreneurship and Innovation. Her research interests include social media marketing and value co-creation.

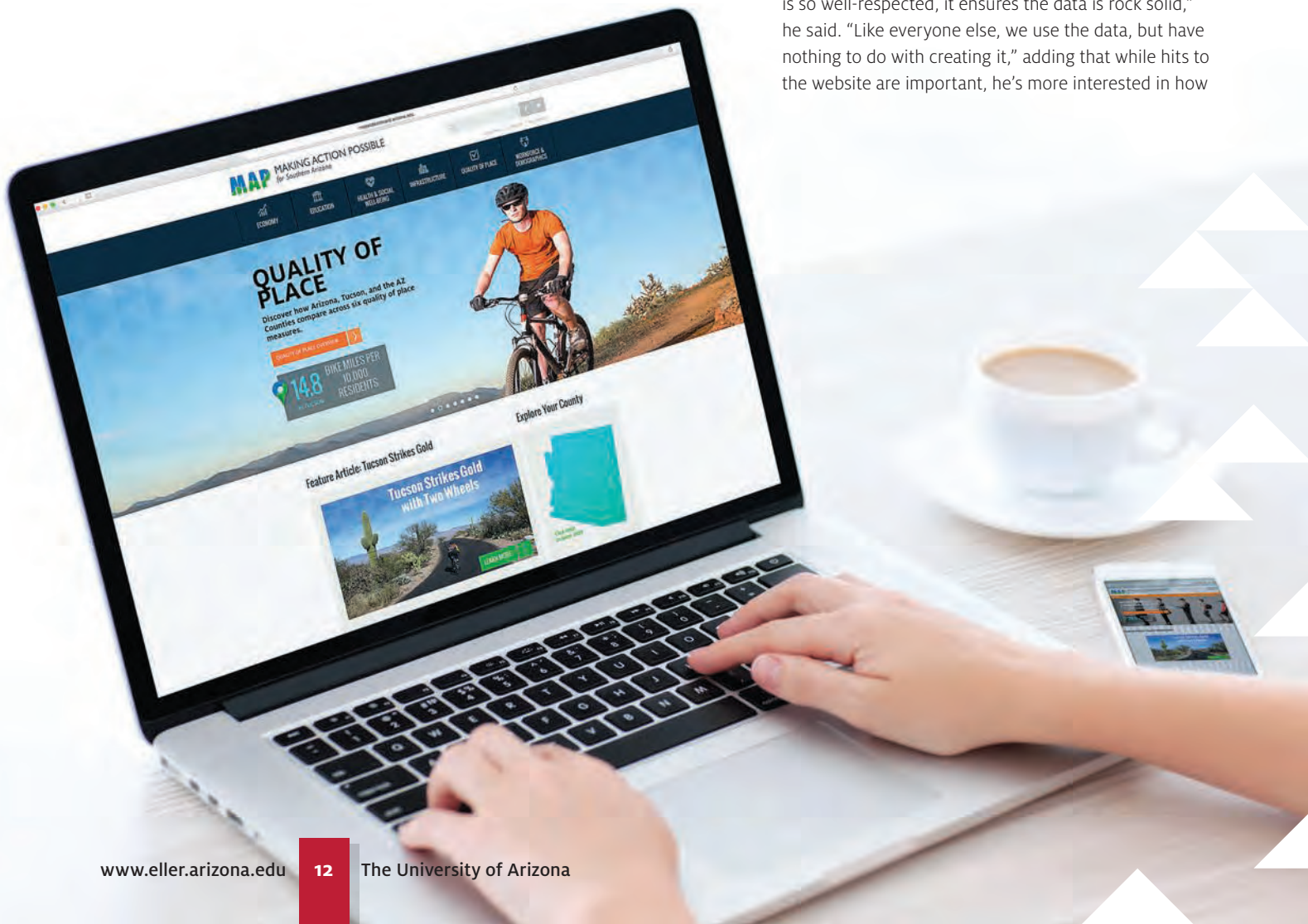
# cyber track

measuring progress  
and inspiring action  
in Southern Arizona

**Imagine being able to tap into an interactive** website that provides real-time data visualization and analysis for important socio-economic indicators in order to make important business decisions, support a pitch to a new investor, build cross-sector partnerships, or shape policy. That's exactly what the Eller Economic and Business Research Center (EBRC), the Community Foundation for Southern Arizona, and the Southern Arizona Leadership Council (SALC) had in mind when they partnered to create the Making Action Possible for Southern Arizona (MAP) Dashboard website, [mapazdashboard.arizona.edu](http://mapazdashboard.arizona.edu).

Launched in December 2014, the site measures progress and inspires action through 36 socioeconomic indicators grouped into six categories: economy, education, health and social well-being, infrastructure, quality of place, and workforce and demographics. Users can compare Southern Arizona to the U.S., states in the west, select metropolitan areas in the west, and other Arizona counties.

**Ronald Shoopman**, president and CEO of the Southern Arizona Leadership Council, said that while the three entities support the website equally, it's the Eller College staff who collect and analyze the data. "Eller College is so well-respected, it ensures the data is rock solid," he said. "Like everyone else, we use the data, but have nothing to do with creating it," adding that while hits to the website are important, he's more interested in how



people are using the website. "I want to know how people are using the data to further company goals and improve our region. We hope the dashboard will be a catalyst for better policy decisions leading to a more successful economic climate and a higher quality of life."



THOMAS VENELASEN PHOTO

Currently, there are four Eller staff members working on the website, including **George Hammond, Ph.D.**, director and research professor at UA Eller's EBRC. Hammond said the topics are chosen based on data availability, community input, input

from the advisory board, and EBRC judgment of issues that should be addressed. "I hope that it will be 'the' trusted source for information that the Southern Arizona community can use to measure progress and inspire action," Hammond said.

**Bonnie Allin**, president and CEO of the Tucson Airport Authority (TAA), uses the website frequently. "The TAA has used data from the MAP Dashboard in presentations to more than a dozen airlines since December. It's not uncommon for one of the indicators to spark additional conversations. It may be something about the affordable costs here or maybe the high number of patents we have per capita. It helps us sell Tucson to the airlines," Allin said.

For **Lisa Lovallo**, market vice president of Cox Communications, having access to current economic and quality of life metrics for the Tucson area allows her company to make better informed decisions. "The MAP data influences how we position our market for future capital and investment from our company," she said. "We have been able to tap the Dashboard's data to track indicators like the community's percent of people living in a household with broadband. As a provider of high speed internet, it's helpful for Cox to compare how this market fairs in comparison to other markets, particularly as we evaluate and grow programs like Cox's Connect2Compete initiative. We also routinely use the MAP indicators in internal presentations to our executives and teams."



**Download it now!**  
**The Arizona's Economy App**  
 Real-time data at your fingertips.



**Free at the Apple App Store and Google Play.**

**Thomas McGovern**, vice president and regional manager of the engineering firm Psomas, said he has been kicking off monthly staff meetings with one or two graphics from the Dashboard. "Last month we talked about the upcoming city and county ballot questions on charter change and bonds, and I presented two slides from the Dashboard. Everyone in our office knows how to access the website, and I often hear MAP data being used in discussions among our employees," he said.

**Clint Mabie**, president and CEO of the Community Foundation for Southern Arizona, said his organization's collaboration with EBRC and SALC on the MAP Dashboard exemplifies how important the project is.

"The project is evidence of what we all know...that the only way to solve our issues is cross sector collaboration. To move the needle, you must not only know where you are but work together to land where you would like to be. Hence the MAP Dashboard," he said.

He also encourages community leaders and Eller alumni living and working in Southern Arizona to spend time navigating through the website. "It is their tool, and they will find a plethora of great information about their community. We're always seeking ways to improve the Dashboard and welcome suggestions."

— by Susan Kern-Fleischer

*"Eller College is so well-respected, it ensures the data is rock solid," said Ronald Shoopman, president and CEO of the Southern Arizona Leadership Council.*



THOMAS VENEKLASEN PHOTO

# help for the world's newest country

## UA professors challenge South Sudan teachers to see free markets in a new light

### South Sudan's hard-won independence in 2011

was welcomed by the international community but didn't end its internal troubles. In less than two years, the fledgling government disintegrated into ethnic fighting that has since taken more than 10,000 lives and left the world's newest country teetering on the brink of famine.

The hard fact is, social and economic problems aren't resolved with the signing of a document — even one declaring nationhood. Instead, change comes over time, growing from seeds planted deep among people who believe in a better future even if they don't immediately see a path to reach it.

That understanding inspired the South Sudan Educational Fellow Program, conceived and funded by **Ed Eisele**, former president and CEO of Holsum Bakery.

January through May of this year, a small group of high school teachers from South Sudan underwent intensive teacher training at Arizona State University, interspersed with a special weekend course taught by Eller's **Robert Lusch**, Muzzy Chair in Entrepreneurship, UA adjunct professor of philosophy **Cathleen Johnson**, and **David Schmidt**, Kendrick Professor of Philosophy and director of the Center for the Philosophy of Freedom.

The first-of-its-kind class was built on a curriculum combining philosophy, politics, economics, and entrepreneurship that challenged the group of educators to think about capitalism beyond its transactional

elements, exploring questions of hidden costs and the right thing to do versus the easy thing to do in complex trade-off scenarios.

The goal was to instill a conceptual framework of capitalism as a force for social evolution, Lusch explained, recognizing that free markets aren't perfect but can transform societies when grounded in a system that rewards ethics and trust. "We thought about the curriculum very carefully," Lusch said. "If it were just supply and demand curves and 'compute this or that,' they could go through the mechanics but never gain a deeper understanding."

Like a declaration of statehood, five months with 15 teachers won't end South Sudan's entrenched corruption and infighting. But Lusch has hopes that teaching the people who educate the nation's youth can begin the change needed for free markets to work. As he pointed out, "No new nation, including the Plymouth Plantation and Jamestown settlements the preceded the United States, has the insights from the outset on how to properly govern. Things always start out a bit rough." - *Eric Van Meter*



THOMAS VENEKLASEN PHOTO

THOMAS VENEKLASEN PHOTO

Ed Eisele





## BAKING BREAD, CHANGING LIVES

A man in his 70s, **Ed Eisele** holds record times for his annual mud runs at Camp Pendleton, and his social activism is no less athletic. Named Phoenix Man of the Year and an Eller Entrepreneurial Fellow among many other honors, Eisele spent years at the helm of Holsum Bakery, which his grandfather, a penniless immigrant from Germany, bought for \$300 in 1884 after years of diligent saving.

Eisele is today president and CEO of Southwest Baking Company, which supplies dough to Subway stores across the nation, and innovation remains a hallmark of his business. Southwest Baking was recently recognized for raising the bar when it comes to Subway's high-quality, high-nutrition bread, and in 2011, the company set a pioneering example in sustainability, installing a massive solar system to produce 480,000 kilowatt-hours of green energy a year.

Alongside his work with the Lost Boys of Sudan and developing countries in Africa, Eisele has long included the UA and Eller College in an extensive portfolio of philanthropy, directing his gifts for social progress. His focus has always been on changing people's lives, according to friend and Eller professor Robert Lusch: "That's his passion, and everything he has done in his charity is about that." - *Eric Van Meter*

HOW WE GOT

# great jobs & internships

DREW MATALON PHOTO

◀◀◀ 100% ▶▶▶  
ENGAGEMENT

Eller Professional Development Center activities contribute to the University of Arizona's strategic planning goal, which promises all undergraduate students an opportunity to gain hands-on experience in their chosen field before they graduate.



