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online ranking

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recovery in Peru

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Global Business
Challenge

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Eller

SPRING 2018

Progress

News for alumni and friends of the

University of Arizona Eller College of Management

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and Research
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THE UNIVERSITY OF ARIZONA

Eller College
of Management

Progress Magazine

Spring 2018

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Dear Alumni and Friends of the Eller College,

According to the 2018 Edelman Trust Barometer, trust in the United States government has fallen to roughly one-third of the population. And for the first time in a long time, nongovernment organizations and business are seen as institutions that will lead to a better future.

At the same time, voices of authority are regaining some of the credibility lost in the era of “fake news.” Technical experts and academic experts are the top two authoritative voices in 2018, according to the Edelman study.

The exponential changes that keep shaping the economy and the business environment complicate the quest for trustworthy and authoritative voices. Individuals and organizations are increasingly looking for unbiased sources of expertise and technical advice on the large business and economic issues of today.

In the Eller College, we trust that our thought leadership—our scholarly endeavors—will be shared across sectors to further develop the understanding of business and society and our role within it, and to help shape policies and processes from financial reporting to healthcare management to new venture creation. Because I so firmly believe in the importance of the role our academic research plays in our understanding of the world, thought leadership and knowledge creation are among my key priorities in the new Eller College strategic plan.

To support this goal, I recently appointed Stanley Reynolds, professor of economics, as the vice dean of faculty and research. Stan will oversee the crucial initiatives needed to retain and attract the great thinkers and knowledge creators in business and economics education who will help forge our way as a leading authority among business schools.

This issue of *Progress* magazine highlights examples of our prominence as thought leaders and authoritative experts. It also highlights another flagship priority for the Eller College: diversity, inclusion and equality. These are the key elements of having a highly creative, forward-looking institution and culture. We particularly seek to celebrate the dynamic inquiry spearheaded by our female faculty.

In an age where business is seen as an agent of change, we at Eller are establishing ourselves as a voice to trust.

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

Bear down!



Paulo B. Goes
Dean and Halle Chair in Leadership

Eller Jumps in Online Ranking, Stays Steady with Undergrad

The online MBA program in the Eller College of Management jumped from number 55 to number 33 overall in the 2018 *U.S. News & World Report* Best Online Programs rankings, released in January 2018, and now comes in at number 27 among public universities.

Additionally, the online Master of Science in Management Information Systems program has moved from number 11 in 2017 to number 8 overall for best online graduate information systems program and is number 5 among public universities.

New rankings for undergraduate business programs were also released in September 2017 by *U.S. News & World Report*. Overall, the Eller undergraduate program ranked number 21 among business schools nationwide, and it ranked number 11 among public programs.

Eller's management information systems program kept its number 1 public program ranking in the U.S., and retained its number 3 overall ranking, behind MIT and Carnegie Mellon.

In addition, the entrepreneurship program through Eller's McGuire Center for Entrepreneurship continued to show a strong ranking at number 5 among public school programs and number 10 overall.

"We are proud that our undergraduate, online MBA and MISonline programs have again been recognized and highly-ranked by *U.S. News*," says Paulo Goes, Eller dean and Halle Chair in Leadership. "This significant achievement reflects the strength and dedication of Eller faculty and staff and underscores the positive impact our programs have on students and alumni."

BY THE NUMBERS

Online MBA

#27

PUBLIC

#33

OVERALL

MS MIS

#5

PUBLIC

#8

OVERALL

Undergraduate

#11

PUBLIC

#21

OVERALL

MIS

#1

PUBLIC

#3

OVERALL

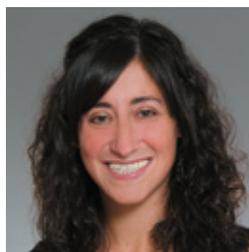
Entrepreneurship

#5

PUBLIC

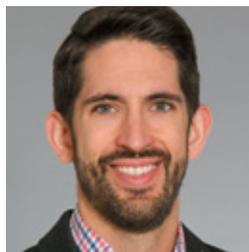
#10

OVERALL



Allison Gabriel, assistant professor of management and operations, was interviewed on January 23 by the NPR affiliate in Phoenix about her research on nurses' well-being and patient outcomes. The research was also covered by *Health News Digest* and other publications.

Eller in the news



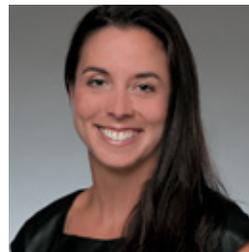
The Wall Street Journal, *MSN* and *Financial Advisor* reported on research by **Scott Cederburg** (far left), assistant professor of finance, and **David Brown**, assistant professor of finance, on tax reform, Roth IRAs and retirement.



Research by **Martin Reimann**, assistant professor of marketing, on why we distrust was referenced in a November article in the *Arizona Sonora News*.

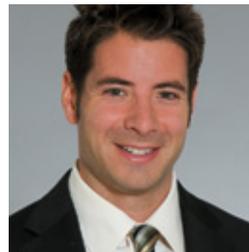


In January 2018, **Joe Carella**, assistant dean of Eller Executive Education, was quoted in an *Information Week* article on traits of innovative companies.



Elizabeth McClean, assistant professor of management and organizations, was lead author of a study on women speaking up at work, which was included in a November *New York Post* article and by *Becker's Hospital Review*.

The Wall Street Journal included perspectives from Carella in its November article on parents saving for their children's college education.



