

ELLER

SPRING 2021

THE UNIVERSITY OF ARIZONA

ELLER COLLEGE OF MANAGEMENT

CREATING OPPORTUNITIES

ADAPTING TO CHANGE



The Future of Work? ...Anything but Certain



ELLER

Spring 2021

Amy Schmitz

ASSISTANT DEAN, MARKETING AND
COMMUNICATIONS AND
EDITOR-IN-CHIEF

Gavin Imes

CONTRIBUTING EDITOR

Riceli Foster, Gavin Imes,
Lisa Lucas, Sofia Sanchez
CONTRIBUTING WRITERS

Joey Ambrose, Molly Condit,
Nicole De Anda, Arielle
Frost, Julius Schlosburg,
Ivan Martinez, Various Eller
Faculty and Staff
PHOTOGRAPHY

Amy Schmitz

CREATIVE DIRECTOR

Saywells Design Co.
DESIGN

GET IN TOUCH:

Email comments, questions
or feedback:
progress@eller.arizona.edu

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THE UNIVERSITY OF ARIZONA

Eller College
of Management

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Management.

Dear Alumni and Friends of the Eller College,

Wow—what interesting times we live in...

COVID-19 forced all of us to face dramatic changes in the concepts of “work,” “workforce” and “workplace.”

The pandemic also accelerated the impact of the technology and economic forces that were already in motion to create the world of smart automation and digital interactions, affecting all segments of the economy and society. The future of work, business and business education will be defined by three important aspects of this technology-driven transformation: smart automation of processes and decision-making that creates technology-human work environments; the speed of change, which grows exponentially; and data and data



science, which are the engines that power the transformation through analytics, machine learning and artificial intelligence.

The technology-human connection will necessitate a balance—in addition to teaching business, technology and data analytics, we need to create critical thinkers, problem solvers, outstanding communicators, risk takers, team players, drivers and resilient-minded empaths.

I’m looking forward to delving further on what these seismic changes mean for our industry and for the future leaders we educate. This year, I’ve started a process to revise the Eller College Strategic Plan. I believe we have all the ingredients in place to lead with the future of education: outstanding technology programs, including a newly developed tech innovation thread through the undergraduate curriculum; great depth in all business disciplines and economics; a proven platform for experiential learning; and superb coverage of business communication and leadership. Plus, we go the extra mile to provide immersive environments for the development of “human capabilities.”

This issue of *Eller* magazine delves further into the question of “The Future of Work” through stories of our alumni, students and faculty researchers. I hope you find the topic as thought-provoking as I do.

Thank you, as always, for your support in our mission.

A handwritten signature in black ink that reads "Paulo B. Goes".

Paulo B. Goes
Dean and Halle Chair in Leadership

ELLER IN THE NEWS

Exceptional Eller faculty regularly appear in exceptional publications, including:



George Hammond, director of the Economic and Business Research Center, was quoted in *Boston Globe* and *CBSNews* articles about the economic impact the COVID-19 pandemic had on the state of Arizona.



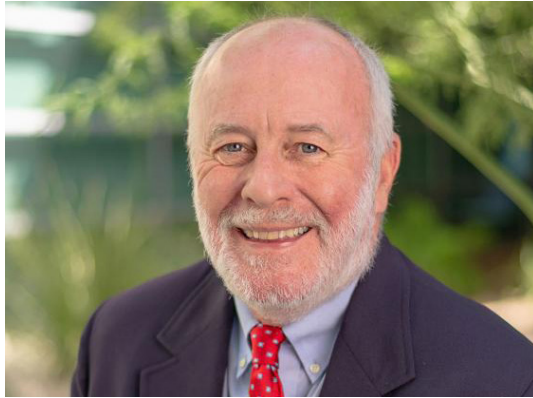
Assistant Professor of Finance **Andrea Rossi** was referenced in an *Institutional Money* magazine article that looks at fee structures for hedge fund investors and why hedge fund managers are walking away with more fees than before.



Research by **David Brown**, assistant professor of finance, was cited in a *Wall Street Journal* article about target date funds and why investors might be paying too much for them.



Associate Professor of Accounting **Preeti Choudhary** was interviewed by The Voice of Corporate Government podcast where she addressed the question of why corporate management waivers of financial statement errors identified by their external auditors are a cost to investors.



Insights from **Michael Bond**, adjunct professor of finance, on credit cards and how to build credit and use it properly were featured in a *WalletHub* article.



Diamond Professor of Finance **Christopher Lamoureux** was referenced in a *CreditDonkey* article on how to manage personal finances as well as where to invest funds for a greater return.



Research on emotional work labor conducted by **Allison Gabriel**, associate professor of management and organizations, was referenced in a *PsyPost* article.



Assistant Professor of Marketing **Nooshin Warren's** study on the consequences of corporate sociopolitical activism was referenced in a *Forbes* article.



Research conducted by **Kathleen Kahle**, Thomas C. Moses Professor of Finance, was cited in a *San Francisco Chronicle* article discussing the California bill (AB979) intended to create more diverse governing boards.

VIRTUAL HOMECOMING AND INAUGURAL GIVING DAY

Each year, Wildcats of all ages come back to campus for Homecoming—a weekend full of activities for alumni and current students.

This year, due to the COVID-19 pandemic, Homecoming was more of a “stay-at-home-coming.”

Although students and alumni weren’t able to gather for the weekend, they still had the opportunity to engage virtually in multiple activities via Zoom throughout the weekend.

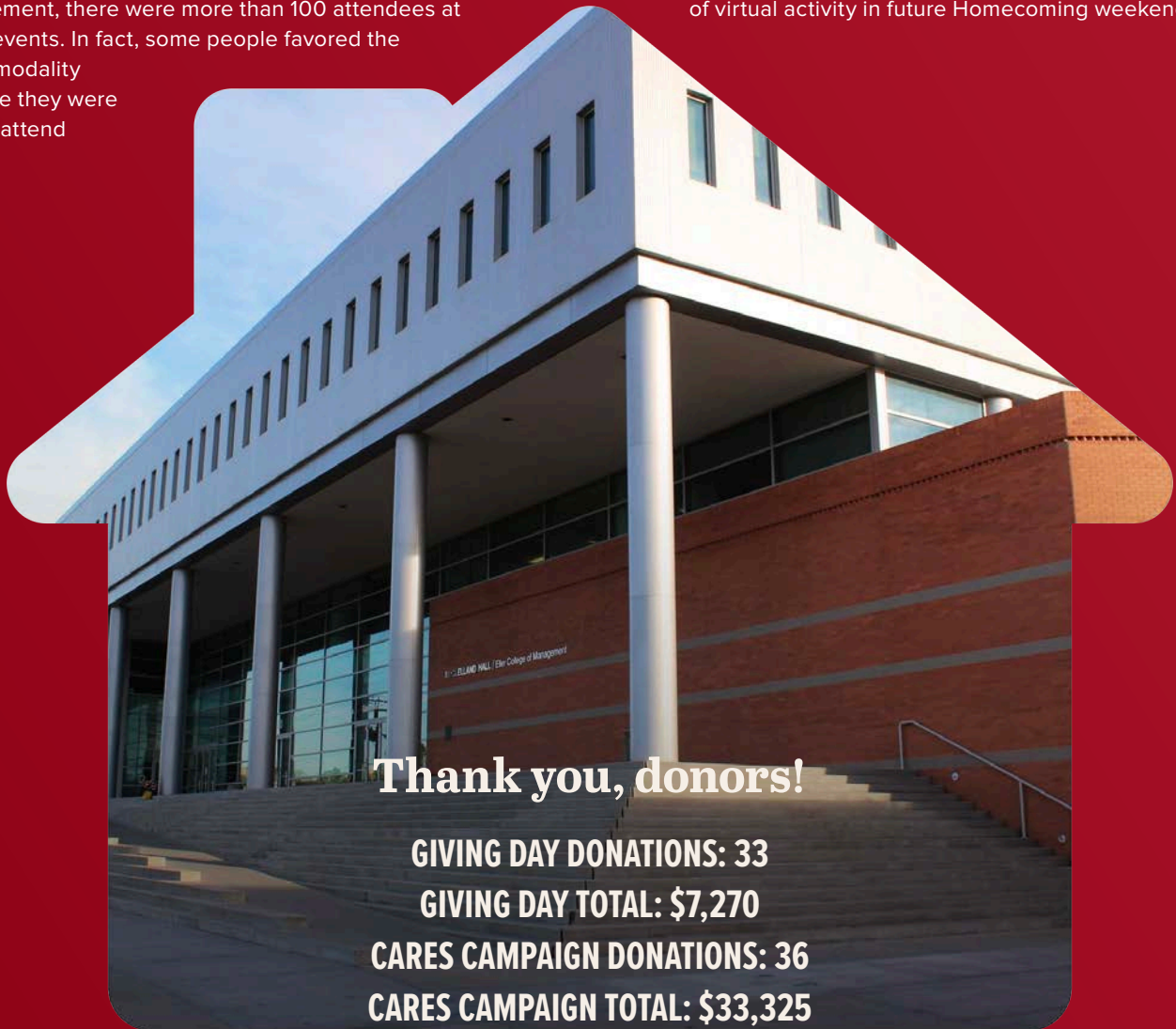
Despite the different modality and the absence of in-person engagement, there were more than 100 attendees at Eller’s events. In fact, some people favored the online modality because they were able to attend

Homecoming, whereas in past years they weren’t able to travel to campus.

In addition to homecoming, Eller’s Development and Alumni Relations team held its first Giving Day where Eller alumni could gift or donate an amount of their choice to an Eller scholarship or organization.