## A new culture in the Eller Professional Development Center is transforming job and internship placement for undergrads.

Two years ago, Eller launched a new model of professional development in its undergraduate program. The model is getting serious results for internship and job-seeking students alike.

“Students need as many as three internships to be considered in competitive industries,” said **Pam Perry**, associate dean and director of Eller’s undergraduate program. “What that means is getting them to think about their career goals during their freshman and sophomore years, and developing customized plans so they can meet the goals they’ve set for themselves. We say that a winning career takes practice, and the Professional Development Center is set up to make that possible.”

A team of coaches plus freshman and sophomore classes in career exploration imbed this practice into the Eller experience. Funded by a student-approved fee, the initiatives are bolstered by interactive, real world challenges, beginning with freshman Career Quest, continuing with a sophomore sales competition, and, during the junior year, major-specific career immersion days.

The combination of practical experience and career strategy layered onto a solid curricular foundation in business yields great job candidates, but Perry pointed to a tangible difference-maker. “This is really a people-helping-people business,” she said. “What we have seen is how career coaches, alumni, donors, recruiters, and student peers can help job seekers prepare for and secure competitive internships and full-time employment.”

While alumni and friends of the College have long helped students in exactly those ways, the work of career coaches has expanded the network of those giving back, and new classes of students are keeping the cycle active through peer-to-peer mentoring and “legacy” internships.

The result is a culture shift that contributes directly to all undergraduate Eller students’ ROI.

### What follows is just a few stories of the new Eller Professional Development Center in action. ▶▶▶

**Caleb Feranchick** (Eller Finance ‘15), at right, mentoring **Esteban Dominguez-Ciscomani** (Eller Finance ‘17). Feranchick accepted a full-time position with CDW after a successful internship. Dominguez-Ciscomani completed the same internship program in summer 2015.

### BY THE NUMBERS

**1,400**

FRESHMEN PARTICIPATING IN LANGUAGE & CONTEXT OF BUSINESS COURSE AND CAREER QUEST EVENT

**1,200**

SOPHOMORES IN CAREER MANAGEMENT IN BUSINESS COURSE AND SALES COMPETITION EVENT

**800**

JUNIORS PARTICIPATING IN MAJOR-SPECIFIC CAREER IMMERSION DAYS

**85**

COMPANIES AND 1,000 ATTENDEES AT CAREER SHOWCASE

\* 2014-2015 SCHOOL YEAR

## HOW WE GOT

# great jobs & internships

**Jeff Welter** is the associate director of professional development serving Eller undergraduate students.



DREW MATAJON PHOTO

## coaching to success

### BY THE NUMBERS

# 2,378

CAREER COACHING SESSIONS

# 79%

OF JOB-SEEKING ELLER STUDENTS WHO RECEIVED AT LEAST ONE OFFER

# 84%

OF JUNIORS REPORTED INTERNSHIPS

# 30%

OF JOB OFFERS IN ARIZONA

**ELLER UNDERGRADUATE STUDENTS** meet with career coaches at all stages of their career searches. “Often, anxiety leads them to me,” said **Jeff Welter**, associate director of professional development. “They come with questions like, ‘I need an internship, what should I be doing?’ or ‘Am I good enough or qualified for this job or internship?’ or even, ‘I don’t know what I want to do with my life. What are my options with this major?’”

Because the students are at all academic levels—freshman to senior—and at various points of professional development, there is no typical coaching session. “For the first session, it is important to spend some time getting acquainted and finding out where they are in the career development process,” explained Eller career coach **Erica Alitiem**.

“This helps build the student’s trust,” Welter said. “If I can show them that I care and demonstrate that I’m competent, they will return and I’ll have a chance to help over time.”

The coaches may assist students with specific career tools—resumes, LinkedIn, personal brand development, networking—but the overall goal is to put together a strategic plan that they can begin to work towards achieving. “I tell them that it doesn’t matter where they are now, because everyone starts somewhere,” Welter

said. “What matters is that they take steps in the right direction. I often talk about the snowball effect, where it takes momentum from a lot of small actions to start making big things happen.”

“I see myself as a process facilitator, so if the student leaves with a small step within a larger plan to move forward in career development, that is a great outcome,” said Alitiem. “What I want to help them realize is that they have much more control of their own destiny than they think.”

For the coaches and students alike, wins come in many forms. “The ultimate win is that a student lands the dream internship or job that we’ve worked hard together for them to get,” Welter said. “But it could also be connecting a student with an alumnus and they form a good relationship, helping a student discover their talents and abilities, watching a student narrow in on what job they want to pursue, and of course, when students do well in job interviews, get offers, and come back to me to help evaluate their options—those are fun conversations.”

“It is very fulfilling, both personally and professionally, to mentor a student in their career navigation and witness success, especially if you have seen the development transpire from year to year,” Alitiem said.

# breaking ground on a new home

**IN OCTOBER**, Eller is breaking ground on the new Eller Professional Development Center, an infill project at McClelland Hall that will encompass 12,000 square feet of space for career coaching, student collaboration, and interview rooms for on-campus recruitment. The \$5 million project is coming to fruition after a year of fundraising, and is set to open in August 2016.

“It’s crucial that we support this project as students because of the importance of the PDC to the Eller experience,” said **Hayley Schwartz**, Eller Marketing ‘16 and president of the Eller College Student Council. The student council raises funds throughout the year, including its signature Career Showcase event, and donates a large portion back to the College. This year, Council voted to fund a team room within the PDC.

“Many Eller students obtain their dream jobs and internships and they have the PDC career coaches and staff to thank,” Schwartz said. “As students we directly benefit from all of the hard work the staff puts in. The seniors who graduated worked incredibly hard to help raise this money, and I know it is important to them to pay it forward and help other students have those benefits as well.”

Schwartz credits the PDC with helping her secure her dream internship with NBCUniversal’s Campus 2 Careers Program in New York. “When I came back to school last year, the entire PDC team knew I wanted another internship in media,” she said. “The PDC helped me find where my strengths were in my resume, and ways that I could apply my skills in an interview to be a competitive

candidate.” **Pete Corrigan** connected her to a recruiter on the west coast, and **Marisa Allen** reviewed her resume and cover letter multiple times. “After every interview I had, the entire PDC was waiting to hear how it went and to take note of some of the questions so they could better prepare other students in the future. Everyone in the PDC worked their very hardest to find connections for me to talk to in the industry.”

Through Eller Student Council, Schwartz was in charge of Career Showcase. The day of the event, she didn’t hand out a single resume. “My heart was set on working in entertainment,” she said. “Instead of questioning me, the PDC team continued to support me. The day I got my offer with NBCUniversal, I was working as a student coordinator in the PDC. I was crying on the phone and couldn’t think of a better place to receive my offer.”

“I know there are so many students with similar stories, and that is why we feel it is so important to help fund this project,” Schwartz continued. “I’ve worked for the PDC since my freshman year, and I’ve seen it grow and the amazing influence the addition of more staff and coaches has had on students. Eller is headed in the right direction, and a large part of that is because of the expansion of the PDC.”



HAYLEY SCHWARTZ PHOTO

*“The PDC helped me find where my strengths were in my resume, and ways that I could apply my skills in an interview to be a competitive candidate.”*

**Hayley Schwartz,**  
Eller Marketing ‘16

## Karl and Stevie Eller Professional Development Center



GLHN/GOULD EVANS RENDERING

HOW WE GOT

great jobs  
& internships

Career coach **Nancy Rochman** helped students prepare for Career Showcase.



# alumni make a difference

The Eller alumni community is 55,000+ strong, and many of those alumni come back to campus for recruitment events, volunteering during Professional Admission, speaking engagements in classes, judging case competitions, and more.

Off-campus involvement is just as important, and those alumni who have actively mentored current students and hosted externships are not only contributing to the cultural shift within the Eller Professional Development Center, they are actively investing in the appreciation of Eller degrees.

**Vinnie Badinehal** (see profile on page 28) and **Ron Butler** (see profile on page 26) are two of the alumni leaders who are doing just that, but many more are just as invested. Want to give back yourself? Connect with the Eller Professional Development Center director Sarah Diaz (sdiaz@eller.arizona.edu or 520.621.2505).

## OUR STORIES: melissa rose

Finance major **Melissa Rose** did everything right: in her first two years at the UA, she was involved in the Eller Leadership and Integrity Training for Excellence Club (ELITE), Eller Leadership Board, Investments Club, and held the position of professional programs coordinator in the Eller Undergraduate Program office. Entering her junior year, she was ready to begin the process of looking for a summer internship, and homed in on Goldman Sachs.



But when Eller alum and Goldman Sachs leaders **Keith Zusi** and **Stuart Kasdan** came to campus to hold interviews with ten students, Rose was not among the students selected.

Undaunted, she snuck into the Goldman Sachs information session, resume and cover letter in hand, and left with an interview scheduled for the following day. When that interview went well, Rose started prepping for her second interview with her Eller finance career coach, **Jeff Welter**, assistant director for professional development, as well as Zusi, Kasdan, and **Juan Peraza** (Eller Finance '14), who joined Goldman last year.

DREW MATAJON PHOTO

"I could not have done it without them," she said. That semester, she spent about 350 hours with fellow students and advisors getting ready to go up against students from Ivy League schools.

She made it to the third round of interviews, and was offered an internship after successful completion of the entire process. That summer, Rose worked 16-hour days, the first one in the office and the last to leave. "It didn't matter what university I came from," she said, "it mattered how hard I worked."

Rose received two full-time job offers, one in San Francisco and one in New York City. After accepting the offer in New York City as a securities analyst, she spent another 300 hours mentoring younger students to keep the cycle going.

"Many people believe that only the Ivy Leagues have what it takes to work on Wall Street," she said, "but the students of the Eller College of Management prove otherwise." - *Shawna Weltsch, Eller Marketing '16*

**OUR STORIES:** reagan melnychyn



TIM FULLER PHOTO

**Reagan Melnychyn** (Eller Finance '16) got involved quickly when she arrived at the UA from her native Canada.

During her first year, Melnychyn worked with 12 others to create an advertising campaign for Mary Kay Cosmetics to compete in the National Student Advertising Competition. She joined the Eller Event Planning

Association and worked on budget and preparation for a major citywide event, and she also joined the Pride of Arizona Pomline and experienced American sports culture when she performed during the 2015 Super Bowl Halftime Show.

"All of these experiences have brought me to where I am today by helping me discover my passions, as well as introducing me to amazing people along the way who have given me excellent advice and guidance," she said. Melnychyn credits career coach **Pete Corrigan** with

helping polish her resume, while **Jeff Welter** connected her with alumnus **Chris Harris** (BSBA Finance and Entrepreneurship '89), senior vice president with Brookfield Asset Management. Through this connection, Melnychyn landed an internship as a sales analyst for the private funds group with Brookfield.

"The Eller College of Management provides so many wonderful opportunities that can help shape your future career path," she said. - *Shawna Weltsch, Eller Marketing '16*

**OUR STORIES:**

alfonso aceves



TIM FULLER PHOTO

**Alfonso Aceves** (Eller Finance and Economics and Math '16) has proved that motivation and taking advantage of the right opportunities will take a student far. The current vice president of the Investments Club said that "the club opened doors for me, and the executive board members took me under their wings." Aceves named **Melissa Rose** (Eller Finance '15) among his mentors.

He also worked closely with Jeff Welter to define his career path, and began putting things into motion this past year. Aceves organized and attended the Investment Club's annual networking trip to New York City. "It got me in front of the right people," he said. He connected with **William Sheoris** (Eller Finance and MIS '92), co-founder and partner with Fair Oaks Capital. Aceves completed an internship with Fair Oaks this summer.