Caleb Warren, assistant professor of marketing, was quoted in a November *Financial Brand* article on humor in marketing. Warren's "benign violation theory" framework was also referenced in a November 18 opinion piece in *The New York Times*.

Research, updates and trends on the Arizona economy from the economic outlook event in December, organized by the **Economic and Business Research Center** in the Eller College, were covered by the *Arizona Daily Star*, *Arizona Public Media*, *Inside Business Tucson* and other regional news outlets.



The October candlelight vigil in honor of **Bakari Henderson '17**, who died in Greece in 2017, was covered by CBS



Research by **Lisa Ordóñez** on goal-setting was published on BBC.com in November 2017. Her research on rivalries and risk-taking was also covered in November by *rewire.com*.

News, *The Arizona Republic* and the ABC and NBC affiliates in Tucson.



Check out more media mentions at eller.arizona.edu/news-events/eller-news



The Micro-campus Concept

The micro-campus initiative creates conduits for research collaborations, service-learning, internships and more, with benefits for both institutions:

- Local students maintain status at partner universities while taking UA courses
- Program fees are based on local rates to increase access, and the UA shares back its tuition revenue
- Courses are co-taught by local professors, who plan lessons with UA faculty
- Each student earns a UA degree and a degree from the partner university
- Partner university students can study at the UA main campus or any location in the UA's global micro-campus network
- Similarly, UA students from main campus can study at any UA micro-campus

Eller launches BSBA program in Cambodia

Nearly a year ago, the UA announced its goal of establishing 25 non-

U.S. micro-campuses to collectively educate at least 25,000 students. That same month, the Eller College began offering its business administration major at the American University of Phnom Penh, a private, not-for-profit university in Cambodia's capital city.

Thirty-four students enrolled in the initial BSBA cohorts in Cambodia, a country that's seen two decades of solid economic growth and boasts a young population: roughly two-thirds of its 1.5 million people are younger than 30.

These factors, combined with a pronounced education gap, a lack of UA presence in Southeast Asia and a new, state-of-the-art campus, made the American University of Phnom Penh ideal for Eller's first micro-campus partner.





SDG&E brings new energy to undergraduate career exploration

A trip to San Diego Gas & Electric (SDGE)—which provides energy service to 3.6 million people across 4,100 square miles in San Diego and the southern regions of Orange County—marked multiple firsts for Eller, including building a relationship with a company not currently marketed within the college while also addressing student feedback requesting more opportunities to explore career options as freshmen and sophomores.

SDGE representatives offered an expansive view of what it means to work in the energy sector, including sustainability and corporate responsibility, addressing the challenges and opportunities presented by electric vehicles and how the utility is using drones for enhanced monitoring and employee safety. Complementing the presentations, a panel of nine SDGE employees fielded questions from students to explore select topics in greater depth.

Like many initiatives, the SDGE excursion was sparked by alumni looking to build a relationship between their employer and the Eller College as a channel for long-term networking. Beyond the value of such relationships for internships, externships and job placement, this type of industry exposure also aligns the college with best practices at top business schools, helping students identify career paths early on as a way to streamline their studies and professional development.





Cause-based start-ups reap \$30,000 at inaugural Social Impact Summit

Step Up to Justice (SU2J), a program that annually brings \$1 million in donated legal services to low-income individuals, took home the \$15,000 top prize at last October's Social Impact Pitch competition. The event was a highlight of the inaugural Social Impact Summit presented by the McGuire Center for Entrepreneurship.

SU2J entered the contest as one of six finalists from a pool of 22 social impact start-ups. The start-ups' missions and operations models varied widely, targeting problems that scaled from local to global, some through nonprofit structures, some via social enterprise. Finalists and winners were selected based on scalability, sustainability and capacity to solve a need.

The competition's \$10,000 second prize went to Stories that Soar! High, which connects high school and elementary school students to create original stage productions. Natio took third prize (\$5,000) for its vision of making online news stories into a channel for turnkey donations to vetted nonprofits.

McGuire Center Lecturer **Rick Yngve** spearheaded the Summit, which also included a keynote presentation on social impact for youth in arts and music and more than 20 roundtable discussions, with topics ranging from social branding to entrepreneurial development for veterans, women and youth.

The Social Impact Summit was presented by Microsoft and cosponsored by United Way of Tucson and Southern Arizona and the University of Arizona's Agnese Nelms Hauray Program in Environment and Social Justice. Additional support was provided by Social Venture Partners Tucson, Conn-Selmer, Moves the Needle and the University of Arizona Office of Research, Discovery and Innovation.

Presenters, exhibitors and winners at the inaugural Social Impact Summit, hosted by the McGuire Center as part of TENWEST.





MBA students take their experience global

The MBA Global Business Experience is part of the core curriculum, providing Eller MBA students with the chance to be immersed in and come to understand challenges of emerging markets with industry experts. The MBA Class of 2019 traveled to Chile in December 2017 to visit AmCham Chile, mining company Komatsu, Kingston Family Vineyards and Manuka, a large-scale dairy production company.



MBA students had a transformative experience discussing competitive challenges and emerging markets with industry experts in Chile.



Southwest Leadership Program celebrates 25 years of public sector training

When it comes to working efficiently, public sector leaders face daily challenges as technology forces them to learn new skills, budget cuts demand more creative solutions to problems and there is increased pressure to cultivate and nurture diversity among employees.

Some categorize the challenges among public sector leaders as a crisis. A recent Oxford Economics study revealed that only 50 percent of public sector employees said their manager was committed to developing talent, and only 57 percent said their manager was able to inspire and motivate employees. Equally troubling, only 41 percent of reporting employees said their bosses used technology for competitive advantage.

