



Progress Report

THE UNIVERSITY OF ARIZONA | ELLER COLLEGE OF MANAGEMENT **SPRING 2015**

UNDERGRADUATE



ENTREPRENEURSHIP



UNDERGRADUATE



U.S. News & World Report
Best Colleges
2015

MBA



ENTREPRENEURSHIP



FULL-TIME MBA



ONLINE MBA*



EVENING MBA



U.S. News & World Report
Best Grad Schools
2016

* FIRST APPEARANCE IN RANKING

STELLAR ELLER

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THOMAS VENKLAEN PHOTO

DEAR ALUMNI AND FRIENDS,

It is with mixed feelings that I write you today. Back in November I accepted the role of president of the University of Nevada, Las Vegas. I am excited about the challenges to come, but that they come at the expense of leaving Tucson and my *alma mater* is tough.

I am so proud of what we have accomplished at the Eller College since I joined you as dean in 2011. Robert Shelton, the UA president who hired me, tasked me with increasing the College's quality, impact, rankings, and reach, finding

a way for Eller to become a self-sustaining unit on campus, and helping the UA get to the same destination. I believe we have done just that.

Our undergraduate and graduate programs continue their upward momentum in the rankings. Our operating budget increased from \$48.8 million to \$60.6 million over 2011-2014, thanks to increased enrollment, new student-supported fees, philanthropy, and initiatives such as Eller Executive Education. We've brought on career coaches for undergraduate students, launched an Online MBA program, initiated an economic development program aimed at helping South Tucson entrepreneurs, and worked with the UA to create Tech Launch Arizona, which speeds lab discoveries into the marketplace.

At Eller, we are also part of the largest fundraising campaign in the UA's history. We've raised more than \$48 million of our \$65 million goal to date, and stand to realize ambitious plans such as a 12,000-square foot addition to McClelland Hall. That addition, the Eller Professional Development Center, will serve undergraduate students with team rooms, space to connect with their advising and career coaching team, and meet with recruiters.

Travelling around the country to connect with you and share the College's progress on these goals has been among the biggest pleasures this job has afforded me. I am so grateful to have had the opportunity to serve the Eller College of Management, which quickly became home to me when I arrived as a graduate student in 1985.

Thank you for your support. As an alum of this amazing institution, I will continue to come back and give back, and I hope to see you when I do.

Go Cats!

Len Jessup



I am so grateful to have had the opportunity to serve the Eller College of Management, which quickly became home to me when I arrived as a graduate student in 1985.



carrying the vision forward

For the past three years, Jeff Schatzberg – Lou Myers Professor of Accounting – has served Eller as vice dean. Now he has stepped up as dean while the University of Arizona conducts a national search for a new dean.

“I am grateful to the provost and my colleagues at Eller for affording me this opportunity to serve the college and the University,” Schatzberg said. “The UA has been exceedingly good to me over my career, and I am very grateful, indebted, and proud to be a part of it.”

During his tenure as vice dean, Schatzberg has been involved in the roll-out of the UA’s new budgetary model, Responsibility Centered Management; was a vocal proponent for the launch of Eller’s Online MBA, in which he also teaches; and has been an advocate for financial transparency within the College.

He and new vice dean Lisa Ordóñez plan to build momentum around key tactics within the vision Len Jessup helped shape during his time as dean. “We’ve made good progress on design of the new Professional Development Center,” he said. “We’re also exploring the possibility of delivering an undergraduate degree online and will continue to recruit excellent faculty to ensure that our teaching and research remains top-notch.”



The search for a new dean is underway now, led by Marc Miller, dean of the UA’s James L. Rogers College of Law. The committee is comprised of Eller faculty, staff, students, and alumni, as well as members of the community. UA Provost Andrew Comrie said he hopes to have a new dean in place in January 2015.

Jeff Schatzberg presented Len Jessup with a framed Diana Madaras print to commemorate Jessup’s time at the UA.

At Eller, we have a three-fold mission:
We teach to prepare tomorrow’s global leaders.
We conduct research & service to prepare today’s global leaders for tomorrow.

Who do we want to be going forward?
The leader in global management education.