This first year, a total of \$7,270 was gifted, most of it for the Dean’s Excellence Scholarship.

Due to the success, Eller plans on including some form of virtual activity in future Homecoming weekends.



Thank you, donors!

GIVING DAY DONATIONS: 33

GIVING DAY TOTAL: \$7,270

CARES CAMPAIGN DONATIONS: 36

CARES CAMPAIGN TOTAL: \$33,325



I donate to Eller because the college was the launching point of my life and career. I think that since I owe so much to Eller that donating is a very easy decision. I also give to do my part to ensure that the opportunities presented to me while at Eller are there for future generations.

- Jay Hernandez
'98 BSBA (Accounting and Finance)



My MBA is like a "certificate of stock" that has value and I want to see that value continue to grow. One way to help is to provide funding to support new ideas and programs. I especially want to provide funding to promote Equity, Diversity and Inclusion at the Eller School.

- Vicki Panhuise
'99 MBA



I give to Eller to empower the next generation of women and minority students interested in improving humanity through technology, finance and global business.

- Anthony Wingate
'04 BSBA (Marketing), '14 MBA

Rankings

The Eller College of Management marked yet another year at the top of national business school rankings:



UNDERGRADUATE PROGRAM

#21 PUBLIC #32 OVERALL

UNDERGRADUATE MANAGEMENT INFORMATION SYSTEMS

#2 PUBLIC #4 OVERALL

FULL-TIME MBA

#22 PUBLIC #46 OVERALL

ONLINE MBA

#7 PUBLIC #10 OVERALL



FULL-TIME MBA

#42

BEST MBA PROGRAMS IN ENTREPRENEURSHIP

ONLINE MBA

#12 PUBLIC #22 OVERALL

ELLER EVENING IN FLORIDA

This year, **Eller Evening in Florida** was unlike any other. The difference? It was virtual, of course.

COVID-19 restrictions didn't stop **Rick Sias**, finance department head and Tyler Family Endowed Chair in Finance, from giving a presentation on the DNA of investing. Sias is currently at work on a project that examines how variation in DNA influences one's view of the stock market, risk and whether one invests in stock.

Dean **Paulo Goes** also shared remarks about the resiliency of the Eller community.

2020 Eller Economic Outlook

Every December, **Eller's Economic and Business Research Center** hosts the annual Economic Outlook Luncheon, sponsored by J.P. Morgan Chase, to forecast Arizona's economy in the year ahead. This year however, a lot more came into play.

At the beginning of the COVID-19 pandemic, many Arizonans lost their jobs, causing much turmoil in the state. Now, 193,000 of the 294,600 jobs lost from February to April have been replaced at a 65.8 percent replacement rate.

Still, in order to return to pre-pandemic employment levels, the state of Arizona needs to add another 100,700 jobs.

Although the outlook for Arizona continues to be uncertain given the state of dominance from the pandemic, researchers in the EBRC are hopeful that if Arizona can continue to add nearly 14,000 jobs per month on average as it has since June, employment could be back to pre-pandemic levels by June 2021.

2020 WOMEN'S TEA

Ordinary Women Doing Extraordinary Things

In December 2020, Eller's undergraduate program held its annual Women's Tea virtually with more than 170 attendees.

During the virtual event, six honorees were given the opportunity to speak of their experience and give the audience advice on how to be as successful as they can be.

After presenting the honorees, a group of more than 30 undergraduate women were highlighted as Eller's Top Collegiate Women for their inspiration and desire to learn.



Jessica DeNise '09 BSBA (Management) vice president of recruitment marketing at Fisher Investments.



Alexandra Gomez '17 BSBA (MIS) business operations analyst at Cisco IT.



Waverly Kenny '16 BSBA (Marketing) northwest regional manager for Nothing Bundt Cakes.



Melissa Rose '15 BSBA (Finance) vice president at Goldman Sachs Global Markets division.

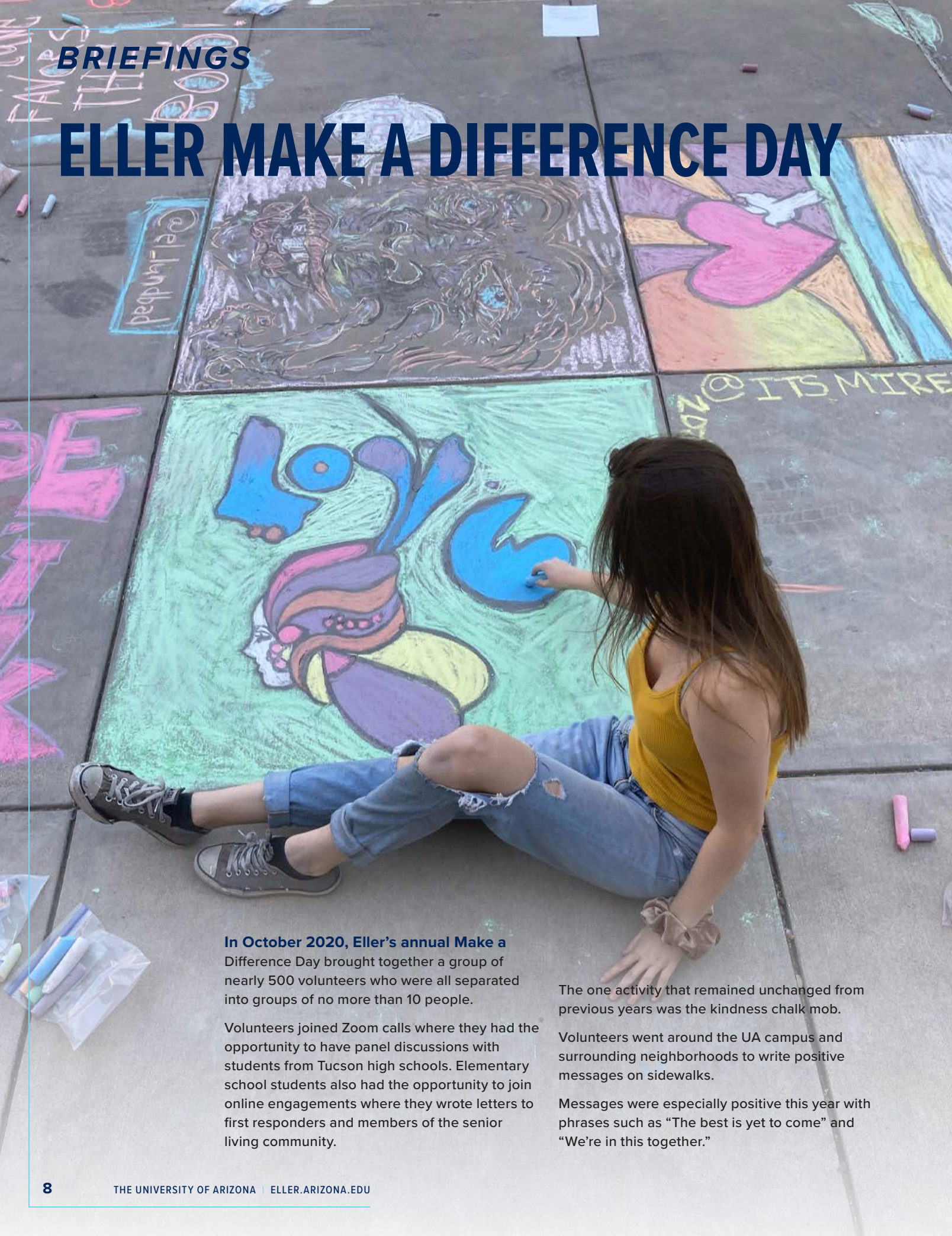


Sungano Siyavora '14 BSBA (Accounting), '15 MSA, finance manager within the Global Film Marketing group at NBC Universal Los Angeles.



Yewande Olabumuyi '12 BSBA (Marketing) project manager at Vanguard.

ELLER MAKE A DIFFERENCE DAY



In October 2020, Eller's annual Make a Difference Day brought together a group of nearly 500 volunteers who were all separated into groups of no more than 10 people.

Volunteers joined Zoom calls where they had the opportunity to have panel discussions with students from Tucson high schools. Elementary school students also had the opportunity to join online engagements where they wrote letters to first responders and members of the senior living community.

The one activity that remained unchanged from previous years was the kindness chalk mob.

Volunteers went around the UA campus and surrounding neighborhoods to write positive messages on sidewalks.

Messages were especially positive this year with phrases such as "The best is yet to come" and "We're in this together."

2020 COLLEGIATE ETHICS CASE COMPETITION

The Eller College's Center for Leadership

Ethics held the annual Collegiate Ethics Case Competition virtually in October, bringing together student teams from around the globe.