The good news is that more public sector leaders are learning about the Southwest Leadership Program, a five-day immersive educational program coordinated by the Eller College of Management and Eller Executive Education. More than 50 public servants attended the 25th annual Southwest Leadership Program in late September 2017 in Tucson.

“Our goal is to help public sector employees develop their leadership arsenal by learning best practices, establishing professional networks with colleagues in the Southwestern region and rejuvenating their passion for leading teams to success,” says **Paul Melendez**, professor of practice in management and organizations and founder of the Center for Leadership Ethics.

The program consists of a combination of classroom instruction, guest lectures, group discussions, case studies and self-directed learning. Hands-on experience applying new skills provides reinforcement of learning concepts and develops competencies beyond typical learning. Participants earn a certificate in management and organizations from the University of Arizona and return to their public sectors with new skills and insights on a broad range of topics, enabling them to lead more effectively right away.

“Just because someone is in a supervisory position, doesn’t mean that they know how to manage, lead and support a team,” says State of Arizona COO **Gilbert Davidson ’98 BSBA** (Human Resource Management), ’04 MPA, who attended the program in 2006 when he was city manager of Wilcox, Arizona. “The program is a good reminder that no matter how large your organization, it is still made up of people. Leadership training opportunities help to create a long-term culture that is transformative.”

Public sector leaders hard at work at the 25th annual Southwest Leadership Program



EBRC year-end economic outlook notes overall Arizona gains

In December 2017, George Hammond, research professor and director of the Eller College Economic Business Research Center (EBRC), offered the college's long-standing economic outlook update for Arizona. Highlights from EBRC preliminary third-quarter data included:

- Arizona added 40,200 new jobs over the year, amounting to 1.5 percent growth and beating the U.S. rate of 1.4 percent but trailing the 2.8 percent of Q3 2016
- 87.6 percent of that gain grew from the leisure and hospitality, education and health services, financial activities and manufacturing sectors
- The state saw losses in the information sector, which includes jobs in broadcasting, telecommunications, printing, data processing and other technology-oriented industries

■ Arizona's merchandise exports continued to decline through the first nine months of 2017, down 5.5 percent compared to the same period in 2016, 10 percent from that in 2015, when they'd peaked

■ In particular, exports to Mexico, the state's most important export destination, were down 9.4 percent, marking a 19.4 percent drop from their 2015 peak

Looking ahead, EBRC projected that Arizona's job growth over the next decade will concentrate in four sectors—education and health services; professional and business services; trade, transportation and utilities; and leisure and hospitality—accounting for 72.7 percent of gains. And while growth will lag well behind the state's performance in the 30 years preceding the Great Recession, researchers expect Arizona's economy to beat national averages.

AZ Job Growth

by Industry

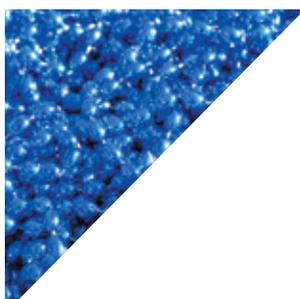
Despite gains in leisure and hospitality, and manufacturing, deceleration across the state's other sectors slowed Arizona's overall job growth.



Eller celebrates Wildcats for life at 2017 Homecoming

From the Eller Cup golf tournament to the dean's breakfast... from our Circle of Excellence awards to the alumni tailgate, Eller graduates came back in droves to celebrate the Wildcat life. Missed the event? Plan to attend Homecoming 2018, scheduled for October 21-27. Bear Down!





Eller's annual tea no ordinary event

With the theme "Legacy of Success," the Ordinary Women Doing Extraordinary Things Networking Tea turned 10 in 2017, recognizing industrious women in the greater Tucson area for success in their professions, community and family. This year's recipients were:

Bonnie Allin
President and CEO at Tucson Airport Authority

Barbi Reuter
President of PICOR Commercial Real Estate

Nicollette Daly '08 BSBA (Accounting)
Chief Financial Officer at Primavera Foundation

Debby Shively
Assistant Vice President of Entrepreneurial Services and Business Development at the University of Arizona

Patricia Engels
Retired Executive Vice President of Product and Marketing at Qwest

Cristie Street '06 MBA
Partner and CEO at Nextrio

Brittany Kagele '10 BSBA (Marketing)
Operations and Business Development Manager at NOVA Financial and Insurance Services

Julie Trujillo '94 BS (Public Administration)
Director of External Relations in the Eller College of Management

Nancy McClure
First Vice President at CBRE

Carol Wertman
Special Assistant to the Dean in the Eller College of Management



Freshmen top upperclassmen at 10th anniversary Edward Jones Portfolio Challenge

In November 2017, the Eller College celebrated the 10-year anniversary of the Edward Jones Portfolio Challenge, an annual competition that gives students the opportunity to step into the shoes of a financial advisor building a portfolio from today's complex markets. Freshmen **Kyle Rice** and **Mason Wright** walked away with the \$1,000 scholarship top honor.

The Challenge was started by alumnus **Matt Boltz '07 BSBA** (Finance and Entrepreneurship), who went to work at Edward Jones upon graduation. Today the competition is managed by two Edward Jones employees: alumni **Kelly Chavez '15 BSBA** (Finance), an associate analyst of mutual funds research, and **Brandon Wong '11 BSBA** (Finance), an equity trader.