How will we get there?
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ABOUT Jeff Schatzberg

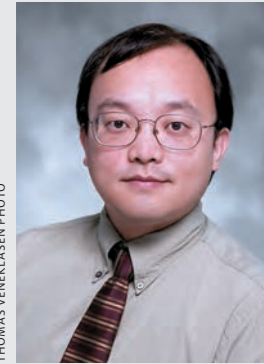
- ◀◀◀ 28 years with the Eller College
- ◀◀◀ Lou Myers Professor of Accounting
- ◀◀◀ Has taught Eller MBAs managerial accounting for 21 years
- ◀◀◀ His black lab, Champ, is a special advisor to the College

RESEARCH EXPERTISE

- ◀◀◀ Experimental economics
- ◀◀◀ Price/quality issues in the market for audit services
- ◀◀◀ Behavioral effects of budgeting systems

social media will revolutionize what we know about e-cigarettes

While e-cigarettes are relatively new in the U.S. (introduced in 2007), sales are doubling annually and were expected to reach \$1 billion last year.



THOMAS VENEKLASEN PHOTO

▲ Daniel Zeng

\$2.7 million grant from the National Institutes of Health to support the project.

“There’s so much we don’t know about e-cigarettes,” said Leischow. “The scientific community has found mixed data on whether they’re helpful for smoking cessation. We have questions about how different flavorings impact use, particularly among minors. All of these blind spots around a product that is still totally unregulated make this a top priority area for the FDA.”

Daniel Zeng, MIS professor at the Eller College of Management, and Scott Leischow, professor of health services research at Arizona’s Mayo Clinic, are fusing cutting-edge informatics and public health. Their plan? To scrape social media to create the world’s best data on e-cigarette usage and marketing. The researchers recently won a five-year,

“To date, most of the inquiry in this area has been through surveys or individuals personally combing through what people are saying online,” Zeng said. “Both methods carry inherent problems.”

In contrast, mining social media in real time, as Zeng and Leischow propose, offers a number of strategic advantages. The data comes from people interacting naturally in their day-to-day lives, removing “presentation bias” problems intrinsic in surveys; it will be automated, which means sample size is not constrained by how much money or how many eyeball hours researchers can muster; the anecdotal information will be scientifically relevant: one personal story is just that, but 10,000 or 100,000 personal stories over time equal robust statistical data; and finally, because content is processed by algorithms, not people, data is available in near real-time.

“We will be creating a suite of novel technologies for this study using both established building blocks of informatics and methods that have yet to be developed,” Zeng explained, “including analysis and visualization tools that were developed here at the UA. Beyond that, we’re relying on proven tools for pattern mining, group behavior prediction, social network analysis, and a lot more, in ways that have never been combined for this level of research and in this topic area.” – by Eric Van Meter



ISTOCK PHOTO

“We’re relying on proven tools for pattern mining, group behavior prediction, social network analysis, and a lot more, in ways that have never been combined for this level of research and in this topic area.” – Daniel Zeng

when hospital mergers mean higher patient costs

A wave of hospital mergers has swept the U.S., and with it, the most antitrust trials of any other sector over the past 25 years.

In a new paper, out in *The American Economic Review* and supported by a grant from the National Science Foundation, Gautam Gowrisankaran, APS Professor of Economics, and coauthors Aviv Nevo of Northwestern University and Robert Town of the Wharton School, study the effects of hospital mergers.



THOMAS VENEKLASEN PHOTO

▲ Gautam Gowrisankaran

“What we’re trying to do is understand how we should think about competition in these industries,” Gowrisankaran explained. “There are important implications from a policy perspective, which we see in all the antitrust litigation.”

In many sectors of the economy, prices are determined by negotiation between parties, for example, content providers and cable companies. Health care markets operate the same way, with hospitals and managed care organizations (MCOs) such as insurance companies hashing out rates that patients don’t see.

In the paper, Gowrisankaran and his coauthors estimate a bargaining model of competition between hospitals and MCOs and use the estimates to evaluate the effects of hospital mergers.

“The bottom line in bargaining is about your threat point,” Gowrisankaran said. “When a MCO negotiates with a hospital, it could apply pressure by suggesting that it could send its patients to another hospital. So one of the ways that a hospital can achieve better bargaining leverage is by merging with a competitor.”

But those mergers are sending up red flags for the Federal Trade Commission. The authors studied one proposed merger in Northern Virginia and found that the merger would have significantly raised hospital prices, and that remedies based on separate bargaining do not alleviate the price increases.

Still, he said, from a patient’s perspective, MCOs are better than a fee for service model, and better than not having insurance. “MCOs are part of the solution,” Gowrisankaran said. “We find that MCO bargaining restrains hospital prices significantly.” The model also demonstrates the potential impact of coinsurance rates, such as high deductible plans, which allow MCOs to partly steer patients towards cheaper hospitals. “We show that increasing patient coinsurance tenfold would reduce prices by 16 percent,” he said.