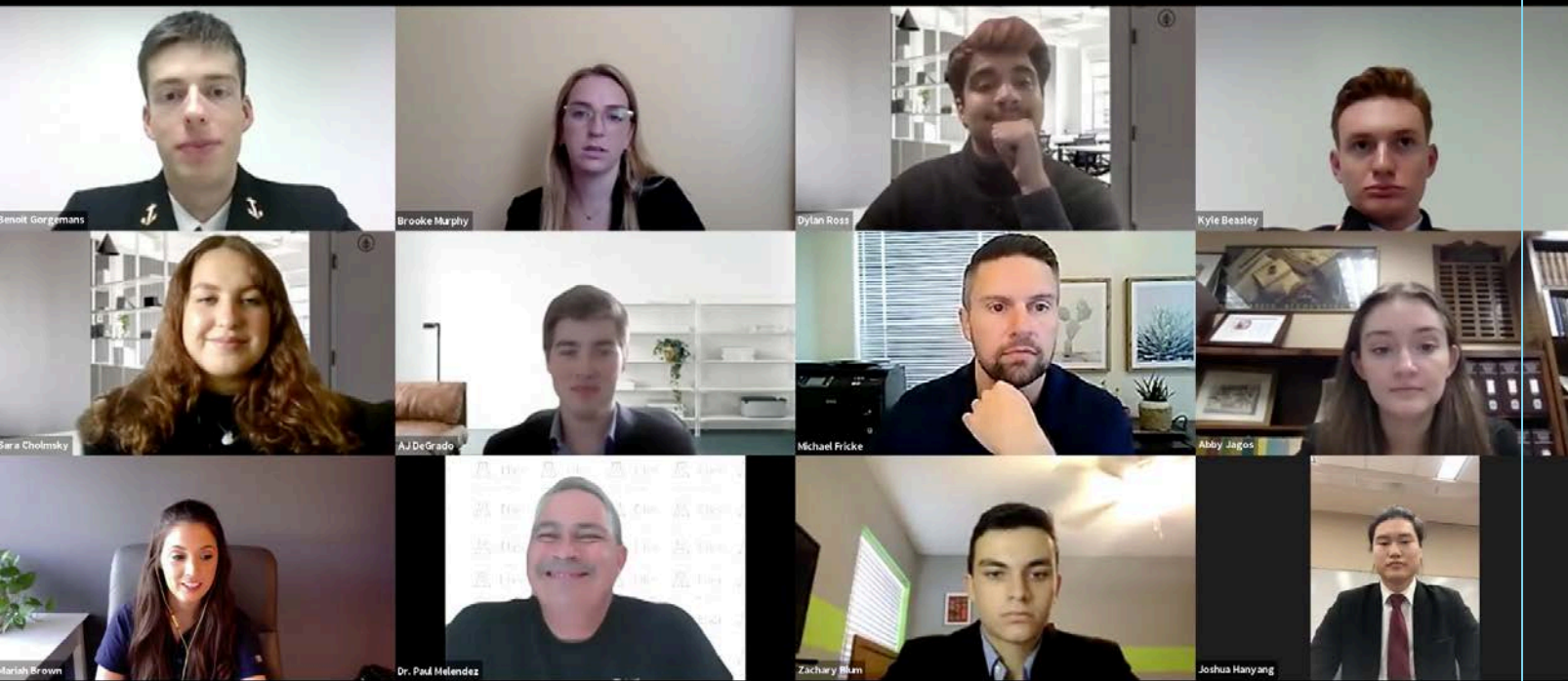
During the competition, student teams were exposed to a thought-provoking business ethics case that they could potentially face in their careers. They then had to collaboratively analyze, present and respond to questions asked by a panel of judges, made up of esteemed business professionals.

Each year, a new case is written to address an ethical dilemma in business and society. This year, the case was written by **Paul Melendez**, professor of practice and founder of the Center for Leadership Ethics.

The case addressed the geopolitical tug of war between the European Union, China and the U.S. concerning the deployment of 5G in the European Union amid security concerns.

A team from Stetson University took home first-place winning \$1,000 in cash for each student and the opportunity to virtually attend the 2021 Global Ethics Summit presented by Ethisphere. Second place was awarded to the team from the United States Naval Academy, with the team from Concordia University coming in third.

Due to the virtual modality of this year's event, the competition was able to accommodate more teams than ever. Twenty-nine student teams were able to participate this year, from institutions across North America and in Europe.



KUDOS, AWARDS AND WINS



Allison Gabriel, Robbins Fellow and associate professor of management and organizations, has been selected to receive the 2021 Distinguished Early Career Contributions-Science Award by the Society of Industrial and Organizational Psychology (SIOP) Awards Committee. This award has been given out since 1992 and of all recipients, Gabriel is among only six women who have received the award, making this her fourth early career award since 2018. Earlier in the year, Gabriel was also appointed as an associate editor at the *Journal of Applied Psychology*.



A team of six students from the Eller College were recently awarded funding from Tech Launch Arizona's Student Innovation Challenge in order to develop an invention focused on helping gaming enthusiasts—specifically those with disabilities. The six students—**Max Santamaria '21 BSBA (Finance)**, **Hannah Simmons '21 BSBA (Marketing)**, **Vinith Nair '21 BSBA (MIS)**, **Lily Andress '21 BSBA (Marketing)**, **Mark Fariello '21 BSBA (Finance)** and **Taylor Ruesser '21 BSBA (Marketing)**—began their journey with the goal to make video games more accessible for the deaf and hard of hearing community, knowing that this is a current challenge among gaming developers.



Eller Professor of Management Information Systems Joseph Valacich's startup, Neuro-ID, recently won Tech Launch Arizona's Startup of the Year award at the TLA annual I-Squared Expo. Founded by Valacich and his former student Jeff Jenkins '13 PhD, Neuro-ID produces technology that is geared toward helping various organizations fight fraud and reduce the friction that is often experienced in the digital interactions between company and consumer.



Sarah Doyle, assistant professor of management and organizations, and **Matthew Hashim, associate professor of MIS**, were both recognized by *Poets & Quants* as 2020's Best Undergraduate Professors as part of its Top 50 Undergraduate Business Professors list.



The Association for Consumer Research (ACR) announced **Melanie Wallendorf**, McClelland Professor of Marketing, as a recipient of the 2021 Fellow in Consumer Behavior award at its annual conference in October—the highest honor that ACR grants in recognition of an individual’s contribution to scholarly work in consumer behavior over an extended period of time. ACR fellows receive lifetime membership to the Association for Consumer Research and are invited to make a presentation at the ACR Conference.



Kathleen Kahle, Thomas C. Moses Professor of Finance, was appointed as one of the 50 new European Corporate Governance Institute members to its global research network. New members are eligible to publish their academic work on corporate governance and stewardship in the ECGI Working Paper Series (Law and Finance).

New Center for Trust Launched



Oliver Schilke, associate professor of management and organizations, was given a five-year grant by the National Science Foundation towards the launch of the new Center for Trust Studies at the Eller College of Management.

The Center for trust studies aims to bring together students and faculty and aims to share research insights with managers and policy makers, host a series of workshops on trust in organizations, develop a number of teaching tools about trust, and get students from a variety of diverse backgrounds actively engaged in academic research.

The Center is set out to make a strong contribution and spur collaboration among departments at the University of Arizona and beyond, given how important trust is in a variety of subject areas.

The Center for Trust Studies will support research on trust, get students at all levels actively engaged in trust research, host visiting scholars and postdocs, and organize events with external speakers. Findings from the academic trust research will then be disseminated to business and society through hosting seminars for organizational decision and policy makers and publishing in practitioner-oriented outlets.

“It is important for students of all ages to begin to learn about trust in collaborators and competition,” says Schilke. “The Center will introduce students to the ways in which they can effectively use trust in decision making and relationship building.”

GRADUATION DRIVE-BY

Usually, Eller graduates walk the stage at Graduation—this time, they drove up!

In December 2020, Eller hosted a mini-graduation event where, one-by-one, students who opted-in to participate, were able to drive to the front of McClelland Hall and walk across a “stage” set-up on the steps as their name was read aloud and as their family and friends cheered them on from a safe distance in their cars.

Students and families were able to take pictures together while following safety protocol, allowing for the Fall 2020 graduation to be the most memorable one yet.





Eller Executive Education Leadership Readiness for Turbulent Times

As one of the pay-what-you-can courses offered by Eller Executive Education, Leadership Readiness for Turbulent Times drew a lot of attention during this especially turbulent time.

The workshop taught participants to realize that turbulence can be viewed as an opportunity rather than as a problem.

Participants learned the neuroscience findings that when there is turbulence in one's life, one needs to be conscious of how the brain responds. The best course of action is not to shut down the brain during turbulence but to thrive off of it.

This workshop was also offered during Homecoming weekend as one of the Zoom breakout rooms. Alumni had the opportunity to reflect on their own personal journey through this turbulent time.

With more than 1,000 participants, Leadership Readiness for Turbulent Times demonstrated that many companies have actually flourished in times of turbulence rather than let it get the best of them.



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[GIVING.ARIZONA.EDU/WORKPLACE-GIVING/EMPLOYER-GIFT-MATCHING](https://giving.arizona.edu/workplace-giving/employer-gift-matching)



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Eller College
of Management

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Healthcare Management
MBA
Management
Information Systems



eller.arizona.edu/grad



SCHOOL OF ACCOUNTANCY NAMED

The Eller College of Management has officially named its top-ranked and nationally recognized School of Accountancy after a beloved late professor, Dan Dhaliwal, and dedicated alumni, James and Virginia Reidy.

Jim Reidy '54 BSBA '55 MBA worked at IBM for many years before becoming a computer science professor at Pierce College. His wife, **Virginia** '50 BS '54 MEd, worked in the education field for more than 30 years. Their generous support has also created two endowed chairs within the Dhaliwal-Reidy School of Accountancy.

"Jim and Virginia Reidy represent the very best of UA alumni, and their passion and support of the newly-named Dhaliwal-Reidy School of Accountancy makes it incredibly fitting they will always be remembered as part of our community," says **Jeff Schatzberg**, director of the school and Lou Myers Professor of Accounting.

Dan Dhaliwal '68 BS '71 BS '75 MAcc '77 PhD began his career at the University of Iowa where he was an assistant professor in accounting. In

1980, he returned to Arizona as an associate professor of accounting. He was the head of the Department of Accounting for 20 of his 35 years at Arizona, where he held the Frances McClelland Endowed Chair of Accounting.

Dhaliwal was one of the top financial and tax accounting researchers in the world, and he mentored 60 PhD students. He passed away in 2016, and many of his former students, co-workers and other supporters donated to the naming of the school in order to honor his legacy.