Each year for the competition, students form teams of two, three or four participants, all of which Edward Jones provides with an identical, detailed description of a fictional client seeking investment services. The teams then develop a summary investment strategy and rationale, which is judged by a review committee of Eller alumni employed by Edward Jones. Five finalists have two weeks to develop and ultimately present a full portfolio recommendation and analysis, with judging by senior leaders from the firm hosted at McClelland Hall.

The Edward Jones Portfolio Challenge is open to all Eller undergraduates, freshmen through seniors, and about 40 students participate each year. Many students who participate in the challenge go on to work at the nearly century-old Edward Jones or other careers in investment management.



Eller makes a difference...

...with our annual Make a Difference Day



...and the Zipperman Scholars Build-a-Bike day



STUDENT SPOTLIGHT

Leading disaster recovery in Peru

When **Marcela Hernandez '19 BSBA** (Business Management) was 10 years old, she began donating money to a hospital wing for people who didn't have enough money to pay for their children's medicine. That project holds a special place in her heart: "Every summer I go back and work there," she says. "I see how the hospital staff is managing their treatment, I bring food to the kids and plan activities for them."

At the same time, Hernandez was all business. Her father, an entrepreneur, would take Hernandez to his office often when she was a child. She grew up doing various tasks for departments at his job and was encouraged to think about what she wanted to do in her career. She began to enjoy the psychology and science of how you manage people effectively. This bent toward business led Hernandez, who was born in Guatemala, to enroll in the Eller College of Management.

Indeed, she has already used this combination in life-changing ways to enhance and nurture her passion for both philanthropy and business. During summer 2017, she and four friends from the UA business fraternity Alpha Kappa Psi traveled to Peru in response to the catastrophic 2016 storm that created landslides.

"One of Peru's main water sources, the Rímac River, was completely contaminated," Hernandez says. "As a result, the main source of water for many Peruvians became a serious health threat. The entire country was in a state of emergency."

Hernandez and her friends—**Benjamin Cobleigh (Marketing)**, **Jacob Ryder (MIS)**, **Jennica Larson (MIS)** and **Karla Dabdoub (Marketing)**—decided to create the Make Water Project to help the residents of Peru. As noble an idea as it was, they quickly came up against challenges: first and foremost, they did not have enough funding for atmospheric water generators.

"We contacted an infrastructure company from Peru that said it would pay for all of the construction as part of its corporate social responsibility priorities," says Hernandez. "But they would not pay for the water generator machines. Those are \$10,000 each and, as college students, we could not afford that."

They contacted companies such as Claro, Bitel and Entel in Peru. Even these negotiations were a learning lesson for Hernandez: "It was pretty exciting to talk to important

representatives from these companies and work to convince them to help us," she says.

In the end, the Chilean telecommunication company Entel came through. New to Peru, Entel agreed to help pay for the project as a way of marketing itself to Peruvians.

With funding in place for the generators, Hernandez was ready for the project to reach its goal: providing clean water to Peruvians. She and fellow classmates conducted research on optimal locations to install the generators and maximize the usage of water.

"We had to figure out how to build a structure around the generators that would both provide easy access to the water and protect the generators from theft and damage," says Hernandez.

Since security is a significant issue, they figured the most effective way to protect the generators would be to place them on an elevated structure, connecting the pipes to a water dispensing system.

With the help of Desarrollos Terrestres, a telecommunications construction company with operations in Peru, Colombia and Argentina, the generators were placed on telecommunication towers. This decision proved to be a success: "We connected the generators through pipes to larger, underground water tanks and then to a self-water pump," says Hernandez.

Hernandez hopes to leverage this experience and one day assume a corporate social responsibility role in a large company so that she can continue to use business resources for good.

"The most important thing I learned from this experience," she says, "is if you are passionate about something, just go for it."

—*Talia Sabbath '19 (Marketing)*

Eller students in Peru with some of the people they assisted with their water project.

Marcela Hernandez

'19 BSBA (Business Management)



STUDENT SPOTLIGHT

Eller senior soars to new heights

Joe Martin '18 BSBA (Finance) found his path to Eller through airplanes and physics.

An Oakland native, Martin joined the U.S. Air Force after high school, enrolling in tech school to train as an avionics systems craftsman and eventually earning the rank of staff sergeant. He was stationed in Nevada and England, maintaining and monitoring the F-15 Eagle fighter jet and MQ-1 Predator and MQ-9 Reaper unmanned aerial vehicles.

“Our job was to put planes in the air,” he says. “F-15s fly often—they’re in the air approximately an hour at a time—and they fly aggressively, so things break a lot.”

Once the airplanes landed, Martin was part of the team that debriefed the pilots, assessed any problems that occurred during flight and fixed them as soon as possible so the planes were ready to fly again the next day, or even a few hours later.

Although working with F-15s required a lot of effort, Martin always found time to connect with the local community and his Air Force peers. But no matter how connected he was, he knew his passion was to go to school full-time to study physics, which seemed a good fit with his background and experience.

Fate intervened. Once he left the Air Force in 2012, Martin signed on with a subcontractor of General Atomics, doing similar avionics work. In this role, he was deployed to Kuwait, Ethiopia, Iraq and elsewhere, and while overseas, he started looking further into his GI benefits. He learned about the University

of Arizona and realized being a full-time student was a reality even if he was deployed from time-to-time with the contract work.

Physics, however, did not pan out. “It’s really hard to take a physics lab and all the equipment with you when you’re deployed,” he says.

So he switched gears to finance, which he’d long been fascinated by after once trying to invest a signing bonus in the stock market while stationed in England—only to learn he couldn’t open a brokerage account while overseas. That experience led him to start reading up on the field.