“What we’re trying to do is understand how we should think about competition in these industries. There are important implications from a policy perspective, which we see in all the antitrust litigation.” – Gautam Gowrisankaran



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BY THE NUMBERS

183

TOTAL FACULTY HEADCOUNT AT ELLER

what happens to brands we love when loved ones are far away?

In 2011, 3.6 million Americans had “commuter” marriages and more than 19 million children had a parent not living at home, often because of divorce or military deployment. And while experts have warned that this fragmenting could mean the end of family practices as we’ve known them, a new study co-authored by marketing professors Linda Price and Hope Schau of Eller and Amanda Epp of the University



▲ Hope Schau

of Wisconsin-Madison shows families can transform and salvage their traditions and embedded brands can remain central to shared experiences.

“Historically, research in this area has focused on how brands play a part in family bonds when everyone is together,” explained Price. “But today more than ever, families are often separated by great distances, and companies need to understand how that affects their products that became established in routines when they were all still together.”

“What we found is that there’s a rich continuum of how families navigate separation and how it impacts routines

and events they’ve always shared,” said Schau. The researchers document how their successes or failures are driven by a complex interplay of motivation, technology, and how well brands facilitate remaining a part of remote shared experiences.

“The technology ecosystems in these families turned out to be a key factor in how

well they reassembled practices over distances,” said Epp. “Some families readily adopt services like Skype or online photo-sharing while others never find or get comfortable with those technologies that might bridge the experience gaps separation creates.”

For their study, Epp, Price, and Schau worked with 71 participants across 25 families, using in-depth interviews and diaries to document and track behaviors over time. Findings were published in the May 2014 issue of *Journal of Marketing*. – by Eric Van Meter



▲ Linda Price



BY THE NUMBERS

85

APPROX. NUMBER OF TENURE/TENURE ELIGIBLE FACULTY AT ELLER

JACOB CHINN PHOTO

THOMAS VENEKLASEN PHOTO

ISTOCK PHOTO

undergrad honors students work on NSF-funded economics research



▲ Price Fishback

The study is led by Thomas R. Brown Professor of Economics Price Fishback and Arizona Ph.D. Teresa Gutberlet, who is now assistant professor of economics at Rensselaer Polytechnic Institute. It started in academic year 2010-2011 and 31 students have contributed to it through their honors theses or independent study projects.

“The students are looking at how states responded to the New Deal,” explained Fishback. “They start by conducting a lot of research into the environment, reading the state statutes passed, and digging up stories in newspapers about the approaches that their assigned state took. This semester, we’ll be using the data to start running regressions – for example, looking at state revenues as a function of federal grants.”

The project is now halfway through the states, and the students each chose a state to focus on.

“I chose Minnesota,” explained economics senior Tyler Ten Haken. “I have family in Rochester, so there are connections to my childhood, and I’ve been exposed to the proud landowner and small banking culture of the northern Midwest.”

L-R: Tyler Ten Haken and Sergio Barrera work on their honors project.

Sergio Barrera, an economics and math junior, chose Alabama for similar reasons – he lived in the south for a while. “I’ve always been interested in this period in history, and through this project I’ve learned more than I have in history classes.” The project’s requirement that he dig deeply into issues that few have written about presented its share of challenges. “When I first started, it felt like shooting in the dark,” Barrera said. “I had no idea where to start.”

“I ended up looking at different pieces of the economy, like milling and agriculture, and also politics,” said Ten Haken. “Studying the individual pieces is like putting together a puzzle.”

“I’m really interested in starting the regression analysis this semester,” Barrera said.

Kelsey Utter, an economics senior and math minor, is also excited to get started with the quantitative analysis. “I’m ready to jump in with the data side to see what I can document,” she said.

The project has many of the students thinking seriously about grad school, but they are also taking away valuable real-world experience. “It’s cool to do hands-on research,” said Elena Hutchison Gold, a junior majoring in philosophy, politics, economics, and law. “This is work no one has done before.”



YVETTE ANCHONDO-LEYVA PHOTO

“UA business students are getting a great education, but they also need to position themselves as early as possible to start great careers. This facility is going to be a top-notch place to do that.”

—Karl Eller (Marketing '52)



the Eller Professional Development Center

About a year after launching a campaign to build out a new home for undergraduate professional development in the Eller College, alumni and stakeholders have committed \$3.1 million of the \$5 million needed to bring the project to fruition. In October, Karl and Stevie Eller announced a naming commitment that will establish the Eller Professional Development Center.

Other milestone gifts have followed, including commitments from Phil and Susan Hagenah, Steve and Suzanne Hilton, Olden and Carol Lee, Rob and Carla Matteucci, and Jon and Tammy Underwood.