"The strength of the accounting department at the University and the impact Dan's research has had on tax accounting and policy are only part of his legacy," says **Paulo Goes**, dean and Halle Chair in Leadership in Eller. "The other part is intangible—the many people he mentored, all of whom benefitted from the personal responsibility he felt for their success."

A formal naming ceremony for the Dhaliwal-Reidy School of Accountancy will be announced when possible.



DHALIWAL-REIDY SCHOOL OF ACCOUNTANCY



REIDY

NCY

Community and University Leaders Humberto and Czarina Lopez Establish Endowed Chair at Eller

Longtime University of Arizona supporters and volunteer leaders **Humberto Lopez '69** BSBA (Accounting) and **Czarina Lopez** have established the Dhaliwal-HSLopez Chair in Accounting at the Eller College of Management in honor of the late Dan Dhaliwal, who was head of the accounting department.

Humberto is chair of HSL Properties, Arizona's largest owner-operated property management company, which he co-founded. The Lopezes have provided leadership at the university and throughout the Tucson community and are well-known for their service and philanthropy.

The gift for the Dhaliwal-HSLopez Chair was motivated by Humberto Lopez's long friendship with Dhaliwal. Dhaliwal passed away in 2016. The Eller College's Dhaliwal-Reidy School of Accountancy was recently named in his honor, as well as alumni and donors James Reidy and Virginia Reidy.

Eller expects to fill the Dhaliwal-HSLopez Chair in Accounting in the 2021-22 academic year.

The Future

...Anything

We're still reeling from the pandemic...We're still navigating a turbulent global economy...We're still working through uncertainty...and we're still forging ahead.

Amid these ever-changing hurdles and challenges, how do we prepare and "future-proof" our lives, our careers, and our education? We learn how Eller students, alumni and faculty are navigating the future has to offer. We still don't know what's ahead, but we've jumped right in with asking big questions. Read on to hear from Eller students, alumni and faculty.

DATA
VIZ

CAR-FREE
LIVING

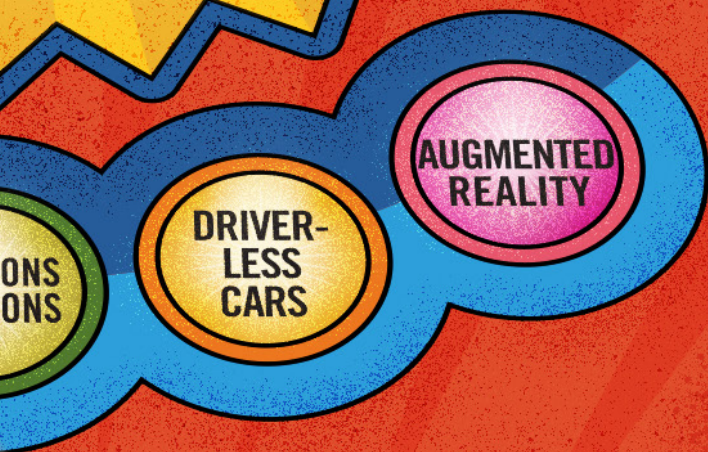
EMISSIONS
SOLUTIONS

e of Work?

but Certain.

We're still navigating our way through a working from home...

allenges, we are all taking steps to pre-
eers and our organizations. Read on to
faculty are planning for whatever the
know, but the Eller community
questions. Here are some ways
d faculty responded.



Creating a (Digital) Home for History

“Human history, in a sense, is a nonrenewable resource,” says **Nathan Boyless** '08 MBA. “Once those stories or places are lost, they’re gone forever.”

That recognition led Boyless, an archaeologist, and his brother **Michael** '01 BSBA (Finance, Accounting and Entrepreneurship) to create FactorEarth—a software platform capable of digitally preserving the past to unearth a more enlightened future.

“We’re all part of the global community,” Nathan says, “and the human story is relevant to all of us—our sense of place, family and heritage. Humans don’t exist in a vacuum, and I believe the future of business is recognizing that.”

The brothers were inspired to create the company based on their personal interactions with historical data online, as well as feedback that Nathan, president and CEO of Metcalf Archaeological Consultants, had received over time from other professionals committed to preserving cultural heritage.

“Eighty to 90 percent of archaeological work in the United States is done to comply with federal, state or tribal law, and generates information that is extremely valuable, but not accessible, to the public,” Nathan says. “With FactorEarth, we can allow the public to discover and engage with those stories easily, and we’re using augmented reality (AR) to make the data fun and impactful.”

FactorEarth, a wholly owned subsidiary of Metcalf, officially launched in 2018, although it was largely under wraps until January 2020. Michael came up with its name.

“I was inspired by Nate’s vision for preserving these stories,” says Michael, a senior vice president at Citi who primarily helps advise the startup about its technology and product development, as well as financial risk management and compliance. “The word ‘factor’ in Latin means ‘advocate or agent’—this is our chance to be an advocate and agent for planet Earth.”

The company currently has one patent issued and another pending. Its technology will allow technical users, like land managers and archaeologists, to remotely gather and synthesize data, while public users can then engage digitally with the stories they create—essentially becoming cultural tourists wherever they may be.



“The platform will change how people view and interact with the world,” Michael says. “We’re bringing information data points together and weaving them into immersive mosaics that users can access from anywhere, in their own spherical reality.”

Students from the Eller College of Management have also helped inform decisions about the platform. Nathan and Michael hired a team of Eller MBAs to help Metcalf research potential markets.

“We hope the experience opened their eyes to a completely new industry and broadened their experience to a level they never expected,” Michael says. “The Eller students’ research helped us decide which markets we would go after, and how fast.”

Although presently Metcalf is the sole content creator for FactorEarth, the Boyless brothers envision a future with many more.

“I truly believe the next digital marketplace is an immersive one,” Nathan says. “For now, we want to help archaeologists and our cultural partners tell their stories in a meaningful way. Eventually, we can turn the whole world into a living and interactive museum.”



A Place at the Table

In her final semester as an Eller undergrad, Tessa Gerardo

'21 BSBA (Marketing) reflected on how much she has grown since starting college. In addition to the typical nerves that come with the transition from high school to higher education, Gerardo, like many other LGBTQ+ individuals, had to face an additional challenge—the process of coming out.

"I remember being scared and worrying about how other people were going to react," she says. In contrast to that previous version of herself, the current Gerardo has become a pioneer for making Eller a more inclusive environment and holds inclusion close to her heart as she prepares to enter the workforce after graduation.

She has always been an engaged member of the University of Arizona community—sitting on the Eller Dean's Council and being a member of the Kappa Kappa Gamma sorority—but her leadership style began to change when she was invited by a friend to join Eller's newly-formed LGBTQ+ Student Advisory Board.

"I was a bit skeptical at first," Gerardo recalls. "I am generally not one to forefront my sexuality, but this experience actually helped me come out of my shell more and become more comfortable and prouder of who I am."

The work she has done on the advisory board has helped all people feel welcome within the Eller community. Eller pride stickers have been distributed around McClelland Hall to show visual allyship. The board hosted a session for faculty and staff to learn how to properly use pronouns and make curricula more inclusive. The board was also integral in the installation of a gender-neutral bathroom—a project of which Gerardo is very proud.

"Providing this facility—which is a necessity for some of the individuals in our community—became a priority for me," Gerardo says. "I think I will look back at this project as the way I left my mark on campus."

Gerardo has taken what she's gained as part of the advisory board to her other leadership roles, helping to implement a diversity and inclusion committee in her sorority and sharing the needs of LGBTQ+ students with her peers on the Dean's Council.



As she began her job hunt, she also prioritized companies with inclusive workplaces. Though her internship with Echo Global Logistics in 2020 was forced to move online due to the COVID-19 pandemic, Gerardo was pleased to find that the company focused on inclusion, even in the virtual space—equipped with social media groups where members of the LGBTQ+ community connected, as well as celebrations for related holidays like National Coming Out Day.

While interviewing with E. & J. Gallo Winery, which Gerardo will join after graduation, she learned about the company's various diversity and inclusion initiatives, including a LGBTQ+ employee council.

"I was drawn to Gallo because of its passion for using its voice for good, stressing the importance of diversity and inclusion and its willingness to discuss and speak out on topics that other companies may find uncomfortable," she says. "My interactions with recruiters and interviewers made it clear that unity is at the forefront of the company culture, no matter how you identify."

Gerardo hopes more companies will emphasize inclusion in their offices, both physical and virtual.

"We have already seen a large push to increase diversity, but not much talk about inclusion," she says. "Inclusion is taking the extra step to create an even ground for all employees and ensuring that we respect and celebrate each individual for who they are."

She sees progress already.

"When the Supreme Court ruled last summer that Title VII of the Civil Rights Act of 1964 extends to the LGBTQ+ community, prohibiting discrimination in the workplace, that was a big win," she says. "We are finally entering a time when we can stop suppressing and singling out people for aspects of their identity that have nothing to do with their ability to work."



Change as a Constant

Michael Beer '03 BSBA (Finance/Entrepreneurship)
sees change as life's one true constant.

And while he urges students to be patient as they build a solid foundation at the University of Arizona and early in their career, he's never been one to let the grass grow beneath his feet. From Wall Street to Silicon Valley, with a stint in Hong Kong in between, he's embraced new challenges at every turn.

Which is why his current role as head of financial strategy and investor relations with Luminar Technologies is such a good fit. The company is poised to change the automotive industry—enabling autonomous driving functionality and enhancing vehicle safety.

In 2020, Luminar announced the automotive industry's first series production contract with Volvo (other partnerships include Daimler Trucks and Mobileye) and completed its NASDAQ listing in December 2020, raising roughly \$600 million in proceeds.