“The more I read, the more I became interested,” he says. He began managing his own brokerage portfolio in 2012. He also dabbled in real estate and now owns two rental properties: one in Las Vegas and one in Tucson.

Martin finds his experience with the military melds well with finance. “In finance, you have to be flexible but have hard and fast rules with people’s money, ethics and regulations,” he says. “Same thing with the military: if you have a deadline on a plane maintenance or an issue happens with a plane, you have to be agile.”

At the same time, Martin has had to unlearn some things from the military: “I had to avoid using the same foundation for addressing people that I learned in the military,” he explains. “There really is no chain of command on a college campus.”

Since enrolling at Eller, Martin has had an opportunity to travel to another country—this time as part of the Eller experience. “I did the Eller Global Cohort in Brazil at the University of Fortaleza when I completed my first semester,” he says. “We had two classes every day, so it required good time management.”

Martin plans to graduate in December 2018, but first he will hold an internship in trading and liquidity strategies with Blackrock in San Francisco. He intends to do well enough there to land an equity research position with Goldman Sachs... and then: “Hopefully I’ll get 10 or so years of great experience under my belt before I try to branch off and start my own investment firm.”

—Talia Sabbath '19 (Marketing)

Joe Martin

'18 BSBA
(Finance)





ELLER IN PHOENIX: 10 years of success and a great future ahead

With an eye on taking our expertise to greater heights, the Eller College hosted a special event at our newly renovated space in downtown Phoenix on November 8, 2017. Bringing together more than 300 community leaders and alumni, the event focused on important questions around technology, innovation and the Internet of Things; the Arizona economy; and the next generation of workforce.

Speakers at our event included Eller Dean Paulo Goes, UA President Robert C. Robbins and Chris Camacho, president and CEO of the Greater Phoenix Economic Council.





to hack, or not to hack

Question frames 15th annual Ethics Case Competition

Janelle Price and Miranda Mantey, both seniors at the University of Calgary, took first place at the 15th annual University of Arizona Collegiate Ethics Case Competition in October 2017, coordinated by the Eller College's Center for Leadership Ethics.

Undergraduate students from 25 universities in the U.S., Canada and Mexico converged on Tucson for the event. **Paul Melendez**, professor of practice and founder of the Center for Leadership Ethics, authored the case at the heart of the competition, tasking students with analysis and recommendations for a cyber-attacked U.S. company deciding whether to "hack back."

Despite weeks of trying to anticipate the ethical dilemma they would face, Price and Mantley weren't prepared for the topic. In the end, their winning epiphany hinged on exploring ways to move beyond the question of retaliation.

"We recommended transparency with their clients and being open to collaborating with competitors and third parties to ensure the same data breach didn't happen to other companies," Price says.

Major sponsors of the UA event included Ethisphere, Walgreens, Merchants Information Solutions, Bank of America, EY, GEICO and Hewlett Packard. As part of their prize, Mantey and Price will receive an all-expense paid trip to Ethisphere's 10th Annual Global Ethics Summit in New York City.

View the winning presentation online:
tinyurl.com/ellerethics2017.

Accounting majors advance to Deloitte Challenge national finals

A team of six Eller undergraduate accounting majors finished top-two in the regional Deloitte Audit Innovation Campus Challenge in November 2017. The team is one of 12 that will compete in the national finale at Deloitte University this April.

The University of Arizona went up against teams from Arizona State University, Brigham Young University, California Polytechnic Institute, Gonzaga University, University of California Berkeley, University of Southern California and University of Washington.

Each team had five weeks to make a case for ways that Deloitte might provide services to enhance the credibility of information that its clients provide to their stakeholders. In addition to an Eller faculty advisor, each team included two Deloitte advisors to support the students' work toward developing its challenge response. Teams presented their cases to a panel of two Deloitte judges.

"Working with the six young professionals from Eller was a rewarding experience, as they were eager to learn about the accounting profession and apply this new-found understanding to their winning idea," says **Rebekah Gebing**, Deloitte audit director and co-advisor to the team along with **Sean Sehorn**, Deloitte audit senior.

"Their eagerness to succeed never waned, and this drive allowed them to unlock their full potential. Based on our experience of working with this team, the future of accounting looks bright indeed."



The winning team with faculty mentor Katie Maxwell, senior lecturer and director of accounting undergraduate programs.

winning big in Brisbane

Eller MBA students pair with Queensland MBA student to take top prizes in the 2017 Global Business Challenge

What do a theater arts major from Minnesota and a sociology major from Washington have in common? A major win at the 2017 Global Business Challenge (GBC), held in Brisbane, Australia, in November 2017.

Six months prior, **Katherine Monberg** and **Mary Dusek**, both 2018 Eller MBA students, had no inkling the Global Business Challenge existed. But after Eller Business Consulting Executive Director **Sandy Kenny** shared the opportunity with all MBA students, the duo put forward a letter of intent.

“We felt our backgrounds were assets in telling the story of complex concepts,” says Monberg. The GBC organizers agreed. In August, Monberg and Dusek were paired with Tim Larsen, an executive MBA student at Queensland University of Technology (QUT), and the team was tasked with developing a business case for renewable energy innovation.

Again, the organizers were impressed with their work, which included a video pitch and five-page executive summary. Out of 98 initial teams, seven became finalists in August 2017—among them were Monberg, Dusek and Larsen.

“At that point, our mindset was really that we’d already won, since being a finalist was in and of itself a great achievement,” says Dusek. But who wouldn’t want the opportunity to take their success further, especially with an all-expenses-paid trip to Brisbane, Australia?