"You are going to get told no many times," Aceves said, "but you only need one yes." - *Shawna Weltsch, Eller Marketing '16*

**BY THE NUMBERS**

14

ELLER JUNIORS INTERNEDED ON WALL STREET THIS SUMMER

15

ELLER ALUMNI HOSTED ONE-DAY JOB SHADOW EXTERNSHIPS FOR STUDENTS ACROSS THE U.S.

15

ALUMNI PARTICIPATED IN PROFESSIONAL ADMISSIONS INTERVIEWS AND CASE COMPETITION JUDGING

HOW WE GOT

great jobs  
& internships

# peer TO peer mentoring

Eller students are contributing directly to each other's success through mentoring, a key component of the cultural shift that's taken hold in the Professional Development Center

Close to 1,000 Eller students annually give back to the community through Make a Difference Day.





OUR STORIES:

ebitie amughan & ben malisewski



ELLER UNDERGRADUATE PROGRAMS PHOTO

Over the course of his four years at the UA, **Ben Malisewski** (Eller MIS and Operations Management '15) worked as a marketing intern for Arizona Athletics, as a professional development associate for the Professional Development Center, and a member of Bobcats Senior Honorary. But he also led Alpha Kappa Psi. "Serving as the chapter president for

a year taught me so much about myself and leadership," he said. "I would not be where I am without that."

Malisewski credits his mentor, **Michelle Vock** (Eller Marketing and Entrepreneurship '13), with playing a prominent role in his professional development, while his career coach, **Pete Corrigan**, helped him decide on a summer 2014 internship with Microsoft as an operations program manager.

The experience led to a full-time job offer with Microsoft, which he began only a short time after graduating from the Eller College. "You should always be learning and listening from people in your network," Malisewski said, "and the bigger it is, the more you can learn from others."

He is passing on his insight by serving as mentor to **Ebitie Amughan** (Eller MIS and Operations Management '16).

Amughan, who served as business director for Spring Fling, the largest student-run carnival in the nation, has also earned honors including Dean's List, Academic Year Distinction, and First Level Honors award. Going into the summer of her junior year, she set her sights on an internship with Microsoft.

"Ben played a pivotal role in helping me secure my internship," she explained. Malisewski drew on his own experience in the internship to help her prepare throughout the process. "My experience would not be possible without his help and the support of my friends, family, peers, and advisors," Amughan said. - *Shawna Weltsch, Eller Marketing '16*

OUR STORIES:

caleb feranchick & esteban dominguez-ciscomani

During his Eller experience, **Caleb Feranchick** (Eller Finance '15) participated in the year-long ELITE (Eller Leadership and Integrity Training for Excellence) program for freshman. During the program, he connected with a fellow student who interned with leading technology solutions provider CDW and helped him get the internship the following year.

During his time as an intern with CDW, Feranchick doubled the account he was given from \$600,000 to \$1.2 million and was recognized as the top-performing intern out of 55 interns. He will now move on to a full-time position created especially for him with CDW, and will manage higher education state of Arizona accounts.

Feranchick is passing along the favor to fellow ELITE alum **Esteban Dominguez-Ciscomani** (Eller Finance '17). "I have some big shoes to fill," said Dominguez-Ciscomani. "Caleb has been a mentor to me, not only because of his role at CDW, but with other things as well. He's taught me how to build and better my relationships with customers and people in general."

Dominguez-Ciscomani will complete his role as an intern beginning this summer, and will mentor another outstanding Eller student just as Feranchick mentored him. - *Jessica Baker, Eller Marketing '15*

BY THE NUMBERS

914

STUDENTS PARTICIPATING IN MAKE A DIFFERENCE DAY

31

STUDENT ORGANIZATIONS WITH

1,244

MEMBERS

Hands-on work at Make a Difference Day host organizations.



DREW MATALON PHOTOS



# in memoriam

Over the spring semester, Eller lost four faculty members whose service to the University of Arizona ranged from two decades to four. We are proud to pay tribute to their accomplishments and remember the impact they had on their students and respective fields.



THOMAS VENEKLASSEN PHOTO

▲ **Ed Dyl** was recruited to the UA in 1987 to serve as head of the finance department, a position he held for 12 years. Before joining Eller, he was on the faculty of the University of Wyoming, where he was dean of the College of Business from 1979-1984. Dyl completed his doctoral studies in finance at Stanford University in 1973.

"Ed was a warm and welcoming person, tremendous colleague and exceptional professor," said Rick Sias, head of the Eller Department of Finance.

"I was very saddened to hear the news about Ed, because I was a beneficiary of his thoughtfulness, energy and mentorship," said Linda Price, Underwood Family Professor of Marketing. "When I was an MBA student at the University of Wyoming, he was a force in guiding my academic interests and in my decision to pursue a Ph.D. He was an important mentor to so many and will be missed."

Dyl educated thousands of undergraduate and graduate students during his time at the UA, in subjects such as corporate finance, real estate finance and development, using case studies and field trips to apply financial theories. He mentored numerous doctoral students during his tenure and, with his students, co-authored many papers published in leading finance journals.

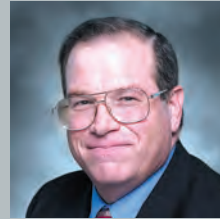


THOMAS VENEKLASSEN PHOTO

During her 17 years with the UA, ▲ **Sharon Garrison** taught the introductory finance course to thousands of students, becoming a mentor to many along the way. Though she retired in spring 2014, she continued to stay involved, leading the finance minor program and teaching three classes in that program during the summer and winter sessions.

At a private gathering hosted by the finance department, Garrison's husband, Mike, shared that she was the kind of person who started the day with infectious energy and excitement. Garrison had been looking forward to spending more time on her creative pursuits, which included weaving and spinning, as well as glass blowing.

Liz Kuehn (BSBA Finance '02), central investment manager with Intel Corporation, came from Phoenix to participate in the event. "Professor Garrison always inspired me to aim higher throughout my college career," Kuehn said. "She encouraged me to interview for and take the portfolio management course, guided me in landing an internship at Goldman Sachs, and sat next to me as I graduated as the Outstanding Senior for the Eller College in December 2002. When I think back on my memories of Professor Garrison, I'm reminded of her constant positive attitude and her loyalty to her students."



THOMAS VENEKLASSEN PHOTO

▲ **Mark Trombley** served as a member of the Eller faculty since 1990, when he completed his doctoral degree at the University of Washington. Before that, he worked for Deloitte, one of the Big Four CPA firms, from 1976 to 1986.

"Mark was a uniquely exemplary faculty member and had been the heart and soul of our department for the last two decades," said Dan Dhaliwal, Frances McClelland Endowed Chair and head of the accounting department.

Trombley was known as a selfless colleague who was generous with his time and talents. He published over 20 articles in top accounting and finance journals. His research focused on financial accounting issues of contemporary debate in the academic as well as the professional community.

He was active nationally through his service to the accounting research community, serving on the editorial board of *The Accounting Review* from 2005-2008 and then as an editor from 2008-2011. He was a member of several American Accounting Association research-oriented committees, such as the Wildman Award Committee and the best dissertation award for the financial accounting and reporting section.

Trombley was also an award-winning teacher who won recognition from Eller and the Arizona State CPA Society.



THOMAS VENEKLASSEN PHOTO

At the time of his death on March 6, ▲ **James McBrearty** was the Eller College's longest-serving faculty member. He joined Eller in 1968, after completing his doctoral studies at the University of Illinois.

"Jim was an excellent teacher, an outstanding colleague and just a great stand-up guy from Philly with a genuine humor about him," said Jeff Schatzberg, dean of the Eller College. "He superbly taught a countless number of our undergraduate students over the years, including my youngest daughter, who often told me he was one of her favorite teachers."

McBrearty taught core classes for the Eller College, introductory classes as part of the University's general education curriculum, and specialized classes for economics majors. During his tenure at the UA, McBrearty also served as dean of the College of Business Management at the University of Sharjah in the United Arab Emirates as part of a partnership with Eller.

John Drabicki, assistant department head and associate professor in the Department of Economics, said McBrearty was dedicated to his students. "Jim was very friendly and outgoing," Drabicki said. "He was completely unpretentious and was an all-around good guy. His distinctive Philly accent, his friendship and collegiality and his wisdom will be greatly missed."

## COMING SOON...

We will be announcing a new dean in the coming months. Watch for email and postcard announcements of welcome events in your community.

# save the date

## OCTOBER

OCT  
3

### Professional Admission Interviews

SATURDAY, OCT. 3, 2015

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

OCT  
23-25

### Homecoming 2015

OCT. 23-25, 2015

Find more information about homecoming weekend on the inside front cover of this publication.

OCT  
24

### Eller Professional Development Center Build Launch

FRIDAY, OCT. 24, 2015

Learn more about the Eller Professional Development Center on page 19, and how you can support the Eller College at [MakeEllerGreater.com](http://MakeEllerGreater.com).

*This is a private event.*

OCT  
29

### Collegiate Ethics Case Competition

THURSDAY, OCT. 29, 2015

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](http://ethics.eller.arizona.edu).

## DECEMBER

DEC  
11

### Economic Outlook

FRIDAY, DECEMBER 11, 2015  
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](http://eller.arizona.edu/outlook).

## APRIL

APR  
8

### Executive of the Year Luncheon

FRIDAY, APRIL 8, 2016  
NOON-1:30 P.M., LOCATION TBA

Join us as we honor the 2016 University of Arizona Executive of the Year, Fred Smith, founder and CEO of FedEx. More details are forthcoming at [eller.arizona.edu/eoy](http://eller.arizona.edu/eoy).



Karl and Stevie Eller  
Professional Development Center

# alumni profiles

## opening up opportunities

**Ron Butler grew up just north of Tucson, in San Manuel.** “My father was a copper miner,” he said. “I was a first-generation college student, and while I had the love and support of my family, formulating a path in college wasn’t something they could provide direction on.”

Butler was ambitious and determined. “I looked around my town of 3,500 people for examples of successful people,” he said. “They were all executives of Magma Copper Company. They had titles like CEO and CFO—those were the individuals I wanted to emulate.” He

consulted with his high school guidance counselor, and a major that kept coming up was accounting. “I didn’t even know what accounting was at that point,” he said, “but it’s taken me on a journey I couldn’t have imagined.”

He came to the UA with scholarship support from Magma Copper Company and settled into his schoolwork with the dedication and work ethic he’d learned from his parents. “The good news was that I enjoyed it,” he said. Butler interned with Magma’s corporate office during summer breaks. “I thought that I’d go to work for Magma after

graduation, maybe get my MBA,” he said. “The path seemed pretty clear to me, but my last summer, I worked for the CFO and he ended up derailing me.”

The CFO had been a senior manager with Arthur Anderson. He encouraged Butler to look at public accounting and helped facilitate an introduction with Arthur Anderson’s audit practice. Butler found his niche. After graduation, he joined KPMG’s Phoenix office. Four years in, they asked him to transfer, but his wife had just entered grad school and the timing wasn’t right. He

joined Ernst & Young’s Tucson office in 1995, and is now the managing partner of Ernst & Young’s Phoenix office.

“Once I started professional life, I maintained my connection to the UA,” he said. “The faculty have been my business partners and friends, and I’ve been involved with recruitment for over 20 years.” He also serves the college through the Eller National Board of Advisors.