“We are grateful for the support of these alumni and friends, and of the many others who see this project as so important to our students’ futures,” said Jeff Chatzberg, dean of the Eller College.



Karl and Stevie Eller with Len Jessup

The Eller Professional Development Center will include much-needed collaboration space for students to complete class projects and polish their presentation skills, interview rooms where students and recruiters can connect within McClelland Hall, and space for career coaching.

Schematic design is underway with architects GLHN and Gould-Evans, and pending the completion of the fundraising campaign, the team will break ground in October 2015.

Want to help make the Eller Professional Development Center a reality? Learn more at MakeEllerGreater.com/pdc or contact Tammy Farris at tfarris@eller.arizona.edu.

Gifts and commitments made to support the Eller Professional Development Center

► \$1,000,000 & Above

Karl Eller '52, '81
Stevie Eller '52, '99

► \$500,000-\$999,999

Phil Hagenah '69
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Deann Woodruff

faculty support

Faculty create a rich academic experience for students – bringing their ground-breaking research into the classroom about a decade before it will appear in textbooks – but their work also shapes the reputation of the institution they call home. The Eller College is known for the influential work of its researchers in accounting, economics, finance, management information systems, management and organizations, and marketing, who publish in and edit top industry journals.

“Faculty support allows us to recognize our best and brightest,” explained Jeff Chatzberg, dean of the Eller College. “When we fund faculty research, we give them the resources they need to purchase data sets, hire graduate assistants for major projects, fund conference participation, and more.”

In October, Shamrock Foods announced a gift of \$3.5 million to establish the McClelland Family Endowment for Faculty Excellence, which will help the Eller College attract and retain outstanding teachers and researchers.

Norman McClelland, chairman of Shamrock Foods, and his late sister Frances both graduated from the UA. In addition to their support of faculty, the McClelland family has also supported Eller building projects: McClelland Hall is named for them.

Len Jessup with the McClelland family: (L-R) Norman, Barbara, Celia, and Kent.



Want to help make the Eller Professional Development Center a reality? Learn more at MakeEllerGreater.com/pdc or contact Tammy Farris at tfarris@eller.arizona.edu.



IN OCTOBER, SHAMROCK FOODS ANNOUNCED A GIFT OF

\$3.5 million

TO THE ELLER COLLEGE



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Celia McClelland
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Ann Schupp
Tom Schupp '58
Darlene Seufert
Neil Seufert '72
Amit Sharma '01
Molly Shenitzer
Marietta Shively
Mike Shoemaker '03
Diane Simmons
Paul Simmons '70
John Sizer
Austin Smith '04
Lori Soren '78
Christopher Stanley '03
Jim Steffens '96
Pam Tims
Stan Tims '79
Prasoon Tiwari '06
Toyota Motor Sales USA
- Matching Gifts
Brad Tufts '00
U.S. Bancorp Foundation
- Matching Gifts
Cheryl Valdez '78
Bob Valliere '75
Michele Valliere
Julia Wada
Melanie Wallendorf
Luyao Wang '12
Phyl Wason '69
Ted Watson '71
Kristy Westphal '91
David Wilhelm
Bill Willis '76
Matt Wolf '99
David Woodruff '08
Deann Woodruff
Eleanor Wrenn
Kevin Wrenn
Rod Wyse '62
Vera Wyse
Noe Zepeda '10, '11
Karen Zinsmeister '80
Peter Zinsmeister '81

campaign priorities

LEARNING ENVIRONMENT
\$4,202,265.54

SCHOLARSHIPS
\$5,829,344.75

ACADEMIC PROGRAMS
\$11,271,885.50

FACULTY
\$27,424,528.85

TOTAL
\$48,728,024.64*

* Reflects qualified gifts from July 1, 2006-January 31, 2015.



The Campaign for
The University of Arizona

FY 2014

\$595,000

\$1,961,873

FY 2015 as of 1/31/15

\$1,626,667

\$6,448,402

Planned Gifts
including estate gifts,
annuities, retirement
plans, etc.