Dusek and Monberg arrived early to alleviate jetlag and spend a few days as tourists in a city neither had visited before. But even during their R&R time on the beach and in cafes, they did research and prepared for the competition, which was centered around an investment scenario.

Then the real work began. For 36 hours, the teams were in “lock-down” mode, confined to their accommodations with a chaperone any time they wanted to go outside for “strategy walks.” They were also assigned a coach—Professor John Bensley from QUT—who guided them in their marketing and commercialization development.



Mary Dusek, Katherine Monberg and Tim Larsen celebrate their win with QUT Professor John Bensley.

Focused on renewable energy, the case required teams to develop novel solutions that would lower costs and/or reduce risks associated with transitioning from fossil-fuel based energy to sustainable energy sources and that would also result in job creation in Queensland.

Dusek, Monberg and Larsen tailored a solar panel innovation idea into a complete do-it-yourself solar system product that is similar in accessibility and mobility to a portable petrol generator, and that produces a continuous level of residential power to run appliances through a standard power outlet. And it comes pre-assembled so consumers can put it together out of the box with no expertise.

At stake was \$250,000 (AUS) in cash and in-kind support.

“Eller prepared us well for the competition,” says Monberg. “With the business communication coursework, we’re used to being grilled; we’re used to having to pivot and think on our feet so we can stay on point. The competition itself was intense but we were more prepared than we expected to be.”

The judges agreed: at the gala dinner, the team won the Project Prize, the Renewable Energy Prize and the Queensland Government Prize. In other words, they won everything.

And now?

After hitting the pubs to celebrate, the three new company executives started planning: how to launch their product as a pilot program and then roll it out across Australia.

“We have a great concept,” says Dusek. “And we’d love to turn it into something that can change the world.”



World in Progress:

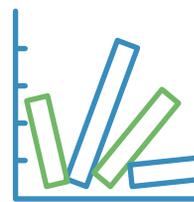
Eller Faculty Explore Timely Topics

Faculty research has a wide and lasting impact on and benefits to government, industry and society. Some research benefits are obvious—people in the United States live longer in part due to biomedical research, law enforcement entities have better cross-agency communication due to information systems research, and portfolio diversification is now a norm because of finance research.

Academic research adds to our collective global knowledge and often points the way toward new ideas, methods, techniques and innovation across a range of disciplinary and multidisciplinary areas. Research is critical to economic and social development and it is a critical foundation of the University of Arizona as a premier public research university, and of the Eller College as a preeminent business school.

In this issue of *Progress*, we profile fascinating questions being asked by Eller College female faculty that help shape our students' learning, that have potential to influence our views of the world and that contribute to finding solutions to the world's most pressing challenges.

Incentives or Incompetence: What Drives Financial Restatements?



In 2015, when **Preeti Choudhary** was named an Economic Research Fellow at the Public Company Accounting Oversight Board (PCAOB, established by Congress to oversee audits of

public companies), she understood well the rare research opportunity before her to take the unique data in the Board's Office of Research and Analysis and advance understanding of auditing issues in the corporate world.

Choudhary, now associate professor of accounting in the Eller College, set her sights on bridging a firewall that constrains large-scale research on public audits—a limitation PCAOB's data could overcome. On one side of the wall is information readily available to any researcher: which companies have issued financial restatements and the contents thereof. These corrections to published financials reveal significant or "material," in accounting parlance, inaccuracies and stand as the fundamental public-facing indicator of unreliability when it comes to performance information that companies share with markets and investors.

On the other side of that wall lies the rich and usually hidden forest of data exclusive to PCAOB. It provided Choudhary with details of auditor choices: which internal controls they'd focused on, how high or low they'd set materiality thresholds to guide the audit and which errors an auditor had uncovered and reported to management. PCAOB also had summary data on how companies responded to audits: Did they accept or waive the inaccuracies brought to their attention?



Preeti Choudhary



**Associate Professor
of Accounting**

With the chance to connect those two data sets, Choudhary could explore territory never before mapped at scale, and her resulting studies continue to shake up the world of accounting research, which has historically focused on incentives as the primary drivers of restatements. For example, do companies indirectly give managers incentives to inflate performance, thereby increasing the likelihood of restatements?

“Some people have had access to pieces of this data through individual audit firms, but almost never have they known the identities of companies being audited because auditors can’t disclose that information,” Choudhary says. “So researchers could never relate audit details to actual market outcomes of restatements—not across so many years and so many audit firms.”

In fact, once Choudhary began connecting the dots, she found they drew a very different picture. “Those

incentives exist, but that doesn’t seem to be the real problem. The central issue seems to be incompetence in executing the audit,” she says. In other words, auditors sometimes weren’t focusing on the right areas to test internal controls or were setting materiality too high, or managers were not correcting errors they should have. Choudhary’s research indicates that these issues do not appear tied to incentives.

The findings carry practical implications that have captured the attention of regulators and auditors alike. “When it comes to what’s driving restatements, there are many things that could be going wrong, and we can discuss all of them,” Choudhary says. “But ultimately we want to know what’s causing the bad outcomes, right? Because that’s where we want to spend our resources. Academics have been really focused on incentives, but maybe we need to think more about competency as the primary driving factor.”

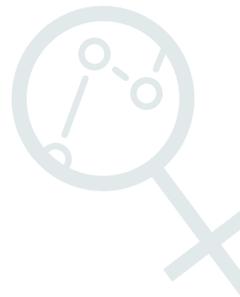
In clinics with higher levels of compassion practices, patients reported better interactions with nurses and gave higher evaluations of their patient care experience.