While his experience in Silicon Valley has had an entrepreneurial tilt, Beer began his career in a more traditional financial role. Leveraging a key summer internship in New York, he accepted a role with Goldman Sachs after graduation and eventually moved into equity research at Bear Stearns.

"It was a high-pressure, merit-based culture—I was young, driven, naturally curious and the frenetic pace suited me well," says Beer.

In early 2008, Bear Stearns was acquired by JPMorgan Chase—Beer's team, led by renowned Wall Street analyst Ed Wolfe, spun off to form Wolfe Research.

"This was during the height of the global financial crisis—investment banks were dropping like flies or being purchased for a song," he says. "But the bet paid off and the firm is now tremendously successfully."

ADAPTING TO CHANGE



Two years later, Beer took another risk and joined Citigroup in Hong Kong, where he led the Pan-Asia transportation franchise. All told, he spent seven years with Citi, covering eight different markets across Asia, including a number of IPOs such as Indigo Airlines, Kerry Logistics, BOC Aviation and Bangkok Airways, among others.

But more change was on the horizon—with a new wife and a son on the way, he began thinking about work-life balance and planting roots back in the U.S. Having grown up in Colorado, access to the outdoors was important, so he considers himself fortunate now to have the opportunity to work in the Bay Area.

Apparently, a few thousand fellow alumni agree, as, Beer says: "not a week goes by in the Bay Area when I don't see someone wearing Arizona gear."

Living in the Bay Area has also given him the chance to reconnect with old friends from Eller or graduates of the McGuire program, many working in tech.

"I'm truly amazed and fascinated by what entrepreneurs are working on today to change the world," he says.

Beer is doing his part to help mentor and cultivate next generation of changemakers by sitting on the McGuire Center Advisory Board and hosting student tours to Silicon Valley, including visits to Luminar. He says: "So many alumni took time out to help me along the way, and I hope to pay it forward."

Building the Neighborhood of the Future

Two economics alums are daring to ask the question: what would life be like without cars?

Ryan Johnson '06 BA (Economics) and **Jeff Berens** '06 BA (Economics) became friends when they were students at the University of Arizona. Though they had big dreams of working together in pursuit of improving the modern city, their different professional interests—international development for Berens and real estate and transportation for Johnson—led to very different paths after graduation.

Berens bought a one-way ticket to South Africa, where he backpacked around several African countries. He then worked with a group of Nobel Prize winning economists to build a drinking water treatment technology now used by more than 4 million people.

Johnson went on to be a Fulbright scholar, spending a year studying mass transit systems in Brazil before launching into a decade of working with a variety of transportation systems in the U.S.

One year into Harvard Business School's MBA program, Johnson dropped out to join the founding team of Opendoor, a real estate technology company started by Arizona alum **Eric Wu** '05 BA (Economics). In 2014, one consumer trend piqued his interest. "We started to notice that there was enormous demand for walkable neighborhoods—with more than 60 percent of millennials interested in moving to one and a large number of Gen Z's without driver's licenses," he says. "Suddenly one of the ideas Jeff and I had been dreaming about since college seemed possible."

Enter Culdesac, Johnson and Berens's full-stack startup that is developing the first car-free neighborhood built from scratch in the U.S. The inaugural location, Culdesac Tempe—a 1,000-person development near Arizona State University—is set to open later this year.

In addition to the absence of cars and roads designed for cars, the neighborhood is also designed to tackle other housing pain points. "There are generally two types of housing—single-family homes that are lonely and often have a painful commute because our cities are car-dependent, and mid-rise apartment complexes that are somehow both lonely and claustrophobic," says Johnson.

Culdesac is building what they call "life at your front door"—with coffee shops, restaurants, markets, coworking spaces, pools, parks and more just seconds from any of the apartments.

"Eliminating space for cars and parking allows for over half of the development to be open space," says Johnson. "Culdesac Tempe is on track to have the lowest carbon emissions of any new neighborhood in the U.S."



The community is built with alternative, more eco-friendly modes of transportation in mind, with plenty of bike parking, an on-site light rail, rentable scooters as well as car-share options.

"We were often told that we would never get the permission to build a neighborhood like this, or that there wouldn't be demand," says Berens. "In contrast, we found the government in Tempe was eager to approve our idea, and there's currently a long waitlist for the community."

And the COVID-19 pandemic has only increased interest and demand. "People have begun to realize how great things can be when we build for people instead of cars," says Johnson. "Cities have shut down streets so that there is extra room for dining, playing and biking. Also, the ability to work from home gives individuals more freedom choose where they live."

With the launch of Culdesac Tempe fast approaching, the duo has big plans for the future of the startup. "We plan to make a number of these neighborhoods in the range of 5,000 to 10,000 people until we build a satellite city and then ultimately a large city," says Johnson.

While the idea for Culdesac may have been dreamed up in a college dorm room years ago, the two agree that the idea wouldn't have been possible without waiting for the right time or the formative experiences that they developed in the first years of their professional careers.

"Our combined exposure to many countries and the various ways their cities are set up was very formative for how we think about the world," says Berens. "These experiences gave us confidence that neighborhoods and cities in the U.S. don't have to stay the same if we dare to think differently about how cities develop."

The Future Accommodates Whole People

When Megan Adami '21 BSBA (Accounting) found out she was pregnant at age 18, she heard a lot of people say things like: “Oh, how disappointing...I thought you were going to be successful...I’m so sorry to hear this.”

“My response was, ‘Wait. What?’” Adami says now. “I still had goals. I was still capable of accomplishing things and being successful.”

Almost 15 years later, Adami’s response then has turned into resolve now.

“Once my children [now 13 and 11] were older, I knew I needed to get a college degree so that my kids would be inspired to do the same thing,” she says. “I wanted them to see me staying up late working hard for something I want so they would develop the same mindset.”

Through acting as board treasurer at her kids’ charter school, Adami found herself becoming curious about accounting. A Tucson native, the Eller College was the logical choice.

“I am so grateful that, in fact, Eller was the logical choice, because the program is incredible, and faculty have been so motivating and helpful,” she says.

Which is not to say it’s been without struggle. Early on, Adami found herself grappling with imposter syndrome.

“From the outside, the way I viewed Eller was that everyone was super accomplished and razor-focused on goals,” she says. “I was terrified I would not be smart or polished enough. Being recognized by faculty and my career coach [Nancy Meech], and having some successes have made me able to say, ‘I do deserve to be here.’”

One of those successes includes landing an audit internship with Keegan Linscott and Associates in Tucson, which she was exposed to during the Dhaliwal-Reidy’s semi-annual Meet the Firms event. She also has an internship lined up at KPMG’s Anchorage, Alaska office.

After graduation, she’s headed to a master’s in accounting program that she intends to pair with a data analytics degree—she views having tech knowledge as strategic since she’s starting her career at an older age.

As a first-generation college student who was raised by a single mother, being strategic in her decision making is important to Adami, because she knows she’s making decisions for more than just herself.



“I look at the world through the lens of a mother, always thinking, ‘How will this affect my children?’” she says. And she’s paying attention to how others see the world too.

“The work world is starting to recognize that workers are parents, and we can’t stop being parents while we’re at work,” she says. “The place I will work in the future needs to recognize that I will produce great work as long as they embrace that I am a whole person.”

She also believes the future will be more parents going to school, so she’s hoping colleges will also find ways to be more accommodating.

“A few times there’s been inflexibility when I’ve had issues with childcare,” she says. “Onsite daycare and other services like that might draw more people like me on campus.”

She says: “For me, the cards were stacked the right way. I have a loving and supportive husband and family, but many people in my position may need more resources.”



Missed Opportunity or Blessing in Disguise?

It's standard practice for many college sophomores and juniors to start searching for internships, trying to find networking opportunities and thinking about future plans. **Jaclyn Kelly** '21 BSBA (Marketing) was no different. In the spring of 2020, she had some internship interviews lined up—but little did she know those plans were about to fall through the cracks.

Her first pick for an internship opportunity was with Fox Sports, where she had landed a coveted interview.

Unfortunately, the interview was scheduled right around the time that the nation went into lockdown, so the opportunity fell through.

"I'm really passionate about the entertainment industry and really wanted to get my foot in the door, but I wasn't even able to get interviewed, much less get the internship," says Kelly.

Additionally, her back-up internship at National Corporate Housing also fell through.

"I felt like all of my hard work and networking opportunities had fallen through the cracks," she says, "and I became very stressed."

In response to those missed opportunities, she began her job hunt once again. This time, she landed a job as marketing assistant with Trellis at the University of Arizona.

"Obtaining this position granted me several opportunities," Kelly says. "I was able to better develop my resumé and network with more people. But most importantly, it kept me close to my family."

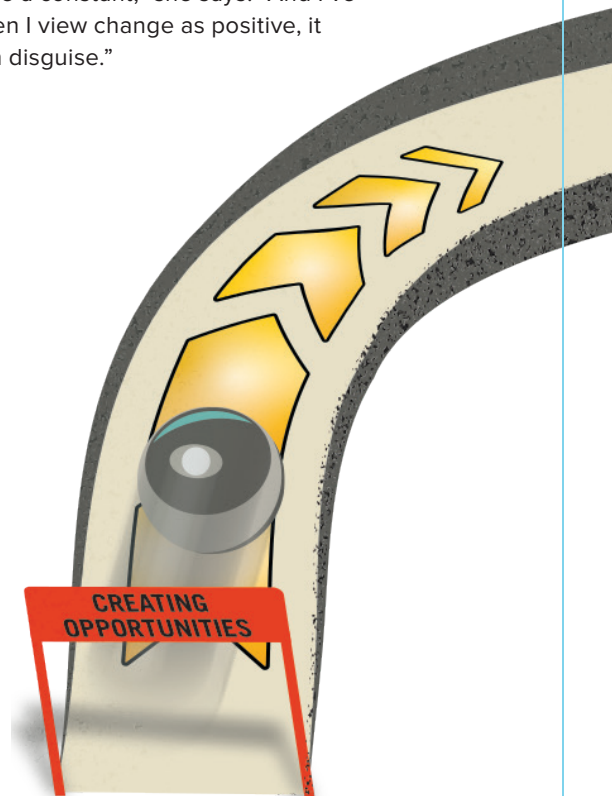
This was a blessing because Kelly's family became a huge support system when—because of COVID and the canceled interviews—she became anxious about her future. Her grandfather in particular told her to never lose hope. "He always told me he was very proud of me and to remember that I am a very strong person," she says.