Pledges
gift commitments

\$3.98M

AMOUNT OF SCHOLARSHIPS
AWARDED TO UNDERGRADUATE
STUDENTS FY05-FY15 TO DATE

Eller College sources & uses of funds

All numbers in thousands

SOURCES OF FUNDS

	FY10	FY11	FY12	FY13	FY14
University Allocation	23,400	24,100	25,000	26,000	28,900
Differential Tuition, Fees, Summer Session	11,200	12,700	13,000	14,100	18,400
Grants/Projects/Auxiliary	5,900	6,900	6,000	6,000	5,600
Private/External Funding	4,500	5,000	4,000	4,500	4,300
Endowment Payout	2,100	2,100	-	2,000	2,200
Executive Education	-	-	-	-	1,300
Use of Reserves	-	-	1,000	2,200	-
Total	\$47,100	\$50,800	\$49,000	\$54,800	\$60,700

USES OF FUNDS

	FY10	FY11	FY12	FY13	FY14
Academic Departments	29,200	35,900	33,000	36,400	39,700
Program Support	4,100	5,200	7,000	8,200	5,010
Research Units	6,900	4,500	5,000	5,400	4,240
Administration	3,100	3,200	4,000	4,200	4,200
Endowment Principal	2,200	2,000	-	600	1,020
Executive Education	-	-	-	-	845
Administrative fees	-	-	-	-	1,655
Increase in Reserves	1,600	-	-	-	4,030
Total	\$47,100	\$50,800	\$49,000	\$54,800	\$60,700



undergraduate program

PRE-BUSINESS FRESHMEN

	FALL 2014
Total students	1,744
Non-resident	61%
Under-represented	35%
Hispanic	18%
Avg. High School GPA	3.15
SAT	1078
ACT	23-57

PROFESSIONALLY ADMITTED STUDENTS*

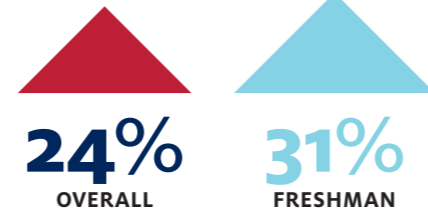
	FALL 2014
Total students	1,609

INCOMING COHORT

	FALL 2014
Avg. GPA at Professional Admission	3.51 cumulative
	3.47 foundation
Non-resident	39%
Under-represented	37%
Hispanic	15%
International	8%
Honors students	80
Transfer students	23

UNDERGRAD HEADCOUNT

2005-2014



ANDREW MATALON PHOTO

graduate programs

FULL-TIME MBA

	CLASS OF 2015	CLASS OF 2016
Class size	43	40
Average GPA	3.44	3.43
Average GMAT	639	646
Average work experience	3.6 yrs	3.5 yrs
International countries	8	3
Military	3	4

EXECUTIVE MBA

	CLASS OF 2014	CLASS OF 2015
Class size	33	41
Average GPA	3.0	3.2
Average work experience	11.2 yrs	12.7 yrs
Average age	39	41
Military	1	4

EVENING MBA

	CLASS OF 2014	CLASS OF 2015
Class size	67	104
Average GPA	3.32	3.34
Average GMAT	569	522
Average work experience	7.3 yrs	7.4 yrs
Military	4	14

ONLINE MBA

	INAUGURAL YEAR
Class size	52
Average GPA	3.32
Average GMAT	584
Average work experience	7.4 YRS
Military	10

DOCTORAL PROGRAMS

	STUDENTS IN RESIDENCE
Accounting	15
Economics	55
Finance	12
Management Information Systems	31
Management & Organizations	8
Marketing	12

PROFESSIONAL MASTER'S PROGRAMS

	STUDENTS IN RESIDENCE
Master of Accounting	61
Master of Science in Accounting	38
Finance	27 (2 dual MBA)
Management Information Systems	90 (On ground)
	90 (Online)
Marketing (inaugural year)	4 (1 dual MBA)

BY THE NUMBERS

2014 UNDERGRAD CAREER OUTCOMES

81% career outcomes at 90 days after graduation (▲ **8%**)

undergraduate AVERAGE SALARY

\$50,395 up ▲ year-to-year

2014 MBA CAREER OUTCOMES

83% career outcomes at 90 days after graduation

mba AVERAGE SALARY

\$80,222 base salary & **\$10,449** signing bonus at 90 days

catching the spirit of the west

“My father ruined my senior year of high school by telling me that he’d send me to college for four years, but only if I could tell him what I was going to do when I got out,” said Phil Hagenah with a laugh.



THOMAS VENEKLASEN PHOTO

Phil Hagenah

*Eller Marketing '69
Founder, Film House Arizona*

Hagenah grew up in Chicago and had had an internship with an advertising agency during high school. “I’m proud to say that I started in the mail room,” he said. “It gave me a wonderful overview of the agency and I was lucky to have great direction from that experience.” After he told his father he’d go into advertising, Hagenah was dispatched to the UA. He returned to Chicago after graduation to follow through on the plan. “I had some great offers,” he said, and he took a position with an agency, then spent the next 12 years paying his dues, moving from that first agency to a bigger one, then on to the second largest agency in Chicago, Foote, Cone & Belding. “By then I’d gotten deeply involved in television production,” he said. Hagenah had also married his UA sweetheart, and they’d started having kids.