“I tell people that it’s a two-way street,” he said. “The value of your degree will increase as your university increases in value, and it’s important to stay a part of that.” Thirteen years ago, he brought Eller a concept for an accounting careers awareness program aimed at underserved youth. “A similar program had launched in Texas,” he said. “It’s part of an effort to redesign the recruiting profile of the firm. When I started in public accounting, everyone looked the same. The purpose of this program is to reach out to

first-generation college students who may not know what an accounting career might look like.”

With the support of Eller faculty and administration, and funding from Ernst & Young, the Business Careers Awareness Program launched with 23 participants. “We focused on Southern Arizona high schools whose students are underrepresented minorities,” Butler said. “The students come for a week, live in the dorms, find out about why the

*“The purpose of this program is to reach out to first-generation college students who may not know what an accounting career might look like.”*

UA and Eller are great choices, and that accounting is a major that will lead to stable, high-paying jobs with unlimited opportunities.”

The program has surpassed 300 students over the last 11 years, with Ernst & Young’s investment nearing half a million over four funding cycles. “It’s become something bigger than I’d ever imagined,” Butler said. “I’ve started to see people who came through the program come to work in the firm, I’ve seen siblings come through. Twenty-five years in, this is the highlight of my career.”

Ron Butler (second from right) with (L-R) Jeff Schatzberg, Dan Dhaliwal, and Fabian Cordova.



ELLER COLLEGE PHOTO

**Ron Butler**  
Eller Accounting '91  
Managing Partner, Ernst & Young

# bringing entrepreneurial energy to a multi-generational enterprise

**Christine Hamilton grew up on her family's** farm in South Dakota, where she both worked—one job was to run the grain elevator for the wheat harvest—and developed insight into the bigger picture of ranching and farming challenges through listening to family discussions about the business.

“My parents believed in a good education,” she said. “My mom’s dream was for me to attend a boarding school on the east coast and eventually go into law.” The family had a home in Tucson where they wintered, so Hamilton started as a boarder at the Fenster School before transferring to Miss Porter’s School in Connecticut. She graduated Smith College with a degree in philosophy with the intent to go to law school, but the latter wasn’t a good fit.

All along, she continued to spend her summers working in South Dakota on the farm. “I’m an only child and was adopted at birth,” she said. “My parents were old enough to be my grandparents—my dad was born in 1898 and my mom was born in 1905. I always felt the pull of our history, it was so deeply engrained in the family structure. My whole life I felt that family obligation to the land.”

But she also had an entrepreneurial streak. Hamilton mortgaged some land that she held to invest in an Indiana-based business focused on treating seeds to increase crop yields. The venture did not succeed, but it did crystalize

her decision to return to school for her MBA. With her family’s connection to Tucson and the Eller College’s strong reputation in entrepreneurship, UA was a natural choice.

*“My whole life I felt that family obligation to the land.”*

“Earning my MBA was a four to five year process,” she said. “When I started in ‘82, my father was 84 and my mother was 77. I was trying to focus on school while being available to my parents and the business, all without moving back to South Dakota.” For Hamilton, the best part of the experience was the entrepreneurship program. “Spending a year understanding how a business works from all angles was a fantastic foundation for either a startup or management of a business.”

In 1994, she returned to South Dakota permanently. Under her leadership—Hamilton represents the fourth generation of her family’s business—Christensen Land & Cattle has diversified its farming and ranching operations. She also co-owns a wholesale meat business based in Las Vegas. “We have a lot of value-added projects,” she said.

She serves on a number of boards, including the South Dakota Biotech Association, the Ninth District Federal Reserve Bank in Minneapolis, and SAB Biotherapeutics, Inc. Hamilton was a co-founder of South Dakota Ag Producer Ventures, a cooperative of local producers that sourced and funded agriculture-related venture capital deals for its members. She’s also an advisor to the Environmental Defense Fund and an angel investor. One of her investments, a bovine biotech research company, was also supported by Sanford Health in 2013. Fifteen years ago, her family also formed a foundation dedicated to promoting vitality in rural economies.

Some of her recent activity focuses on sustainability work. “Whatever industry you’re in, it’s essential to understand who your stakeholders are,” she said. “Not to be flip about it, but in agriculture, it’s all of us. What consumers want from companies is what they want from their food—accountability. My thinking was, there are a lot of people who don’t know what farmers and ranchers do to be accountable already, so let’s participate in the discussion and let them know.”



THE DAILY REPUBLIC PHOTO

## Christine Hamilton

*Eller MBA '87  
Co-Owner and Managing Partner,  
Christiansen Land and Cattle, Ltd*

# alumni profiles

## changing the definition of entrepreneurship



VINIE BADINEHAL PHOTO

### Venkat (Vinnie) Badinehal

*BSBA Business Administration '92  
Managing Director and  
Head of Americas Financial  
Institutions Investment Banking,  
Deutsche Bank*

#### Vinnie Badinehal grew up in

Mumbai, India, and came to the U.S. for his undergraduate education. "I started in information systems, and Arizona has a great reputation in that area," he said. "But during my time at the UA, I moved more into international business."

A couple of influential professors were teaching at both the undergraduate and graduate levels. "They encouraged me to take the graduate classes instead and that helped my overall learning and confidence," he said. "My professors were very impressive and allowed me to think in a bigger, more global context. It was a time when you were seeing the creation of the European Union, liberalization of emerging economies, companies were thinking about global expansion, and leadership was being viewed in a global context."

His plan was to work for a few years, finish his graduate degree, and then return to India and launch something entrepreneurial. Out of the UA, Badinehal joined GE, working in international marketing and product strategy in the appliances division. "It

was great exposure to what it felt like to work for a large multinational company," he said. Two years later, he entered the Wharton MBA program where he majored in finance and was an emerging economies fellow. He was also the founding chairman of the Wharton India Economic Forum, a leading annual conference on India.

During the summer after the first year, he interned with Morgan Stanley in investment banking. "It was my first exposure to finance, and I began thinking differently about what I'd do next," he said. "I really enjoyed my

experience and the impact we were able to have on our clients' growth and strategic plans."

After graduation, he joined Merrill Lynch in New York and moved up in the company to become a managing director, primarily working in the financial institutions group in New York but also in the technology banking group in Palo Alto. During his time in investment banking, he has seen a number of bubbles and crises, allowing him to take a long-term view and approach to the business.

"I think the definition of entrepreneurship needs to change," Badinehal said. "When I was younger, I thought an entrepreneur was someone who started their own company. Now I see that the most successful businesses and the most successful leaders are entrepreneurial in the way that they approach everything—creating change, innovating, understanding trends, and building businesses of the future. I see my role as being entrepreneurial—in helping grow our business, listening carefully to and serving our client base better, proactively managing change, hiring the best talent, and more." It's a philosophy he's brought to Deutsche Bank, which he joined six years ago.

He said that the key to every individual's success is hard work and humility in addition to building good relationships with people and mentors. "These factors have been very critical to date in my career as I carefully select whom I go to for advice and the team I work with," he said. "Success is driven by the team around you, so I try to surround myself with the best talent." He has also been active in recruiting and mentoring for Deutsche Bank, including helping with recent placements from the Eller College.

*"...the most successful leaders are entrepreneurial in the way that they approach everything—creating change, innovating, understanding trends and building businesses of the future."*

He has also been very active in giving back. “The UA is very close to my heart, as it was my initial experience in the U.S. and also where I developed life-long friendships,” he said. Badinehal is among the supporters of the new Eller Professional Development Center (see page 19).

He also made his first visit to the UA since graduation this spring and spoke at the Eller classes on the financial crisis and trends in the financial services industry. “I remember when I was in their shoes—the UA students of today are clearly ahead in the kinds of questions they are asking as they consider the many ways they can follow their passion to create impact,” he said. “I wish them all the best as they carve out their own paths and define success on their own terms.”

## making shrimp into something big

If you’ve recently enjoyed watching Chris Pratt bond with dinosaurs (*Jurassic World*) or save the universe (*Guardians of the Galaxy*) on the silver screen, you can thank, at least in part, Eller alumnus Scott Barnett. It was under his leadership that the single-location Bubba Gump Shrimp Company became a franchise, eventually opening doors in Maui, HI, where a Hollywood director discovered Pratt waiting tables.

For most establishments, that would be the whole story, one and done. The fact that it’s barely a footnote in the history of Bubba Gump explains how the restaurateuring case study that Barnett was writing for Eller graduate students ended up as a full-fledged book. Published this May, *Gumption: Taking Bubba Gump from Movie to Restaurant* recounts Barnett’s years at the helm of the now famous chain, starting with the phone call from Paramount Pictures asking Barnett’s business partner if the two of them would create a restaurant based on a fictional shrimping business in the 1994 film, *Forrest Gump*.

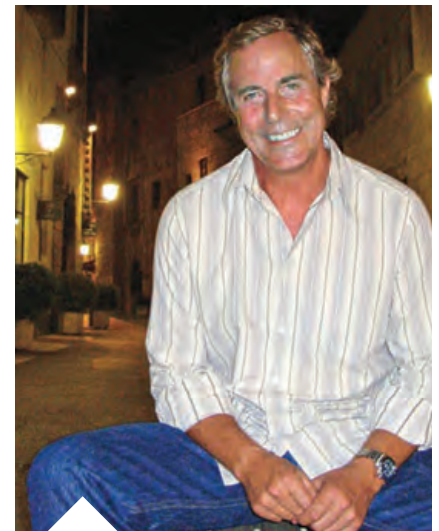
From day one, Barnett built that company by breaking with convention: drafting a menu based on great names without

*Barnett took the concept to major U.S. cities, eventually creating a global franchise and navigating the whitecapped waters of Wall Street, Hollywood, and international corruption along the way.*

really knowing what the dishes would be, collaborating with line cooks on recipes, empowering staff at every level and hiring on personality rather than experience because, as Barnett puts it, “You can teach anyone to wait tables in a three-table section, but you can’t teach a jerk to be a nice guy—that cake was baked years ago.”

When the original Bubba Gump in Monterey, CA, passed \$6 million in sales, Barnett as CEO took the concept to major U.S. cities, eventually creating a global franchise and navigating the whitecapped waters of Wall Street, Hollywood, and international corruption along the way. He then left Bubba Gump when casino and restaurant giant Landry’s bought the corporation in 2010, adding it to holdings that include Claim Jumper and Rainforest Café.

Now off a sabbatical as interim CEO of Ruby’s Diners, Barnett has returned to his other passion: consulting through Scott Barnett & Associates. And while he’d give serious thought to leading a great restaurant again, “There’s something to be said for dealing with new things all the time,” he said, explaining the appeal of consulting with restaurants vs. running them. Not surprising from a man who built novelty into a mega-million-dollar dining destination, and a point of view Forrest Gump himself would have understood, appreciating as he did that life is “Like a box of chocolates: You never know what you’re gonna get.” - *Eric Van Meter*



SCOTT BARNETT PHOTO

### Scott Barnett

*Eller Finance '81  
Principle, Scott Barnett & Associates*

# alumni notes

## 1960s

**Thomas Kalinske** (BSBA Management '68) is vice chairman (former CEO and chairman) of LeapFrog Inc. He is former CEO of Knowledge Universe, Sega of America, Matchbox, and Mattel Inc.

## 1980s

**David Baggs** (BSBA Finance and General Business '81) was promoted in April to vice president and treasurer of CSX, in addition to his previous role as the company's investor relations officer.

In June, **Ivor Macleod** (MBA '83) was appointed senior vice president, chief financial officer, and chief compliance officer of Eisai Inc., the U.S. pharmaceutical subsidiary of Eisai Co., Ltd.