Just three days before finally receiving a job offer as a client specialist at Paradox in Phoenix, Arizona, Kelly's grandfather passed away. "Having his belief instilled in me from such a young age really set me up for success, and I will always be grateful to him for that," Kelly says.



Her professional journey at Paradox would never have materialized if her internship plans had not been altered, and this, along with all the other ups and downs she's experienced in the last 12 months, has helped her realize that the future of work will undoubtedly be full of change.

"Change will be a constant," she says. "And I've found that when I view change as positive, it is a blessing in disguise."



Data Whiz Wins Iron Viz

Christian Felix '04 BSBA (Finance) '05 MSF is making his mark in the data visualization world—in a big way. The data whiz based out of Tucson, Arizona, recently won the 2020 Tableau Iron Viz competition, the world's largest virtual data visualization competition.

“It was sort of a bucket list item for my career,” says Felix, who was a first-time competitor in the global contest and has been using Tableau—a tool that helps people transform data into artistic and interactive charts and graphs—since 2014. “You get to compete against people from around the world who are very skilled at analyzing and storytelling data and making it visually compelling.”

Felix's interest in data analytics began being cultivated during his time in the Eller College of Management. Although both of his Eller degrees are in finance, he says the well-rounded education he received gave him a foundation to pursue so much more.

“A lot of the metrics and modeling I do in my current job, even though it's not technically finance, can be traced back to the statistical methods, concepts and approaches I was exposed to at Eller,” says Felix, who started his career in financial planning with Raytheon and currently serves as a staff programmer analyst with Roche. “My time there really planted those seeds of being curious about analyzing and exploring data.”

Using Tableau, he is able to take that curiosity to the next level—transforming the data he analyzes into a visual masterpiece.

“When it comes to data visualization, our job is not to do research that is new,” he says. “It's to draw out concepts that people can relate to from research that has already been done, and in a way that is easy for people to understand—and quickly.”

As a final contestant in the Tableau Iron Viz competition, Felix explored data related to global air pollution as measured by PM2.5—toxic atmospheric particulate matter linked to serious health risks.

“It was staggering for me to see how much of the world lives in air that's unhealthy,” he says. “The data definitely has implications beyond the scope of the viz in terms of government policy and decision-making. Obviously, people are not going to flourish if the air in their communities causes physical maladies.”

Creating visualizations for potentially transformative data is all in a day's work for Felix, whose job with Roche includes analyzing and presenting data that keeps the organization's diagnostic tools operating at peak performance.



“Our business area in Tucson is diagnostic testing for cancer and other illnesses,” he says, “and our dashboards are used all around the world. It's gratifying to know the job I do plays a role in ensuring people who may have cancer get those answers as quickly and accurately as possible.”

“The award typically goes to people who are making incredible discoveries in the field of pathology,” he says, “so to win that award as a data analyst was amazing.”

Felix notes that he believes the future of data analysis lies in data visualization—a future he hopes to build by helping to educate current students at his alma mater. He has built case assignments for Eller's business communications program and created a Tableau workshop for the undergraduate Level Up Workshop series.

“Data visualization is not a 'hard science' but there is a science to it, and there are principles and best practices that are universally recognized and need to be employed,” he says. “Individuals who can utilize data visualization to quickly analyze and understand data will be quicker to uncover critical insights that may otherwise go unnoticed or remain hidden. And the companies that invest in and promote a culture driven by data will be able to extract the most value from their data assets and maintain a competitive advantage.”

When Much Is Given, Much Is Required

THE CASE FOR GREATER DIGITAL RESPONSIBILITY

As automation, data analytics, artificial intelligence (AI) and machine learning continue to play significant roles in our daily lives, they bring with them ethical dilemmas, in both consumer and business contexts.

New research by **Laura Brandimarte**, assistant professor of management information systems, offers a conceptual framework for practitioners interested in building a corporate digital responsibility (CDR) culture—one that is distinct from corporate social responsibility because, Brandimarte says, the future will only hold more digital innovations.

“Digital is more malleable and therefore its impact unfolds over time,” she says. “As it continues to gain such inextricability with our lives, it has to be approached separately and distinctly.”

Brandimarte’s conceptual model includes CDR’s influences—such as public opinion and legal requirements—and its outcomes—personal, organizational and societal.

For example, the CDR norm would dictate that a client has the right to keep personal information

private, and if the data is willingly shared, it should be accurate and up to date. And ideally, business decisions would prioritize the primacy of CDR over other motives (e.g., purely economic ones).

CDR must determine which types of data should be captured or provided, under which conditions, how to collaborate with the data subject in updating or deleting them, and whether and how to share these data with third parties. In a data use context, CDR can define the purposes for which the data were originally collected and enforce policies to avoid unintended and unauthorized uses. Ensuring fair data uses and exchanges is a core challenge for the evaluation of the impacts of data creation and use policies.

“Even in settings in which implementing CDR may appear ineffective, an increased emphasis on ethical reflection can influence future behaviors positively,” says Brandimarte.

Coauthored with Lara Lobschat, Benjamin Mueller, Felix Eggers, Sarah Diefenbach, Mirja Kroschke and Jochen Wirtz, the research is published in the *Journal of Business Research*.



Weighing the Economic and Environmental Costs of Carbon

WHAT IS THE FUTURE IMPACT OF EMISSIONS?

As governments and companies commit to being carbon neutral sometime this century, **Derek Lemoine**, associate professor of economics, has been researching if they're factoring in all the potential costs to society—i.e., how much damage will climate change really cause and how will it impact humans?

"Most economic models don't account for uncertainty," Lemoine says. "Things may be a lot worse or a lot better than our best guess. Leaving uncertainty out of the equation means missing a significant part when doing the cost benefit analysis."

Lemoine's research shows that factoring in uncertainty increases the costs of carbon emissions by 20 percent or more. This is because worlds in which carbon emissions end up especially damaging also tend to be worlds in which humans end up poorer. Reducing emissions is, therefore, a valuable hedge. If adopted as a norm, increasing the value of emission reductions will make projects that reduce emissions more attractive.

Lemoine is also looking into how to incentivize not just the reduction of carbon emissions but removal altogether through initiatives like planting trees and building giant scrubbers.

"Carbon hangs around forever in the atmosphere," he says. "So it's not just a matter of reducing more carbon emissions. It's also a matter of removing what's already there because, again, we don't know for certain what damage it will cause in the long run."

Lemoine's approach would make the market see the true cost of emissions by creating financial assets attached to each unit of carbon.

"The funds behind the asset can be drawn down based on damages, and people can then trade rights to the carbon in the atmosphere," he says. "If a company owns the asset, it might get a dividend. If the company pays to remove the carbon, it gets back whatever's left in the fund. If, over time, it remains too expensive to remove, the company can leave it up there and still draw a dividend."

Since we don't know what lies ahead in terms of environmental damages or technology advancements, putting policies in place now can help figure out solutions in the future.

"Studying uncertainty implicitly allows for a whole range of possible outcomes that would impact environmental policy," Lemoine says.



Real-Time Product Recommendations Come to Brick-and-Mortar Retail

ADDING LART ONE WAY TO THRIVE IN DIGITAL AGE

Yong Liu, Robert A. Eckert Endowed Chair in Marketing and marketing department head in Eller, believes there's a way brick-and-mortar (BAM) stores can provide real-time product recommendations just like online stores do.

After all, the use of these recommender systems by online retailers such as Amazon.com and Nordstrom has emphasized the value of micromarketing and customer relationship management.

"BAM retailers are in critical need of innovations that would transform the in-store shopping environment and bring consumers a more customized shopping experience," says Liu.

While online retailers use consumer clicks on their websites for product recommendation, allowing them to guide a consumer toward a product they think the customer might purchase, BAM retailers are not able to target shoppers as they travel through the store.

Using shopping path data gathered by Radio Frequency Identification (RFID) devices, Liu proposes a location-aware real-time recommender approach (LART) for physical retailers to

demonstrate how they might be able to provide location-aware recommendations to consumers as they shop.

The data gathered by RFID would provide detailed information about the consumer's actions and, based on the unique path pattern travelled by the consumer, predict purchase interests during the shopping process.

The LART recommender system starts recommending products after a customer explores several shelves, forming a path. As the shopping trip progresses, recommendations continue to be updated for the consumer.

"The recommendations can be delivered to the target consumer through in-store advertising and sales promotions that are directly linked to a cart's location," says Liu.

This research, co-authored with Daniel Zeng, Ping Yan and Yanwu Yang, is forthcoming in *INFORMS Journal on Computing*.



GETTING CREATIVE WITH COOKIES

Collin Smith

'09 BSBA (BUSINESS
MANAGEMENT),
BA (SPANISH LIT)

*"Keeping my eyes
on what I'm
passionate about
is the key to
long-term
success."*

Cravory Cookies, a business co-managed by Collin Smith '09 BSBA (Business Management), BA (Spanish Literature) is baking up a storm.