Allison Gabriel

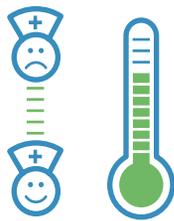


Assistant Professor
of Management and
Organizations





Want to Improve Patient Experience? Take Care of Nurses.



In the United States, nursing is among the top 10 fastest-growing occupations, yet the number of nurses exiting the profession currently outweighs the number of nurses entering. In fact, the already-high turnover rate for nurses is growing higher:

the Robert Wood Johnson Foundation recently reported that nearly 20 percent of nurses leave the profession entirely during their first year; another one in three is gone within two years.

New research by **Allison Gabriel**, assistant professor of management and organizations, finds that “compassion practices”—that is, relatively conventional organizational practices that reward and recognize caregiving work—impact the work and wellbeing of nurses. Compassionate practices include job-related resources to help cope with stress, pastoral care and recognition programs within individual clinics.

“We know there is a burnout epidemic among nurses,” says Gabriel. “The stress of caring for patients, the demands from patient families and from physicians—these are likely contributing to a growing nursing shortage in the United States, leaving us with fewer trained caregivers at a time when, increasingly, we’ll need more.”

Gabriel and her co-authors at Virginia Commonwealth University studied 177 nurses in 30 ambulatory clinics in a Southeastern hospital system in an attempt to evaluate how compassion practices influenced nurses’ reports of wellbeing.

They found that in clinics where compassion practices were the norm, nurses self-reported less emotional exhaustion—feelings of fatigue and stress and of being overextended—and more psychological vitality—feelings of alertness, vigor and energy.

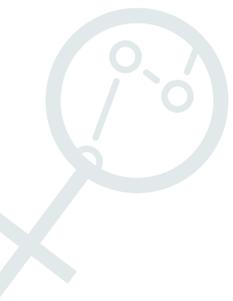
The researchers also found that in clinics with higher levels of compassion practices, patients reported better interactions with nurses and gave higher evaluations of their patient care experience. The results mean that compassion practices not only improve nurses’ wellbeing, but also create a better experience for their patients.

“The advantages of instituting and encouraging compassion practices can be significant,” says Gabriel. “They are low-cost, budget-conscious tactics. They help produce happier nurses and result in patients having a better care experience in the clinics.”

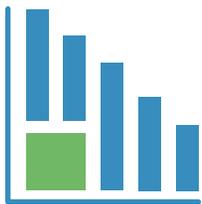
Gabriel and her colleagues suspect that because compassion practices normalize compassionate responding, they perpetuate more compassion. This likely results in improved relationships and interactions between nurses and patients.

“Given the positive association with patient experience ratings, our study demonstrates the business case for compassion practices,” says Gabriel. “Healthcare administrators should consider the use of these practices as a tool to improve nurse wellbeing and to achieve higher patient ratings.”

The research was published in the January 2018 issue of *Medical Care* under the title “Compassion Practices, Nurse Well-Being, and Ambulatory Patient Experience Ratings.”



Are U.S. Public Corporations or U.S. Public Markets in Trouble?



While many investors have been reaping the benefits of a bull market, some financial analysts are noticing a troubling trend within U.S. public markets.

“The stock market is shrinking in terms of the number of listed firms,” Eller Professor of Finance **Kathleen Kahle** says. “After falling by 50 percent since its peak in 1997, the number of public corporations is now smaller than four decades ago. This phenomenon is limited to the United States—other developed countries are not experiencing this decline.”

The research revealed that U.S. corporations are much larger now, and over the last 20 years, they have become much older, with the average age rising from 12.2 years in 1995 to 18.5 years today.

“Investors question the innovation of older firms,” Kahle says. “What’s troubling is that many young, thriving companies are reluctant to go public. They find it easier to get private funding and they don’t want the public scrutiny and costs that go along with being listed. Pinterest, for example, just raised \$150 million from venture capital firms.”

Also of concern is that many public companies delist or exit public markets after mergers and acquisitions. Another notable finding: public corporations invest differently now as the average firm invests more in research and development than it spends on capital expenditures.

“Compared to the 1990s, the ratio of investment to assets is lower, especially for large firms. Public firms have record-high cash holdings and, in most recent years, the average firm has more cash than long-term debt,” Kahle says.

Measuring profitability by the ratio of earnings to assets, the average firm is less profitable, but that is driven by smaller firms. “Earnings of public firms have become more concentrated—the top 200 firms in profits earn as much as all public firms combined,” she says, adding that in 2015 just 30 firms out of 3,766 public companies generated half of the earnings in the U.S. By comparison, 89 companies in 1995 and 109 companies in 1975 accounted for half of the net income.

Ownership of public firms has also changed. In 1980, institutional ownership averaged 17.7 percent, while today it’s more than 50 percent.

“As a whole, public firms appear to lack ambition, proper incentives or opportunities. They are returning capital to investors and hoarding cash rather than raising funds to invest more,” Kahle says. The innovative firms are choosing to remain private.

The end result of this trend is an eclipse of public markets in the United States, which can have a negative longterm impact on our economy: many investors will find it difficult to invest in young, innovative companies, which will exacerbate the increasing wealth gap. Delays in IPOs also lead to a decrease in transparency and oversight, which can result in issues similar to those recently discovered at Uber.



“As a whole, public firms appear to lack ambition, proper incentives or opportunities. They are returning capital to investors and hoarding cash rather than raising funds to invest more.”