**John Hambacher** (BSBA Finance '88) was promoted to director in Amazon's Kindle division in May 2015.

## 1990s

**Vinay Phanindra** (MBA '14) is director of Wipro Limited in Chandler, Arizona.

## 2000s

**Doug Maves** (MBA '00) recently accepted a new role within Hewlett Packard as an account finance manager. He is based in Colorado.

**Sofia Troutman** (MBA '00) was recently named manager of customer engagement and industry relations of Minneapolis/St. Paul-based Skyline Exhibits. She has been with Skyline for six years most recently as product marketing segment manager.

**Gregory Bennett** (BSBA MIS '02) is co-owner of Skin & Body Fitness in Tucson, a gym which is also bringing to market a new fitness tool.

**Angela (Roberts) Campbell** (BSBA Business Management and Marketing '02) is a contracts manager with the Boeing Company in the Phoenix area.

**Ether Adnan** (BSBA MIS '03) is a senior health informatics consultant with the Ministry of Health in Toronto, Ontario.

**Craig Kodish** (BSBA MIS and Operations Management '03) accepted a position as account manager for North Los Angeles at Pelco by Schneider Electric. He is pursuing his MBA from University of Southern California's Marshall School of Business with an expected graduation in 2018.

**Ned Falkingham** (BSBA Marketing and Entrepreneurship '04) married his partner, Michelle in March of 2015. The wedding took place in his hometown of Mammoth Lakes, CA. The couple is based in Australia and had guests fly in from all over the world for their wedding.

**Rhianna Richards** (BSBA Marketing '04) landed a new job as head of content marketing at Sysomos, a social media analytics startup in San Francisco.

**Lonny Miller** (BSBA Business Management '06) is a senior vice president with Accounting & Finance Professionals – Staff Logic in Phoenix.

**Joshua Cohen** (BSBA Accounting and Entrepreneurship '07) moved to Seattle from Los Angeles in 2014 and joined Bader Martin PS as a tax manager.

**Clinton Elliott** (BSBA Marketing '07) is a rain harvesting design technician with SARG Rainwater Harvesting in Tucson.

**Taylor Schulte CFP®** (BSBA Business Management '07) is the founder and CEO of Define Financial in San Diego. In August, he was included in *SD Metro's* annual '40 Under 40' list.

**Crystal Royce** (BSBA Accounting '08) started her CPA firm in 2013 to serve nonprofits and small to mid-size businesses. In early 2015, she purchased a retiring CPA's tax firm, acquiring 300 new business and individual tax returns.

**David Kempson** (Eller MBA '09) and his family have relocated to Brisbane, Australia, on a four-year visa to assist with the implementation of healthcare IT at UnitingCare Health in Queensland.



## 2010S

**Alex Jones** (BSBA Marketing '10) is director of product marketing management with AT&T in Dallas.

**Michael McGinley** (BSBA Business Management '10) is a sales manager with Cisco Systems in California.

**Luke Pergande** (BSBA Finance '11) started a sports betting marketplace called PropSwap with fellow Eller alum **Ian Epstein**. They are headquartered in Las Vegas.

**Andrew Seys** (MBA '11) is a manager with Henkel Consumer Goods in Missouri.

**Andrew Bess** (Eller MBA '12) was promoted to vice president at Angel MedFlight Worldwide Air Ambulance (angelmedflight.com).

**Angela (Roberts) Campbell** (Eller MBA '12) is an international contracts manager at the Boeing Company in Mesa, AZ. She specializes in global services and support for the Apache helicopter and works on multiple international programs for commercial and foreign military sales.

**Jeffrey Chestnut** (BSBA Finance '12) is a financial analyst with Wells Fargo in San Francisco.

**Zaid Karus** (Master's of Finance '12) is a financial analyst with Ernst & Young in Amman, Jordan.

**Sean McMurrey** (MBA/ Master's of Global Management '12) married **Allesondra (Ally) Gronager** from Eller MBA class of '12 in June. In July he started a new role as process manager with Hilti North America in Austin.

**James Meglio** (BSBA Accounting and Entrepreneurship '12 and MBA '14) is a consultant with Protiviti in Chicago.

**Jackie Benninger** (Eller MBA '13) recently accepted a position as an operations controller with Stanley Black and Decker in Marietta, Georgia.

**Absar Kazmi** (MBA '13) is commercial director, global growth and operations with General Electric in Karachi, Pakistan.

**Ryan Lamvik** (BSBA Finance '13) is a financial analyst with Future US in San Francisco.

**Michael Shoemaker** (BSBA Accounting '13) is chief compliance officer of Dreihaus Capital Management LLC in Chicago.

**Kyle Somers** (BSBA MIS '13 and MS-MIS '14) relocated to Washington, D.C. for work. He is a solutions architect with Amazon Web Services.

**Daniel Verdugo** (BSBA Accounting '13) is an accountant with the Department of Veterans Affairs in Tucson.

**Derek Foster** (Master's of Finance '14) is with Allstate Insurance in Chicago.

**Gene Germain** (MBA '14) is director of manufacturing management with CareFusion Corp. in California.

After passing the Arizona State Bar, **Michael Marsh** (UA JD and Eller MBA '14) joined one of the top office leasing and sales teams in Arizona. He has been working with Fortune 500 companies and start-ups on their office space requirements and credits his experience with the McGuire Program for helping him understand the business challenges of new companies.

**Kevin Johnson** (BSBA Finance and Entrepreneurship '15) is a financial analyst with Arizona Public Service Company.

**Shawn Pappas** (BSBA Business Administration '15) is a test tech II with Honeywell Aerospace in Marana, Arizona.

**Matthew Powell** (BSBA Business Management and Entrepreneurship '15) is a JD candidate at Emory University. He plans to graduate in 2018.

**Noel Thomas** (BSBA Finance '15) is a stock broker with AXA Equitable in California.

Connect with Eller and send us your updates:  
[alumni.eller.arizona.edu](http://alumni.eller.arizona.edu)

# from the chair of the board



The Campaign for  
The University of Arizona

The Eller National Board of Advisors convened for dinner at dean **Jeff Schatzberg**'s home before its spring meeting.

1. **Olden Lee** and **Jeff Schatzberg**.
2. UA Provost **Andrew Comrie** with **Teresa Briggs**, **Marc Miler**, **Chris Miller**, and **Lee Comrie**.
3. **Chris Miller** and **Marc Miler** with **Bill Bowen**.
4. The crowd gathers.
5. **Peter Salter** and **Scott Brittenham**.



THOMAS VENEKLASEN PHOTO

## Dear Friends of the Eller College,

This is an exciting time for the Eller College. The new Professional Development Center, a significant building project within McClelland Hall that will revolutionize the way that our undergraduates receive career preparation, breaks ground this fall after a successful fundraising campaign.

Thank you to those who joined me in supporting this important initiative. If you haven't already done so, please read about the students who are benefitting from the new culture emerging at the Professional Development Center, starting on page 16 of this magazine. I think you will agree that their accomplishments are inspiring and evidence of the ever-increasing value of a business degree from the University of Arizona.

In addition to the Professional Development Center, we are working hard to meet the Eller College goal of \$65 million for *Arizona NOW: The Campaign for the University of Arizona*. Among our other goals at the Eller College is to increase funding to attract and retain the very best faculty, who not only prepare our students for their professional lives, but also conduct ground-breaking research in the business disciplines that shape the global reputation of both the Eller College and University of Arizona.

I encourage you to watch 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.

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

# Eller College National Board of Advisors

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Company

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**Jon O. Underwood**  
President (Retired), Desert  
Mountain Properties

**Gregory Vaughan**  
Managing Director,  
Morgan Stanley Private  
Wealth Management

**Walt Zipperman**  
CEO, DAZ SI /Oracle  
Business Applications

## Emeritus Members

**Betsey Bayless**  
President, Emeritus,  
Maricopa Integrated  
Health System

**Louise L. Francesconi**  
President, Missile  
Systems and VP (Retired),  
Raytheon Company

**Brian D. Lesk**  
CEO, Ultimate Consignment

**Dennis H. Lyon**  
CEO, Russ Lyon  
Realty Company

**J. Burgess Winter**  
Mining Advisor

**Tracy R. Thomas**  
Chairman, National  
Brands, Inc.

**Susan R. Butler**  
Founder, Susan Bulkeley  
Butler Institute

**Terry Valeski**  
Vice Chairman, T-Mobile

## Ex Officio Member

**Kenneth R. Smith**  
Eller College of  
Management

## Dean's Circle Giving

### VISIONARIES

**\$1,000,000 & Above**

Anonymous  
Karl Eller '52, '81  
Stevie Eller '52, '99  
Phil Hagenah '69  
Susan Hagenah '70  
Barbara McClelland  
Celia McClelland  
Kent McClelland  
Norm McClelland '49, '91

### STRATEGIC PARTNERS

**\$500,000-\$999,999**

Anonymous  
Nancy Salter  
Pete Salter '65

### INNOVATORS

**\$250,000-\$499,999**

Donald Diamond  
Joan Diamond  
Carol Lee  
Olden Lee '68

### SUSTAINERS

**\$100,000-\$249,999**

Andrew Braccia '98  
Kirsten Braccia '98  
Bucky Hazan '68, '74  
David Hazan '05  
Jim Muzzy '63, '64  
Pamela Muzzy  
Steve Muzzy  
Walt Zipperman '69

### ADVISORS

**\$50,000-\$99,999**

Bruce Anderson '86  
Vinnie Badinehal '92  
Steve Hilton '83  
Suzanne Hilton  
George Livermore '84  
Laura Livermore  
Carol McGuire '62  
Chris McGuire '63  
Jeff cKeever '65, '73  
Tahniah McKeever  
Jeff ein '75, '80  
Susan Rein '81  
Melanie Ross '87  
Robert Ross '88  
Luda Soldwedel '46  
Jay Stein '86, '88

### BENEFACTORS

**\$25,000-\$49,000**

Anonymous  
Bruce Beach '72, '73  
Julie Beach '71  
Leonard Bower '64  
Teresa Briggs '82  
Catherine Butler '97, '99  
Ronald Butler '91  
Chris Campisano '82  
Lezlie Campisano  
Bill Chiasson '74  
Carol Chiasson  
Anne Dupont '77  
Bob Eckert '76  
Bruce Epstein  
Pamela Epstein  
Christine Fapp  
Dan Fapp '93  
Dennis Kuhl '70  
Laura Ospanik  
Lisle Payne '64  
Roslyn Payne  
Steve Robbins '64, '71  
Leroy Schmidt  
Jay Shepard '81  
Pamela Shepard  
Dave Weitzenfeld '96  
Melanie Weitzenfeld  
Clark Woolston  
Roni Woolston '69

### FELLOWS

**\$10,000-\$24,999**

Anonymous  
Chris Benson  
Joelle Benson '95  
Chris Clements  
Sasha Clements  
Amarjeet Dhaliwal  
Dan Dhaliwal '75, '77  
George Figueroa '93  
David Freshwater '81  
Diana Freshwater '82  
Laurie Fusco  
Thomas Fusco '83  
Bruce Gissing  
Edythe Gissing  
Ann Harris '89  
Chris Harris '89  
Duff earon '72, '78  
Michelle Hearon '78  
Stanley Hilkemeyer  
Susan Hilkemeyer  
Catherine Jenkins