“After eight years of being constantly on the road, I was ready to travel less,” he said.

Foote, Cone & Belding had a Phoenix office. “I asked for a transfer and they said that’d be OK for two or three years,” he said. “For the first year, I was sure it was the dumbest move I’d ever made.” It was 1980, and Phoenix was still growing – but it was nothing like the dynamic city where Hagenah had spent the 1970s. “But then it started to grow on me, and the biggest thing was that I caught the entrepreneurial spirit of the west.”

When Foote, Cone & Belding was ready for him to come back after two years, Hagenah said no.

With two other partners, he founded his own production company. “Our business plan was to get our clients out of Chicago and New York and bring them to Phoenix,” he said. “They were looking for alternatives to Hollywood, and we could do everything.” After their first contract – Barry Goldwater’s last reelection campaign – they scored Leo Burnett and United Airlines as a second client. “We lived with that sense of failure staring us in the face for a while,” Hagenah said, “but I had terrific contacts in Chicago and our director had sensational contacts in New York.” Things began to take off, and while Hagenah was still on the road a lot, it was on his own time.

“In the Chicago advertising world, there was such an incredible lack of entrepreneurial spirit,” he said. “It’s just full of giant corporations, and so when you look around, you have to ask yourself why you’d start something when there’s so much already there.”

Over time, Film House built a client list including Procter & Gamble, Budweiser, Mattel, McDonald’s, United Airlines, Sears, Kellogg’s, Chrysler, New York Life, Big Red, and many more. “It was rumored that Film House would film anywhere in the world for a buck,” Hagenah said.

Around the time Hagenah was thinking about retirement, he reconnected with the Eller College. “Many of my old friends were getting involved,” he said. “For me personally, it was running into [then dean] Mark Zupan at a basketball game. We really hit it off and he got me engaged with the Eller National Board of Advisors.” Hagenah also connected with the UA Foundation, for which he’s served on the advisory board.

But a great deal of his engagement is student-centered. He is a frequent guest speaker to marketing students. He and his wife – a public administration alumna – are also supporting Eller’s Professional Development Center. “The first step for students is picking a good school like the UA, and the second thing is getting a great job. Creating a top-notch center for future employment is key, and we’re thrilled to support that.”

becoming the connection

Keith Zusi grew up in Summit, New Jersey, and when his sister headed west to the University of Arizona, he took a look, too. “That’s what college was built up to be in my mind,” he said. “I loved it from the start.”

He found his social niche when he pledged Sigma Chi, but didn’t have a great passion for academics. “My junior year, I read *Liar’s Poker* by Michael Lewis. It sparked my interest in finance and I became more and more interested in the subject,” he said. “One of the secrets to life is figuring out what you like to do, what you might be passionate about.” Midway through his senior year, he started interviewing and strategizing about how to get hired on Wall Street for a position in the financial services industry.

It was 1990, the tail end of the Savings and Loan Crisis, and the job market was tough. “No one was coming from New York to interview at Arizona,” Zusi said. “I’ve always been a pretty aggressive person and willing to go after what I wanted.” He cooked up some schemes. “I would send a shoe to a consulting firm with a note that said, ‘Now that I have one foot in the door, I’d like to bring the other by for an interview.’” He also connected with friends from schools back east who had interviews with major firms. “Those interviews happened at hotels,” he said. “I’d show up and just walk in after my friend walked out, without an appointment.”

“I was willing to do that sort of thing and take the risk,” he continued, “but in the end what got me my initial interview was a family connection.” He went through several rounds of interviews with National Westminster Bank [now Royal Scotland Bank], though the firm ended up hiring someone else. “I was persistent and kept checking in,” he said. “I think they just said, ‘Let’s get this kid off our backs.’ I was thrilled to get a seat in a training program in a big bank, then all I

had to do was convince my college girlfriend Michelle [now his wife] to move back east with me.”

Zusi spent three years with National Westminster Bank, then three years each with boutique securities firms that compensated their employees with pure commission, unlike salary and bonus at the bulge bracket firms. Then Salomon Brothers [now Citigroup] came calling. “They recruited me for a sales and trading role based the recommendations of my clients,” he said. “You know, I didn’t come out of college ready to play for the Yankees, I knew I hadn’t paid my dues and needed to. I had to work hard to get there.”