Smith was geared for entrepreneurship at a young age by his father, who owned his own company in the waste industry.

"Following in my dad's footsteps as a business owner was my dream," he says.

It took him some time to realize it, though.

While his friends went off to Southern California and launched a business, Smith tried his hand at banking. "That was a good experience for me," he says, "because I learned how to communicate effectively with customers and how to manage teams."

But in 2015, his friends in California—who had launched Cravory Cookies the year before—gave Smith the chance to make his childhood dream come true.

Cravory Cookies focuses on handcrafting gourmet treats and shipping them fresh nationally and internationally to its customers, while adding six new flavors to its collection per month to keep its cookies fun and creative.

As the vice president of sales, nicknamed the "Cookie Monster," Smith is an integral part in growing the company. He is responsible for expanding its customer base through various events and initiatives, and his work has paid off.

"Our business has grown tremendously since its origin. While we started Cravory Cookies as a local business, our cookies have been all over the country now and even around the globe. We make and ship about 100,000 cookies a day," says Smith. "We have crafted more than 5,000 flavors and are still finding more ways to be creative with our treats."

And though the pandemic has affected operating processes, it has also given Cravory opportunities to advance and adapt.

"Before COVID, we were focused on hand-delivering cookies to clients, sponsoring events and marketing through various connections. Our goal now is to work with other business owners, improve on our own customer service and advertise our cookies through online means," says Smith.

And this is just the beginning for Cravory Cookies. Smith's team has plans to continue online growth, expand their reach on social media and possibly open a location in Tucson.

"I love what I do, but the most important thing is to keep our team focused on what brought us here. I learned from Eller that cutting corners in a business will not get you where you need to be," says Smith. "Keeping my eyes on what I'm passionate about is the key to long-term success, and I'm excited to see what successes Cravory Cookies is bound to see in its future."

HAPPENING UPON A CALL TO SERVE OTHERS

The first transformative event in the life of Eric Manese '92 BSBA (Finance) happened when his family re-located from New Jersey to Nebraska.

"After experiencing the heavy snow and blizzards in Omaha, I knew I wanted to go to college in a place that didn't have four seasons," he says.

Manese moved to Tucson to begin his college career at the University of Arizona in the electrical engineering program, which led to another transformative event.

"I quickly learned that my skills were not that of an engineer, but more number- and people-oriented," he says. After one year in the engineering program, he made the switch to Eller to earn his undergraduate degree in finance.

Upon graduation, Manese launched into a career, which eventually led him to San Diego to work with A.G. Edwards & Sons as an accredited asset management specialist.

"My initial clients in this role were generally older and more conservative with their money," he says. "But as those clients began to ultimately pass away, I, in turn, met their children who often had very different perspectives on money. I went from being a very conservative, fixed-income, corporate bonds advisor to managing equities and growth stocks."

As his clients evolved so too was Manese forced to evolve. Eventually, he went out on his own to start a registered investment advisory firm.

The next change occurred in 2009 when Manese's father passed away from cancer, which caused him to think about his purpose, mortality and reason for being.

"I realized I had been given the opportunity through my career to help so many of my clients and their families to use their money to give back to causes that were important to them," he says. "This realization fundamentally shifted my focus."

He began pouring a lot of time, energy and effort into research on cancer, thinking that he wanted to contribute to finding a cure. But he also came to realize he had a passion for education and empowering youth, especially when recalling something his parents had often told him: "People can take your belongings but one thing they can't take away is knowledge."

Manese now serves as the president of a scholarship and mentorship program in Rancho Santa Fe, California, called Future Legends.

"We have differentiated ourselves from other scholarship programs by adding a mentorship component which pairs our scholars with like-minded professionals," he says. "It is a powerful combination—our scholars have a 100 percent graduation rate, and many go on to the top schools in the nation."

In addition to Future Legends and his current job as a branch manager for Rancho Santa Fe Insurance, Manese has brought his talents and expertise to a number of nonprofits, including the George G. Glenner Alzheimer's Family Centers, the Sharp Healthcare Foundation and most recently by using his experience in fundraising and gift planning to assist the University of Arizona, where he serves on Eller's National Board of Advisors and established the Eric Manese Fund as a way to personally give back to the University.

"I believe it is innate human nature to give back," says Manese "And it is that desire to help other people that has brought me to who I am today."

Eric Manese

'92 BSBA (FINANCE)

"One thing they can never take away is knowledge."

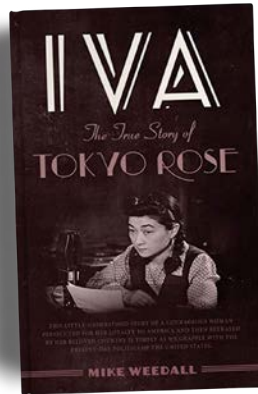
CLASS NOTES

1950s

William Duncan '58 BSBA (Business Economics) had a long career working in the missile defense industry, including acting as general superintendent of the fabrication of the 700-ton Titan II missile, doing missile building at Vandenberg Air Force Base and working on the Titan I missile sites in Northern California in the 1950s.

Mary Kay Crockett '52 BSBA (Finance) writes to say: "I think I may have been the first female finance major at Eller. Glenn Strickler was one of my professors. He was terrific. Karl Eller was a classmate and friend. Arizona gave me a very good business education. I was hired to be Valley National Bank's first management trainee. I left that program to care for my mother when she became ill. After several more jobs, a marriage, two children and seven years living in Africa, I went to work for Merrill Lynch in Washington, D.C., as their first female trainee (and then manager). I stayed there 30 years. I have lived happily in Carmel since 1978. I'm thankful to Arizona for my preparation."

1970s



Following retirement as vice president at the Bonneville Power Administration, **Michael Weedall** '78 MPA released his first historical novel *Iva: The True Story of Tokyo Rose* which was recently named one of the best Indie books of the year by *Kirkus Reviews*. The book was also highlighted in a program sponsored by the Ninth Circuit Historical Society and three national Japanese American organizations about the injustice served in the racially and politically charged Presidential election of 1948.

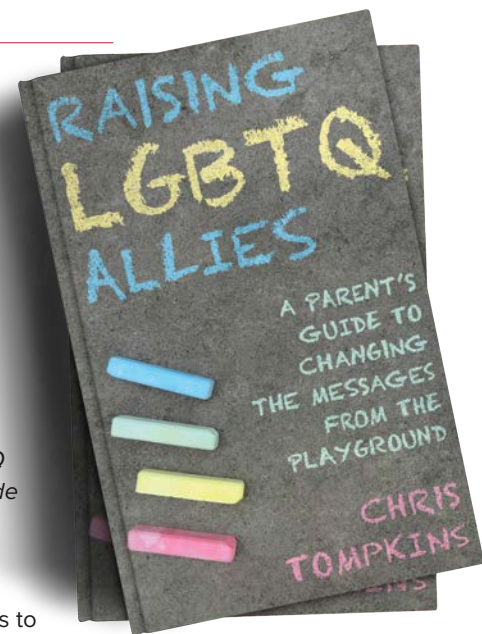
1990s

Prabhudev Konana '91 MBA '95 PhD has been named dean of the University of Maryland Smith School of Business. Previously, Konana was an associate dean and professor at the University of Texas at Austin McCombs School of Business.

Keith Oltchick '96 BSBA (Accounting) '06 MBA has been named senior vice president of acquisitions and development at Remington Hotels, headquartered in Dallas. Oltchick will be responsible for the growth and expansion of Remington Hotel's third-party platform and supporting clients in acquisitions, management transitions and new build development efforts. He began his career as a controller for Claris Services and has since held a variety of senior leadership roles Hersha Hospitality Trust, Marriott International and Pyramid Hotel Group.

2000s

A letter **Chris Tompkins** '00 BSBA (Marketing) wrote his six-year-old nephew went on to become a published article, a TEDx talk, a workshop and most recently, a book that will be published in May 2021 by Rowman & Littlefield called, *Raising LGBTQ Allies: A Parent's Guide to Changing the Messages from the Playground*. The purpose of the book is to encourage families to have open and authentic conversations and to prevent homophobia, transphobia and bullying before they begin. The book is available for pre-order at <https://bit.ly/3kyMaSp>.



Adriana Kong Romero '01 BSBA (Finance) was named commercial banking market executive in the Southwest for Bank of America. She will lead a team of bankers in San Luis Obispo and Santa Barbara in California; Southern Arizona; El Paso and Amarillo in Texas; and the state of New Mexico. She will also continue in her role as Tucson Market President for Bank of America. Kong Romero joined the bank in 1998.



In March 2020, **Izetta Morris** '02 BSBA (Business Management) '08 JD started as inaugural director with the Pascua Yaqui Tribe Charitable Organization, which is dedicated to improving the lives of people living in the Pascua Yaqui communities. Since starting her position, she has secured more than \$85,029.76 in competitive grant funds, individual contributions and foundation grants. The primary program area of the nonprofit is the Tu'l Bwa'ame (Good Food) Pantry, which serves approximately 300 families per month. Learn more about the Pascua Yaqui Tribe Charitable Organization: <https://www.yaquicharity.org>.

Freshly, a company founded by **Mike Wystrach** '02 BSBA (Finance) and **Carter Comstock** '09 BSBA (Business Management), was acquired by Nestle.

Shayne Neuwirth '03 BSBA (Marketing) was featured in *AZ Big Media* as one of the top five influential accountants for 2021.