Will Jenkins '76  
Jennifer Kroner '88  
Ken Kroner  
Matt Mintzis  
Nancy Mintzis  
Jim Oschmann '83, '03  
Michelle Oschmann  
Joey Rodolfo  
Stacy Rodolfo  
Doug Rogers '75, '77  
Connie Rosso  
John Rosso '68  
Bill Sheoris '92  
John Slosser '85, '90, '97  
Robert Steinberg '81  
Sonia Steinberg  
Jon Underwood '64  
Tammy Underwood '65  
Sandi Williams  
Wink Williams '82

### ASSOCIATES

**\$1,000-\$9,999**

Julie Abramson  
Larry Abramson '89  
Alan Airth '84  
Alexandra Airth  
Susan Albring '01, '02  
Kathy Alexander '73  
Barbara Allen  
John Allen  
Anonymous  
Peter Badenhuisen '93  
David Baggs '81  
Leigh Baggs  
Ray Bargull '76  
Virginia Bargull  
Jeffrey Becker  
Larry Bello  
Barbara Bendalin  
Marshall Bendalin '66  
Joy Bidwell  
Mike Bidwell '80  
Joni Blackman '82  
Marc Blackman '82  
Betsy Bowen  
Bill Bowen  
Kevin Burnett '83  
Lois Burnett  
Brian Cary '77, '80  
Rebecca Cary '77  
Gary Chiate '63  
Peggy Chiate  
James Chyz '10  
Sommer Chyz  
Robert Clarke '05  
Leslie Cohen

Mike Cohen  
Andy Coumides '83  
Mary Coumides '84  
Mike Coumides '81  
Dave Cowen '04  
Lori Cowen  
Gregory Deacon '01  
Keely Deacon '02  
Ralph DeCesare '83  
Sari DeCesare  
Ashley Dembowski  
Joel Dembowski '01  
Paul Dietrich '85  
Edward Dominguez '12  
Hugh Donahue '85  
Paula Dunn '86  
Pat Engels  
Bob Fannin '63  
Lisa Fannin  
Bill Felix  
Darlene Felix  
Andrew Feng '69, '72  
Cynthia Fielding-Singh  
Craig Forte '80  
Lauri Forte '94  
Emily Fox '97  
Sam Fox  
Howard Friend '73  
Loren Friend  
Fabio Gaertner '11  
Julie Gal-or '11  
Jay Geldmacher '91  
Judith Geldmacher  
Bob Gentile '84  
Brian Gentile '85  
Christa Gentile  
Sarah Gentile '85  
Scott Gerber '82  
Tracey Gerber  
Joel Greenberg '90  
Michelle Greenberg '89  
Ann Grissom '93  
Doug Grissom  
Mike Hald '91  
Gina Harbour  
Kevin Harbour '00  
Peter Harries '95  
Keisuke Hirano  
Joni Hirsch Blackman  
Ray Hoffman '67  
Brian Hogan '83  
Kristen Hogan  
Sonia Hosseinzadeh '15  
Kolette Hoyle  
Michael Hoyle '86  
Jessica Huber  
Robert Huber '07  
Julia Jarmusch

Rollie Jarmusch '67  
Bill Jason '80  
Len Jessup '89  
Linda Johnson  
Ray Johnson '60, '61  
Mike Kaiserman '67  
Robin Kaiserman  
Stuart Kasdin '90  
Sue-Ann Kasdin  
Carla Keegan '80, '82  
David Kenchington '13  
Philip Kim  
Thomas Klein  
Linda Krull '01  
Tim Lake '07  
Grace Lee '10  
Jeffrey Lee '04, '05  
Eric Lewis  
Nicole Lewis '01  
Danielle L'Heureux  
Odell L'Heureux '83  
Paul Lindsey  
Bill Lomicka  
Carol Lomicka  
Ed Long '94  
Hillary Long  
Deborah Loober '85  
Mark Luby '92  
Lori Lyons-Williams  
Ben Lytle  
Deborah Maddox  
John Maddox '80  
Dhananjay Mahajan '93  
Lalitha Mahajan '93  
Colin Malchow '06, '07  
Landon Mauler '13  
Katie Maxwell  
Ted Maxwell '14  
Jinny McCoy '69  
Barbara McFadden  
Becky McHolland  
Kevin McHolland  
Keith McKenzie '73  
Dick Medland  
Don Milne '59  
Mary Milne  
Julian Mintzis '09  
Beth Mittelstaedt '81  
Reed Mittelstaedt '80  
Cynthia Mix  
Jerry Mix '80  
David Morthland  
Virginia Morthland  
Dottie Moses  
Len Mott '71, '77  
Nancy Mott  
Anne Myers  
Cody Myers '10

\*LISTING REFLECTS GIFTS AND COMMITMENTS RECEIVED JULY 1, 2014 – JUNE 30, 2015

The Eller College also recognizes emerging philanthropists who earned their degree within the last ten years.

Gary Myers  
Candace Nelson  
Charles Nelson '92  
Jay Nunamaker  
Nancy Nunamaker  
Cameron Omoto '03, '04  
Ty Page '96  
Raynolde Pereira '99, '01  
Doug Petersen '89  
Chuck Pettis  
Pat Pettis '51  
Bradley Preber  
Jim Reidy '54, '55  
Virginia Reidy '50, '54  
Joan Renken  
Keith Renken '57, '59  
Donald Riegger  
Mallory Riegger '85  
Leo Roop '67  
Bill Ross '77  
Sarah Ross  
Carson Rustand '65, '68  
Warren Rustand '65, '72  
Bryan Saba '83  
Elizabeth Saba '85  
Dee Ann Sakrison '64, '87  
Jim Sakrison '63, '66  
Brad Sarnoff '98  
Carol Schuster  
Jim Schuster '76  
Stella Shanovich  
Jagdish Sheth  
Arvind Singh  
Dave Smallhouse '82  
Sarah Smallhouse '88  
Alan Smith '67  
Lenise Smith '69  
David Spinelli  
Bridget Standring  
Tom Standring '92  
Logan Steele '11  
Mary Steele '11  
Kevin Stombaugh '91  
Teresa Stombaugh  
Bob Stussie '12, '13  
Lori Suriano '88  
Mike Suriano '88  
Johnna Switzer  
Jon Switzer '63  
Janice Tallman  
Steve Tallman '78  
Ed Tedeschi  
JoAnn Tedeschi  
Cliff Theisen '77  
Eileen Theisen  
Martha Thomas  
Tracy Thomas

Christopher Todaro '06  
Katie Todaro '06  
Ted Tong  
Mark Trombley  
Sue Trombley '99  
Dennis Trunfio '92  
Howard Tuller '75  
Patricia Tuller  
Mary Turner '86, '90, '93  
Mike Turner '00  
Pam Valeski '67  
Terry Valeski '68  
Jean Vock '06  
Rick Vock  
William Waller  
Marian Wilfert  
Beauchamp '79  
Pat Williams '99  
Susan Wolak  
Kevin Woon '92, '98  
Jenny Yong '13  
Aaron Zeese '99  
Jianghong Zhao '06

## YOUNG ALUMNI DEAN'S CIRCLE

### \$999 & Below

Arvin Ahmadiéh '09  
Tayo Akanni '11  
Dan Aldrich '08  
Sarah Algurashi '15  
Heather Altman '09, '10  
Jeffrey Altman '09, '10  
Bryan Amsterdam '09  
Anonymous  
Andrea Ang '15  
Courtney Anthony '08, '11  
Ryan Appel '14, '15  
Nidhi Arora '13  
Brooke Atkins '15  
Lindsay Ayers '15  
Robert Bachoian '12  
Joel Balzano '08  
Matt Barber '15  
Christopher Beadles '13  
Michael Bellovin '09  
Adam Berns '08  
Brett Berry '05, '07  
Bonnie Betz '07  
Kristine Billings '10  
Ashley Boiseau '15  
Robert Bowron '08  
Henry Brandt '08, '09  
Riley Brennan '14, '15  
Derek Briese '09, '10  
Ryan Brown '08  
Brad Buzil '12  
Brandon Byrners '13  
Matt Carr '06  
Stacey Cato '08  
Chelsea Channell '15  
Christine Chao '09  
Kelly Chavez '15  
Linda Chen '09  
Kyle Cherrick '08  
Nebai Cherrick '08  
Christopher Ching '13  
Onyedikachi Chi-Ukpai '15  
Paul Choi '13  
Amanda Condit '09  
Rae Cooper '14  
Nicolas Cordero '13  
Gustavo Corte '15  
Rachael Coury '13, '14  
Timothy Crist '06  
Adam Crompton '15  
Alejandra Curiel '15  
Nicoll Daly '08, '10  
Natalie Davenport '15  
Jeff e Gregorio '13, '14

Jessica de la Vara '10  
Ivelisse Defreitas '15  
Jon Denton-Schneider '13  
Trevor Derrett '14  
Nicole DiBene '13  
John Dillon '08  
Adam Dobrusin '11  
Jason Ducoffe '15  
Rebecca Durazo '14, '15  
Stephanie Dusso '15  
Missy Eddy '05, '11  
Emmi Edwards '15  
Emilia Eldridge '07  
Kyle Esham '09  
Roman Eskue '07, '08  
Tanya Eskue '07, '08  
Tammy Farris '04, '08  
Jie Feng '14  
Carlos Fimbres '11, '12  
Lauren Findlow '15  
Ashley Fischer '07  
Jared Fischer '07  
Claudia Flores '14  
Nicole Forsgren '08, '09  
Marty Fox '02, '04, '09  
Adam Friedman '15  
Mathew Friedman '15  
Russell Garner '11  
Sally Gestautas '08  
Clifford Gipson '11  
Kendal Glatthorn '15  
Jeffrey Goldman '07  
Erica Gonzales '14  
Casey Good '09, '10  
Greg Goodman '08  
Matthew Gordon '15  
Ryan Graham '15  
Tyler Grieco '15  
Edward ii Guarino '13, '14  
Amro Hamed '14  
Scott Handler '08, '14  
Gina Harney '07  
Donovan Harris '13  
Natasha Harrison '13  
Leigh Havins '10  
Tayler Heath '15  
Brandon Hecke '15  
Chris Heinfeld '07  
Graham Hemmingson '14  
Grant Henning '13  
Eva Herman '15  
Nancy Hernandez '09  
Alejandro Herrera  
Valdenebro '10  
Courtney Heyda '10  
Travis Hicks '15  
Courtney Hogan '12, '13

Aaron Hogue '08  
Teryn Holeman '14  
Bri Houlihan '15  
Jayme Hyatt '07, '08  
Nick Incrocci '12  
Elyse Iovino '08  
Grant Isakson '10  
Joshua Jackson '07  
Michael Jacobs '13  
Gaurav Jain '15  
Malia James '14, '15  
Bryan Jaret-Schachter '07  
Leigh Jedeikin '09  
Kevin Johnson '15  
Katelyn Jones '15  
Jeremy Joseph '13  
Brandon Kaehr '14  
Katie Kahler '12  
Bryan Karas '07  
Shirley Karnos '06  
Alexsey Kashtelyan '11  
Evan Kaufman '15  
Kristi Kawamoto '13, '14  
Katelyn Kazanowski '13  
Jason Kennedy '05, '07  
Dalton Kiley '15  
Lesley King '15  
Alexandra Kinzler '15  
Colleen Kish '07  
Dana Kline '15  
Brandon Kochen '06  
Amanda Kucich '08  
Lauren Kuehner '12  
Emily Laciak '15  
Javier Lagarda '13  
Brittany Langer '13  
Marie Langlais '14  
Isai Lara '12  
Morgan Larson '15  
Trevor Latham '09  
Sarah Laus '14, '15  
Paige Lawson '09  
Teresa Le '10  
Allison Lee '15  
Ashley Lee '14  
Alexandra Leever '11  
Catherine Leslie '13  
Chris Lesser '06  
Xiu Li '15  
Jeems Lochridge '05, '12  
Jacob Loeb '08  
Gabriel Lopez '97, '06  
Travis Lovrien '12  
Jess Lu '15  
Reid Lunceford '15  
Adam Lundquist '09  
Julie Lyon '13, '14