After five years with Salomon Brothers, Goldman Sachs recruited him. Now, 11 years later, he’s still with the firm, working as a loan salesman in the leveraged finance business with the fixed income division. “Trust is a badge of honor in this industry,” he said. “I’m proud that I’ve had the same customers for 20 years and they continue to put their trust in me.”

Zusi got involved with the Eller College several years ago. “After 9/11, life changed for me,” he said. “Before that, I wasn’t very involved – I had four children in school and was a normal parent. I saw some things that day that had a huge impact on my life.” He started coaching and getting involved with nonprofits, his work/life balance began to shift. “Then, after the financial crisis, the demands of work increased and I started looking at other ways of staying involved, specifically in mentoring and recruiting within Goldman,” he said. “It’s part of the culture here and I had not focused on those opportunities historically.”

He cold-called a finance professor at Eller, Eric Kelley, who connected him with department head Rick Sias. Sias and

Zusi is pictured at far right with (L-R): Jeff Welter, Stuart Kasdan, and Melissa Rose.



ELLER UNDERGRADUATE PROGRAM PHOTO

Keith Zusi

*Eller Real Estate and Finance '90
Vice President, Goldman Sachs*

finance career coach Jeff Welter identified top students and Zusi and his colleague Stuart Kasdin began connecting with students to review resumes and offer insight. Zusi’s mentorship and guidance, as well as his willingness to bring top resumes to Goldman’s HR department, helped several Eller students score internships. Last year, Juan Peraza turned his internship into a full-time offer, and this year, Melissa Rose did the same. “Juan and Melissa worked really, really hard,” Zusi said. “I’m proud of them. Five years ago, there was nothing, and now we have collectively built a footbridge from Tucson to New York that future students will be able to use and improve.”

reframing what it means to give back

Treena Parvello grew up in Tucson. “The UA is a huge part of the community, and very influential in my life,” she said. Her family always followed UA sports, and her father worked for the UA Bookstore at one point. “I always wanted to be a Wildcat.”



TREENA PARVELLO PHOTO

Treena Parvello
Eller Public Administration '96 and MBA '02
 Director of Public Relations and Communications, Tohono O'odham Gaming Enterprise

In high school, she thought she would pursue law school. “I had an aunt who was a counselor at a community college, and she suggested that public administration would be a good base for law school,” Parvello said. The idea resonated with her: “I always had a desire to give back. At times during my childhood, my family was the beneficiary of welfare. Having been on food stamps, and receiving a Pell grant during college – I wanted to give back to the community to help others in the same way I was helped.”

After she graduated from the Eller College, Parvello went to

work for the Tohono O'odham nation in its higher education program. “I helped students get post-secondary education,” she said. “It was really fulfilling to help others in that way.” But she still longed to go to grad school herself. “At the time, I was working in Sells, which was an hour commute to the university. I knew I couldn't manage the commute and pursue my education.”

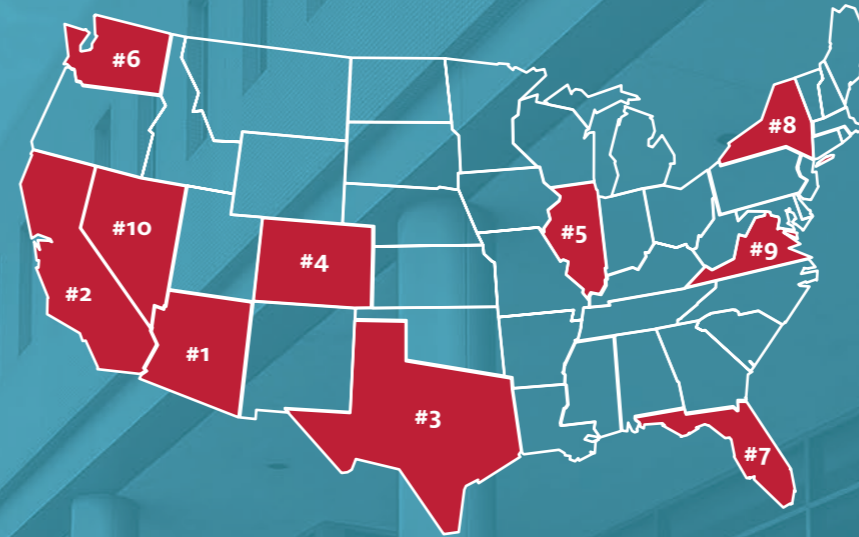
Parvello applied for a position with Desert Diamond Casino and was hired into the marketing department. One day, she said, the CEO came into her office and closed the door. “I was really scared—was he going to fire me? But instead he said, ‘So I hear you want to get your master's degree.’” She told him about her goals. “Then he said that the casino was willing to pay for my education, but there was a catch—I needed to go to the business school.” Parvello had been focused on the idea of giving back, and an MBA hadn't been part of her thought process. “He really helped reframe my thoughts,” she said. “It was true that the casino is focused on making profits, but all those profits go back into the Tohono O'odham community, supporting economic development, government services, education, and more. It really changed my mindset.”