Congrats to **Anna (Suarez) Plumley** '05 BSBA (Marketing), who is featured in Billboard's "40 Under 40 Young Executives Pushing the Industry Forward." She is currently senior director of tour marketing, U.S. concerts, for Live Nation.

Research titled "High Policy Uncertainty and Low Implied Market Volatility—an Academic Puzzle?" by **Huong Dang** '06 MBA, senior lecturer at University of Canterbury, is being published in the *Journal of Financial Economics*. Dang is an Eller MBA mentor. She earned her PhD at the University of Sydney. Her research interests include credit rating, financial distress, IPOs, portfolio management, financial institutions and national culture.

Congratulations to **Joe Stapleton** '06 BSBA (Finance/Entrepreneurship) for being named the 2020 Citizen of the Year by the Newport Beach Chamber of Commerce. The award is presented annually to an individual who best represents long term, continuing commitment to the community and for "being there" when there is a service called for.

Currently, Stapleton serves as a member of the finance committee for the City of Newport Beach and is chairman of the board of the Newport Beach Foundation. He also serves on more than a dozen boards of directors for community and civic organizations.



June, a smart cooking startup co-founded by **Matt Van Horn** '06 BSBA (Marketing/Entrepreneurship) has been acquired by outdoor cooking and kettle-grill-maker Weber. June will continue to operate as its own brand wholly owned by Weber-Stephen Products and will continue to both sell and develop the June Oven and related products. Van Horn will act as president of June under the terms of the new arrangement and will continue to lead development of its current and future products.

Congrats to **Bryan Schachter** '07 BSBA (Marketing/Entrepreneurship) who was named one of Tucson's Next Great Leaders Under 40 by the Tucson Hispanic Chamber of Commerce.

CLASS NOTES

2010s



Jon Carpenter '09 BA (Economics) '12 MBA and **Marisa (Trevino) Carpenter** '09 BSBA (Marketing) married in December 2020. Although they met after college, they love that they share the Eller bond. Jon works for Pima County as a manager in their data governance and analytics division, and Marisa has the honor of engaging with Eller MBA alumni.

Congrats to **Mike Kintner** '13 MBA for being named senior vice president and general manager of Harrah's Ak-Chin Casino.

Yvette-Marie Margailan Tapia '14 BSBA (MIS) '15 MS MIS has been named one of Tucson's Next Great Leaders under 40 by the Tucson Hispanic Chamber of Commerce.

Kathryn Hunnicutt '15 BSBA (Marketing) has been added as a law clerk to Jones, Skelton & Hochuli.

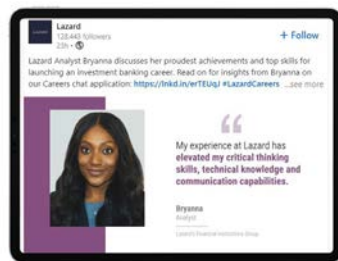
Melissa Rose '15 BSBA (Finance) was promoted to vice president at Goldman Sachs.

Andrew Nurse '16 BSBA (Finance) has successfully completed the requirements for the Certified Plan Fiduciary Advisor (CPFA) credential from the National Association of Plan Advisors (NAPA). He is currently a wealth management advisor at HawsGoodwin Wealth in Nashville.

Cynthia Aragon '17 MBA has been appointed White House liaison with the Department of Commerce. She is part of the team tasked with vetting political appointees, called the White House Presidential Personnel Office.

In November 2020, **Valerie Kading** '19 MBA was featured in a Q&A with *AZ Big Media*.

Bryanna Samuels '19 BSBA



(Finance and Entrepreneurship) was featured on Lazard's main LinkedIn page. She is a Lazard analyst.

Emmanuelle Tapia '19 BSBA (Marketing) won Ellen's "Game of Games" in January 2021.

Simply noted

Simply Noted, an automated handwritten letter company founded in 2018 by Eller MBA attendee **Rick Elmore** (2017-2019) recently moved to larger headquarters on South Ash Street in Tempe. The new Simply Noted headquarters spans 3,000 square feet and will be able to produce more than 250,000 handwritten notes per month. Simply Noted has grown by more than 300 percent in the last year.

Blake Konrardy '19 MBA is the author of *Millennial Millionaire*. Starting with \$232 in his bank account, Konrardy became a self-made millionaire at age 28. He shares his money optimization findings in *Millennial Millionaire*, which distills complex financial concepts into actionable tactics for everyone seeking to accumulate wealth at a young age. Konrardy is the founder of a protein beer company. He is also a former professional sports bettor, a licensed pilot, and creator of more than 40 patents granted by the U.S. Patent Office.





2020s

Samuel Anderson '20 MSF has been appointed vice president of exploration at Heliostar Metals. Anderson has 19 years of experience in exploration, development and production geology including a 17-year career with Newmont Gold, where he held successive positions from exploration project manager to senior manager of exploration business development. As superintendent of the Merian Mine in Suriname, Anderson hired and trained staff, defined operating and safety procedures and built strong interdepartmental relationships through construction and start-up stages from an initial inventory of less than one million ounces through reserve stage of more than six million ounces of gold. His other accomplishments include: being part of the Newmont team, which discovered the Saramacca deposit in Suriname, currently being mined by lamgold; acting as exploration project manager in Haiti; and contributing to numerous other mines and project evaluations throughout the Caribbean, Latin America and North America. In addition to his MSF from Eller, he holds a bachelor's and master's degree in geology from the University of Idaho.



Alum Aims to Open Doors for Others

After Andrew Acedo '04 BSBA (Business Management/Marketing) graduated from the University of Arizona, he spent a few years in California but found himself itching for something bigger.

"I didn't quite know what I was looking for, but I wanted to be in a big market," he says. "I had a lot of drive." Part of his ambition had been fostered through his experience at Eller, which, he says, mapped well with exploring the world and putting out feelers for new adventures.

He landed in New York City in 2010 and has been there ever since, working in a software sales capacity and running a global team. His company partners with more than 2,000 brands on digital marketing initiatives and customer experience.

Now that he's got some successes under his belt, he's ready to pay it forward—by creating a scholarship in his name in the Eller College. "I was able to go to college because of my parents' support," he says. "But tuition is challenging for many young people—especially under-served populations. I want to open up opportunities like the ones I had for someone else."

Equally as important, Acedo hopes to inspire others to do the same. "Alumni should be giving back," he says. "Especially people within my age demographic. We're still young professionals, and there are mechanisms in place to be impactful, that can scale to our own means. In other words, even if we don't have \$10 million to name a building, we can still make a huge impact."

Last Word on

WORK FROM HOME...

If the pandemic has taught us anything, it is that most of us can work from anywhere. What could once only be done in the office, can now be done where there is power and high-speed internet. While the disruption forced us to work remotely, it also shined a light on the need to invest in technology solutions to make the future of work, work. We virtualized machines to create the cloud, now we have virtualized the office. What's next will be the virtualization of the worker. We will see vast improvements in productivity but not without unintended social consequences.

Like most technological advancements, the first wave creates the ability to do something. The second wave builds applications to make it useful. For example, the internet created the ability to communicate through email and create websites and easily share information. The transformative change then occurred with companies creating new business models to leverage these advancements. eCommerce was born, creating companies like Amazon. Search and advertising emerged, which enlarged companies like Google and Facebook. We now have technology platforms and Cloud applications that enable our employees to live and work from anywhere—but can we do this and still scale large transformative companies? We need technology to make the Future of Work, actually work without destroying the social fabric of our organizations and employees.

At our firm, we are focused on technologies that can make employees more efficient by automating work flows and also enhance collaboration and social connectivity which is stressed by independent virtual work. A few of the current trends impacting the Future of Work are:

- AI and Machine learning platforms that learn and then perform many of the employee's administrative tasks, freeing up the employee to focus on higher value tasks.
- Peer driven compensation and engagement platforms that acknowledge and reward employee contributions and engagement in real-time.
- AR/VR training and interaction platforms.
- Individual control of personal data enabling flexibility with workers to move between jobs or work several jobs simultaneously.

We do more, however, than just invest in new technologies—we help build companies. During the pandemic, we learned how to work virtually, but we also learned about the negative impacts to our companies and employees. Companies need a mission and purpose. Purpose is driven by people working together. While new technologies will enhance productivity, it is crucial to maintain social engagement and build a culture to attract and retain the best talent. Can we replace the annual sales' conference and do VR training? Can we eliminate in person meetings with Slack or Teams? Sure. Will the outcomes be more effective? Probably. But at what cost? People thrive together—technology cannot solve for that. Organizations that figure out how to balance these competing interests will be the next winners. Just something to think about during your next zoom happy hour.



Brian Wallace

'88 BSBA (FINANCE) '92 JD

Brian Wallace is a managing director of Access Venture Partners, a venture capital fund investing in early-stage technology companies. At Access, he leads fundraising and LP relations and new media opportunities. Prior to joining Access Venture Partners, he was a partner with the law firm Fairfield and Woods, where he chaired the firm's corporate department and specialized in working with early-stage companies in corporate and securities law and venture capital financings.

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- MARCH 16:** Zipperman Scholar Virtual Guest Speaker Sagar Samtani
- MARCH 17:** Career Lab Presentation Featuring Dean Axelrod
- MARCH 19:** MIS Speaker Series: Kalle Lyytinen
- APRIL 9:** 2021 New Venture Competition
- APRIL 9:** MIS Speaker Series: Gordon Gao
- APRIL 16:** MIS Speaker Series: Sam Ransbotham
- TBD:** Eller Evening
- TBD:** Spring Convocation / Graduation
- JUNE 11:** Executive Ethics Symposium Presented by the Center for Leadership Ethics
- OCTOBER 9:** Family Weekend
- NOVEMBER 6:** Homecoming

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