## Organizations

Steve Malina '05, '06  
Ben Malisewski '15  
Christina Manuele '13  
Morgan Marchetti '15  
Catharine Marckwardt '10  
Alexander Marquez '11, '13  
Matt Martinez '08  
Jacqueline Mast '13, '14  
Bianca Maubach '14  
Matthew Maxwell '08, '09  
Courtney McAbee '09  
Hannah McBride '14, '15  
Brooke McDonald '09  
Thomas McFarren '06, '07  
Kenneth McGovern '11, '12  
Jamie McLaughlin '15  
Joe McLean '10  
Emily McSherry '15  
Dave Mead '13  
Margo Mesch '15  
Elyse Meyer '07  
Matthew Mikucki '08  
Bradley Miner '08  
Brett Mittelstaedt '08  
Cascade Mittman '10  
Lauren Moir '11  
Scott Molos '10, '11  
Richard Montague '13  
Michael Monterrubio '09  
Miguel Mora '15  
Carolyn Mortezaei '07  
Taylor Muzatko '15  
Mary Myles '13  
Justin Nagata '15  
Jenny Nakashima '08  
Joshua Nelson '09  
Russell Newton '07  
Paul Nisson '08  
Joe Novelli '15  
Briana Nute '12  
Heather Nystedt '06  
Yewande Olabumuyi '12  
James OShea '14  
Edna Osuna '15  
Taylor Otstot '08, '09  
Luis Palomares '15  
Austin Parise '10  
Lauren Peccolo '10  
Jessica Pensky '11, '13  
Garth Perry '06  
Erick Pesqueira-Angulo '15  
Michael Philpott '14  
Cydney Pierce '11, '12  
Nick Pierson '05, '12  
David Platt '08  
Carrie Plungis '15

Mariah Pollock '08  
Hannah Polm '15  
Alyssa Pols '07  
Francesca Porreca '15  
Hanna Port '15  
Ryan Potter '15  
Matthew Powell '15  
David Pratt '15  
Bennett Price '15  
Jonathan Pulito '14, '15  
Nonilyn Que '12, '13  
Carolina Ramirez '15  
Chaunteal Rasmussen '15  
Michelle Redding '15  
Alex Reff '14, '15  
Joshua Reifman '11  
Heather Reiss '08  
Robert Reynolds '10  
Aimee Roberts '07, '08  
Nathan Roberts '06  
Kati Robinson '08  
Rylee Robinson '09  
Brandon Rocha '13  
Laura Rodgers '09  
Marcos Rodriguez '09  
Alan Rogers '15  
Ethan Rohm '15  
Lucia Rojas '06  
Alexandra Rooney '15  
Melissa Rose '15  
Drew Rosenthal '11, '14  
Shaun Rothery '09  
Leah Rothschild '15  
Steven Rubin '14  
Michelle Ruch '14  
Kristy Ruiz '02, '09  
Kanda Ryan '15  
Rey Sanchez '15  
Ron Sanchez '07  
Leland Sanson '13  
Lindsey Saul '11, '12  
Leah Schindler '07, '08  
Sam Schnoor '11  
Diana Schwahn '07  
Abel Serratos '11  
Nicolas Serventi '14  
Sivan Shahmoon '15  
Sam Shekarchi '12  
Adam Sheppard '12  
Jennifer Sherman '06  
Liz Shlapack '06  
Jared Simte '14  
Jason Smith '08  
Karin Smith '97, '08  
Scott Smith '08  
Jessica Spinks '08, '11

Kathryn Starling '12, '13  
Chris Stevens '08  
McKenzie Storey '15  
Elissa Stremlau '11, '12  
David Studer '14  
Matthew Suckle '07  
Anubhav Swami '05, '06, '10  
Dan Tarico '87, '90, '07  
Laura Tavel '15  
Raymond Taylor '10  
Kayla Thill '15  
Philip Thornton '11  
Joe Tocco '15  
Nickolas Trevino '15  
Craig Trimmings '10, '11  
Peter Trinh '12  
John Turek '08  
Alison Underhill '15  
Ashley Upchurch '08  
Elena Urbina '15  
Shannon Uribe '11  
Kelsey Utter '15  
Nik Vallens '12  
Brandi VanDenburgh '15  
Michael Vicidomini '15  
Andre Vidaller '15  
Joel Vigil '07, '08  
Alma Villezcas '08  
Thea Vincent Denton '15  
John Vlahakes '12  
Michelle Vock '13  
Garrett Voge '13, '14  
Jui-Hao Wang '13  
Polly Wang '14, '15  
Amanda Watts '15  
Keith Weaver '10  
Brian Wentzel '10  
Alison White '11  
Ryan Williams '15  
Emily Williamson '12  
Blake Wilson '15  
Maximilian Winter '12  
Monica Wisehart '14  
David Wolfarth '15  
Nicholas Wolsfeld '14, '15  
Jenifer Wong '15  
David Woodruff '08  
Gechen Wu '15  
Lauren Wynn '13

### \$250,000 & Above

Anonymous  
Fidelity Charitable  
Gift Fund  
Shamrock Foods Company  
Thomas R. Brown  
Foundations

### \$100,000-\$249,999

AKB Living Trust DAF  
Chicago Community  
Foundation  
JPMorgan Chase  
Morris A. Hazan Family  
Foundation  
Philip W. Hagenah  
Family Fund  
The Roberto Foundation

### \$50,000-\$99,999

Community Foundation  
for Southern Arizona  
Ernst & Young  
H.N. & Frances C.  
Berger Foundation  
Sanofi-Aventis  
Schwab Charitable Fund  
The Rein Family Fund

### \$25,000-\$49,999

A James Weitzenfeld  
Memorial Foundation  
Academic Partnerships LLC  
Altria Group, Inc.  
Anonymous  
BeachFleischman PC  
Cox Communications, Inc  
Deloitte & Touche  
International Council of  
Shopping Centers  
John Randolph Haynes and  
Dora Haynes Foundation  
Payne Family Foundation  
Southern Arizona  
Leadership Council  
The Leroy and Connie  
Schmidt Family  
Foundation  
Tucson Electric Power Co.  
Vanguard Charitable  
Endowment Program  
Walgreens  
ExxonMobil Foundation  
- Matching Gifts

### \$10,000-\$24,999

Anonymous  
CBIZ  
CliftonLarsonAllen  
Dolfi & o., LLC  
Dream Careers Inc.  
Golden Eagle Distributors  
Grant Thornton Foundation  
- Matching Gifts  
Intel Corporation  
Jewish Community  
Foundation Of Greater  
Phoenix, Inc.  
KPMG  
Kroner Family Foundation  
Law Offices of Robert  
L. Steinberg  
Merchants Information  
Solutions, Inc.  
Meritage Cares Foundation  
Network for Good  
PricewaterhouseCoopers  
- Matching Gifts  
Raytheon Company  
Qualcomm Charitable  
Foundation -  
Matching Gifts  
Silicon Valley Community  
Foundation  
Smith Family Foundation  
Steven J. Hilton Family DAF  
The Coleman Foundation  
The Gissing GABE  
Group Fund  
The Laurie and Thomas  
Fusco Family  
Charitable Fund  
The Schmidt and Barton  
Family Fund  
United Way of Tucson  
& Southern Arizona  
Wells Fargo & Company

### \$5,000-\$9,999

Arizona Community  
Foundation  
Arizona Resource  
Connection  
Bank of America  
Banner Health System  
BDO USA LLP  
BlackRock, Inc. -  
Matching Gifts  
Bud Kuhl Wood Bat  
Foundation, Inc.

\*LISTING REFLECTS GIFTS AND COMMITMENTS RECEIVED JULY 1, 2014 – JUNE 30, 2015

## Planned Giving Commitments

Datalink	Bar-S Foods Co.	District on 5th	Costco Wholesale Corporation - Matching Gifts	Jerry Bott '64
Dell - Matching Gifts	BBVA Compass	EideBailly	Driehaus Capital Management LLC Matching Gifts	Leonard Bower '64
Duff & Michelle Hearon Philanthropic Fund	Beta Phi Educational Foundation Corporation	Eller Investments	Global Impact for Hewlett-Packard	Rich Calta '84
Eller Accounting Student Association (ASA)	Brookfield -- Matching Gifts	Enterprise Leasing Company of Phoenix, LLC	Global Impact for Robert Half International	Chas Clark '54
Eller College Student Council (ECSC)	Bryan and Elizabeth Saba DAF	Estate of Herman J. Landau	IBM International Foundation - Matching Gifts	Hilde Clark
Fox Restaurant Concepts	Engels-Medland Fund	Ferguson Investment Services, PLLC	Lockheed Martin Matching Gifts Program	Tom DuPlain '89
Gary and Kary Myers Fund	Freeport McMoRan	Financial Management Association	Northrop Grumman Foundation - Matching Gifts	Bill Franke
GEICO Direct	Copper & Gold, Inc.	Honeywell International Charity Matching	Northwestern Mutual Foundation - Matching Gifts	Jim Holmberg '67, '69
Goldman Sachs	Friend Family Foundation	JBI	Premier, Inc. - Matching Gifts	Frank Kramer
Greater Cincinnati Foundation	HBL CPAs, P.C.	John L Torrez, CPA	Research Affiliates - Matching Gifts	Schuy Lininger '47
Henkel Dial Corporation	Heinfeld, Meech & Co, P.C.	Katherine A Orlick, MD, PC	San Antonio Area Foundation	Joe Moritz
High Frontier II, LLC	Jason Family Foundation	Las Olas Seis Corporation	Shell Oil Co. Foundation - Matching Gifts	John O'Mara '80
Keegan, Linscott & Kenon, P.C.	Ludwig Klewer & Co., PLLC	Martin & Maureen Fox Charitable Fund	Sherwin-Williams Foundation -- Matching Gifts Program	Steven Pollyea
L'Heureux Family Charitable Fund	Macy's	MHR Consulting LLC	State Farm Companies Foundation	Jim Reidy '54, '55
Nextrio	Marshall Foundation	Moss Adams LLP	The Progressive Insurance Foundation - Matching Gifts	Judy Richards '75
Paul Lindsey and Kathy Alexander Charitable Fund DAF	Microsoft Corporation	Oase-Stevens Accounting	Williams-Sonoma Foundation -- Matching Gifts	Ann Tartaul
PICOR Commercial Real Estate Services	Northern Arizona Center for Entrepreneurship and Technology	Robbins Investment Company		Bruce Thoeny '52
Protiviti, Inc.	Northrop Grumman Corp.	Ross Commercial Real Estate		Tracy Thomas
Riehm Family Foundation	Nova Financial & Insurance Services	San Francisco Giants		Richard Turigliatto '81
Rodel Charitable Foundation	Quick, Mitchell & Maish, PLLC	Saykin Foo Certified Public Accountant		Jon Underwood '64
Salt River Project	Red River Resources	Shannon Family Foundation DAF		Clark Woolston
Sarah B Smallhouse Fund	Regier, Carr & Monroe LLP	South County Family Dental, Inc		Ned Zolman '68, '70
The Boeing Company	Sempra Energy	Starwood Hotels & Resorts Worldwide, Inc.		
The Duff & Michelle Hearon Philanthropic DAF	Sprinkles Cupcakes Inc	The Dayton Foundation		
The Victoria Foundation	Squar, Milner, Reehl & Williamson Llp.	Depository, Inc		
<b>\$1,000-\$4,999</b>	Steve & Janice Tallman DAF	Thomas Williams & Mary Williams		
American Marketing Association	Texas Instruments Incorporated	Tucson Real Estate Holdings, LLC		
Arizona Broadcasters Association	The Providence Service Corporation	Tucson Society of the CFA Institute		
Arizona Flowers	Truist	Tuller Trophy & Awards		
Arizona Public Service	Vanguard	Vantage West Credit Union		
Armin & Esther Hirsch Foundation	<b>\$999 and Below</b>	Western Newspapers, Inc.		
Arthur and Joan Funk Charitable Foundation	Alta Vista Consulting	Aetna Foundation - Matching Gifts		
Association for Computing Machinery, Inc.	American Campus Communities OP LP	American Express Foundation - Matching Gifts		
AXA Foundation - Matching Gifts	Armanino, LLP	California Community Foundation		
Ball Corporation - Matching Gifts	Beekman Family Charitable Fund DAF			
	Beta Gamma Sigma			
	Chapman University			
	Community Food Bank			
	Cultural Experiences			
	Abroad, Inc.			