In the MBA program, Parvello connected with classmates from diverse backgrounds, some of whom flew in weekends from Texas, Phoenix, and even the east coast. “I felt fortunate to be a part of the program,” she said. “It opened my eyes to my role in the casino. What I learned in the classroom I was able to apply in a business setting, without having to start from scratch by learning as I went.”

After completing the program, she was promoted. “It definitely allowed me to move up in the organization more swiftly,” she said, and she has continued to support the educational goals of her colleagues. “I'm proud to support tribal members who want to take that step,” she said. “Just recently an assistant director who works under me applied for the program, and I was fulfilled to be able to write that letter of recommendation.”

Looking back, she said, “My life has been blessed in terms of the mentors I've had and the opportunities that have been given to me, and I'm grateful to have had the motivation to take advantage of them.”

TOP TEN STATES WHERE ALUMNI LIVE



TOP FIVE CITIES IN ARIZONA FOR ELLER ALUMNI



TOP FIVE CITIES IN CALIFORNIA FOR ELLER ALUMNI



TOTAL CURRENT ELLER ALUMNI OF RECORD

47,255

TOTAL MBA ALUMNI OF RECORD

4,784

BY THE NUMBERS

VYETTE ANCHONDO-LEWA PHOTO

save the date

APRIL

APR 17

2015 University of Arizona Executive of the Year: Sam Fox, Founder and CEO, Fox Restaurant Concepts
FRIDAY, APRIL 17, 2015
12:00 P.M. AT THE WESTIN LA PALOMA, TUCSON

Established in 1983 by the Eller College of Management National Board of Advisors, the Executive of the Year Award honors individuals who exemplify executive qualities in private enterprise and public service. In addition to addressing a full house of community members, this year's honoree will also participate in two up-close-and-personal sessions with undergraduate and MBA students. Register at www.eller.arizona.edu/eoy



FOX RESTAURANT CONCEPTS PHOTO

MAY

MAY 15

Undergraduate Convocation – Class of 2015
FRIDAY, MAY 15, 2015
2:00 P.M. AT MCKALE MEMORIAL CENTER

MAY 16

Graduate Convocation – Class of 2015
SATURDAY, MAY 16, 2015
2:00 P.M. AT CENTENNIAL HALL

JUNE

JUN 3

Breakfast with the Economists
WEDNESDAY, JUNE 3, 2015
REGISTRATION BEGINS AT 7:15 A.M. AT THE WESTIN LA PALOMA, TUCSON

Join Eller economist George Hammond, director of the Economic and Business Research Center, and special guest Roberto Coronado, assistant vice president in charge and senior economist with the Federal Reserve Bank of Dallas, El Paso Branch. Registration at www.eller.arizona.edu/outlook

OCTOBER

OCT 23-24

Homecoming 2015
OCTOBER 23-24, 2015

Save the date for this fall's homecoming activities!

415

HOMECOMING
2014 ATTENDEES
REPRESENTING
THE CLASSES
OF 1952 – 2014

ELLER HIGHLIGHTS



1. In December, Eller celebrated the completion of the gorgeous new Muzzy Lab, a facility for students in the entrepreneurship and innovation capstone course. L-R: Pam Muzzy, Stephen Muzzy, Len Jessup, Jim Muzzy, and Jane Robbins.
2. and 4. In October, Eller alumni and friends gathered at the Musical Instrument Museum in Phoenix to celebrate Arizona NOW: The Campaign for the University of Arizona. Tammy and Jon Underwood are pictured with Wilbur and Wilma. L-R: Charlie Hall, Kate Barnes, Tammy Farris, and National Board of Advisors chairman Olden Lee.
3. Sarah Smallhouse received Eller's alumna of the year award at Homecoming 2014.
5. Students bid farewell to Len Jessup in December. Jessup is pictured with (L-R): Ben Malisewski, Justin Nagata, Stephanie Dusso, and Nathan Schupp.



Eller College of Management

Office of the Dean

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Change Service Requested