# SUPPORT ELLER

## Annual Gifts

Cash  
Bonds  
Stocks  
Donor-  
advised  
funds

Real estate  
Insurance  
Trusts  
Community  
or family  
foundations

Corporate  
match  
programs  
Other legal  
instruments

## ways to GIVE

### One-Time Contribution

Support the Eller General Scholarship fund and provide additional unrestricted support to current students.

### Non-Endowed Named Scholarship

Agree to fund a scholarship for \$5,000 annually for at least five years. Non-endowed named scholarships can be given in the name of an organization, foundation, corporation, or individual.

### Endowed Scholarship

Establish an endowment with a minimum gift of \$25,000. Endowments:

- Remain in perpetuity
- Use only the income for awards
- Can be established as memorial scholarships or as ways to honor an individual, organization, corporation, or foundation

As a donor, you decide:

- The basic terms of the award
- The award level
- Who is eligible for the scholarship
- How the recipient is selected

## Scholarship



To make a gift or for more information about giving to Eller: [MakeEllerGreater.com/progress](http://MakeEllerGreater.com/progress)  
Leslie Deslis  
Senior Director of Development  
ldeslis@eller.arizona.edu  
520.626.0052

## Planned Gift

### Charitable Gifts

Charitable estate planning can help you meet your current philanthropic goals and extend your generosity well into the future. But did you know that a planned gift to Eller can also protect your assets, provide for your family, or even guarantee you income for life?

In fact, you can even make a significant impact through a gift that costs nothing in your lifetime (through a charitable bequest in your will).

Contact us to learn about the various ways to make a planned gift.

**If you have included a bequest for the Eller College of management in your estate plan, or you would like to do so, please contact us to let us know. We would like to thank you and recognize you for your gift.**

Endowed funds support activities not just for one year, or even one generation, but forever. Endowment funds are invested prudently to ensure they can sustain current and future needs. At Eller, donors have established endowments to permanently fund critical faculty positions, student scholarships, and to support:

## Endowment

### Endowed Scholarships

Endowed scholarships may be established at any amount above the minimum.

- \$25,000 (minimum)
- A \$300,000 endowment provides full tuition for one in-state student
- A \$650,000 endowment provides full cost of attendance for one in-state student

### Endowed Faculty Chairs and Professorships

Endowed chairs and programs allow the UA to attract and retain faculty members who have earned national distinction in their respective fields. Endowed chairs draw outstanding scholars by creating an environment that fosters collaborative inquiry among faculty and students.

The annual payout from an endowed chair provides the researcher unrestricted funding for exploratory scientific pursuits that are pivotal to making new discoveries.

### Endowed Chair

- \$1.5 million (minimum)  
Supports a portion of the chair holder's salary and can fund items such as equipment, research, and publication expense.

### Endowed Distinguished Professorship

- \$750,000 (minimum)  
Supports a portion of holder's salary and may cover research and other expenses.

### Endowed Faculty Fellowship

- \$375,000 (minimum)  
Supports a portion of holder's salary and may cover research and other expenses.

# last word on big data analytics

**Estimates suggest that 90 percent of the existing data in the world has** been created in the last two years (IBM 2015). Four zettabytes (4 trillion GB) of data are created every year. Data come from sensors, scientific instruments, medical devices, smart phones, and digital media including text, video, audio, email, blogs, postings, Twitter, click streams, financial, and other transactions. The “Internet of Things” is a reality. The big promise is that together with traditional data sources, big data offers unprecedented opportunities to study the “pulse of humanity” at granular detail.

Why is big data analytics different from traditional data analytics? To start, the data generation, collection, and storage are very different. Consider the not-so-futuristic scenario associated with consumers and the Internet of Things. Consumers use digital devices to access, monitor, and control their connected digital products and services remotely over the internet. Think of heating systems, televisions, alarm systems, toys, lighting, and home appliances. Massive amounts of data reflecting consumers’ usage patterns are stored on the cloud along with data from other digital services (financial transactions, web browsing, app consumption, social media postings, temporal and spatial mobility tracking). Data from different sources will be messy, both structured and unstructured, time- and location-stamped, and simply massive.

Now, with the consumer at the center, there are astonishing opportunities for innovative services and transformation brought by this new digital ecosystem: insurance, health care, education, entertainment, and retail, for example.

Big data analytics is the engine that can power all these digital innovations.

The individual at the center angle is very powerful. Think about the patient at the center in health care and the associated digital ecosystem and the possible digital innovations. Or the citizen at the center model for smart cities. Our imagination is the limit for what is possible.

Companies have spent millions of dollars to build infrastructure for big data, hiring data scientists and building the analytics layer, while the most important element of big data is to create the engine for digital innovation. The transformation power of big data lies in the design of innovative digital products and services, the digital processes that will support them, and the new digital ecosystem.

To achieve the transformation, we have to create prescriptive models that will lead to innovations in the form of policies, interventions, smart interactions, alerts, smart recommendations, and innovative services and products.

The design of digital services powered by big data analytics is the ultimate objective. Tremendous opportunities lie ahead for the creation and design of digital artifacts, which encompass technology, digital business processes, and business models.

This digital future is a reality in the MIS Department. Its top-notch researchers keep advancing the analytics knowledge that is necessary for creating the big data innovation engine. Our academic programs keep delivering the best students who understand the technology, the analytics and the business environments in the best possible data science framework.

*Big data analytics is the engine that can power all these digital innovations.*

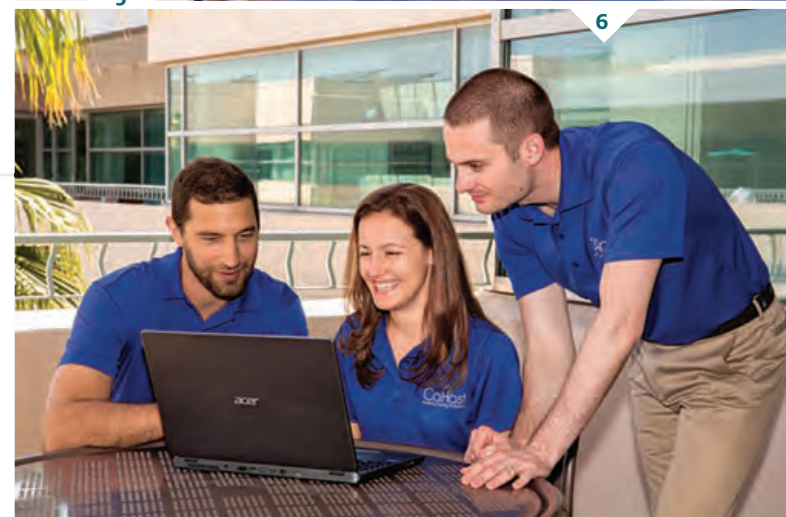


THOMAS VENEKLASEN PHOTO

## Paulo Goes

*Head, Department of Management Information Systems  
Salter Distinguished Professor of Management and Technology*

**Paulo Goes joined Eller in 2008 from the University of Connecticut, where he headed the Center for Internet Data Research and Intelligence Services. Among his accomplishments at the Eller College is the expansion of the MIS master’s program, which draws over a thousand applicants annually for a 90-person traditional cohort. The program is also delivered online, as are multiple National Security Agency security certificates.**



# ELLER HIGHLIGHTS

1. **Bill Neumann**, professor of practice in the Eller MIS department, celebrates convocation 2015. 2. Eller honored **Sam Fox**, founder and CEO of Fox Restaurant Concepts, as the 2015 University of Arizona Executive of the Year in April. In addition to spending time with undergraduate and MBA students, Fox shared his personal story of building a restaurant empire with the assembled crowd of about 500 attendees at a venue where he'd worked as a teenager: the Westin La Paloma. Pictured, L-R: **Olden Lee**, Eller dean **Jeff Schatzberg**, Fox, UA President **Ann Weaver Hart**, **Karl Eller**. 3. **Hope Schau** presented **Brett Leverett** and **Ricky Triana** with a commendation from Ward 5 Tucson City councilperson **Richard Fimbres**. The two represented the Eller MBA at the Henkel Innovation Challenge in Vienna. 4. **Ricardo Hernandez** (UA School of Plant Sciences Ph.D. '13) and **John Jackson** (Eller MBA '13) of Grafted Growers, LLC, have been awarded a \$100,000 Phase I USDA Small Business Innovation Research grant. The venture had its start in the McGuire Entrepreneurship Program. 5. Pre-business students participated in a business-themed fun run, the Millionaire Mile, in November. Participants made decisions along the race route to advance their start-up, while navigating market forces. Teams revealed their "money bags" at the finish line to determine how those market forces shaped their businesses for good or ill. 6. Co.Host, described as the Airbnb of business travel, topped this year's McGuire Entrepreneurship Program's showcase competition. The team (L-R: **Adam Tank**, **Amelia Klawon**, and **Dustin Cox**, all Eller MBAs) walked away with a \$10,000 grand prize.

**Eller College of Management**

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**INTERNATIONAL BRIEF:**

**eller mbas raise funds for  
turkish microloan foundation**

In between sipping Turkish tea and visiting the Blue Mosque in Istanbul, students in the **Eller College of Management's** Evening MBA Program had time to learn about a local nonprofit and became inspired to support its mission. The organization, Kadın Emegini Degerlendirme Vakfi or KEDV, is a nongovernmental organization that aims to improve women's leadership throughout Turkey through mentoring, business education, and microloans for entrepreneurial enterprises.

**Nathan Podsakoff**, an associate professor in Eller's **Department of Management and Organizations**, said many of the students were inspired by their visit to KEDV. After returning to the U.S., he posed a challenge for them to donate funds to the organization and offering a personal match. "They crushed my expectations in a very positive way," Podsakoff said. "As a result, we've collected \$2,000 to help this very worthy organization fund more microloans for women-owned businesses."

**Kelly Raach** is one of the students who went on the trip and attended the business visit to KEDV. "Turkey was by far one of the most interesting places that I have been able to visit, and to see the work being done by KEDV was truly inspirational," she said.

- *University Relations, Communications*



ELLER MBA PHOTO