Kathy Kahle



Thomas C. Moses
Professor in Finance

The latest estimate of autism prevalence is up 30 percent from the 1 in 88 rate reported in 2008, and more than double the 1 in 150 rate in 2000.

Gondy Leroy



Professor of Management
Information Systems





Using Free Text to Aid Our Understanding of Autism

A O 1 0 1 0
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In the not-so-distant future, doctors treating patients with autism spectrum disorder (ASD) may choose treatment plans based on data analyzed from thousands of electronic health records by researchers at the Eller College.

Gondy Leroy, professor of management information systems at Eller, is leading a multidisciplinary research team that recently received a grant for more than \$292,000 from the Agency for Healthcare Research and Quality, part of the U.S. Department of Health and Humans Services, to create human interpretable models that automatically annotate the free text in electronic records with the criteria in the *Diagnostic and Statistical Manual of Mental Disorders* for ASD.

The research team decided to focus on ASD due to the lack of tools to leverage existing records and the unexplained prevalence of the developmental disorder. The records are already collected as part of the Centers for Disease Control and Prevention's (CDC) ongoing surveillance effort and based on these it is estimated that 1 in 68 children in the U.S. has autism. The prevalence is 1 in 42 for boys and 1 in 189 for girls. These rates yield a gender ratio of about five boys for every girl. The latest estimate of autism prevalence is up 30 percent from the 1 in 88 rate reported in 2008, and more than double the 1 in 150 rate in 2000.

"Our research focuses on processing records automatically and finding individual diagnostic criteria, while also classifying records as that of a child with or without autism. This will facilitate analyzing millions of records to find changes and trends and to combine with data from other sources," Leroy says.

Leroy explained that there is a treasure of information already available in electronic health records, but much of the information is in free text and not readily available for large-scale use.

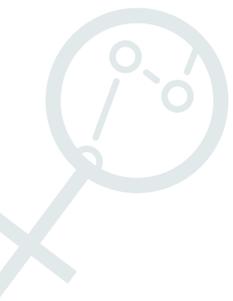
Noting that these electronic health records are vastly underused, Leroy said the portion ignored most is the free text because it requires advanced natural language processing (NLP) to transform the unstructured information into a structured form for use at a large scale and for integration with other data. A component of artificial intelligence, NLP enables computers to analyze and understand the human language.

Currently, autism surveillance is a manual, costly and slow process that provides basic information about autism cases to the CDC and surveillance investigators. Eller's research team will address the need for more efficient surveillance techniques for tracking ASD across the country.

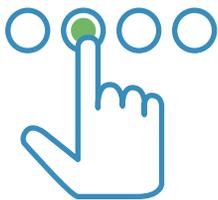
"We'll also address a lack of text processing tools that go beyond discovery of single entities, such as genes or proteins, and provide comprehensive matching to more complex patterns, such as the *Diagnostic and Statistical Manual of Mental Disorders* criteria. We will design new algorithms that can automatically create these models to annotate and extract complex patterns in text," Leroy says. "Finally, we will address the need for harvesting large amounts of data available in electronic health records' free text to supplement existing research projects and to bring new research opportunities through secondary analysis of data."

The research team will have access to electronic health records for more than 6,000 cases, available through the Arizona Developmental Disabilities Surveillance Program, which contain information on children ages four-to-eight in Arizona whose records have been evaluated for presence of ASD.

Leroy's University of Arizona co-investigators on this two-year project are from the Zuckerman College of Public Health, the College of Medicine and UA Science.



Note to Self: Using Choices to Tell Ourselves Who We are



Jennifer Savary, assistant professor of marketing, loves surprises—at least when it comes to research, where she’s been surprising the world of behavioral science since she first started testing

some of its long-held tenets. Within a larger exploration of decision-making, one focus of Savary’s work delves into the concept of “signaling”—the idea that we make certain choices, in part, to broadcast information about ourselves.

Scholars have historically looked at these behaviors as social signaling. When we wear conspicuous luxury brands, they’ve argued, we’re trying to convey something about who we are. In an economist’s perspective, such signaling “might help me become part of an in-group,” Savary explains, “which has economic value, making social signaling a real and viable market force.”

But in recent years, this body of research has expanded to explore self-signaling: the proposal that our decisions can also be a way to signal identity to ourselves. Consciously or otherwise, the theory goes, we make choices to show ourselves that we’re eclectic, for example, or pragmatic. “I might buy a luxury purse to fit in better with my friends,” Savary explains, “but that doesn’t tell the whole story of what that purchase symbolizes for me.”

To prove the point, Savary conducted a series of studies around a particular kind of consumer decision: the choice to give away money. Her breakthrough

publication in this area, “Giving Against the Odds: When Highlighting Tempting Alternatives Increases Willingness to Donate” (2015, *Journal of Marketing Research*), was the first study to demonstrate the direct impact of self-signaling on donation choices.

In one experiment within the larger study, proctors asked participants to give \$2 to a well-known charity. Half of the time, proctors referenced the \$2 as the price of a bar of soap. For everyone else, they framed it as the cost of a cookie—an indulgent choice. People were much more likely to donate when cued to think of a cookie, even when their choices were anonymous, i.e. no social signaling at play.

The takeaway Savary surfaced across five related experiments was that referencing hedonic products increased donations by altering the self-signal that choice could deliver. Not donating in those scenarios signaled greater negative information about who one is. Donating became a way to avoid those uncomfortable thoughts.

The bedrock of Savary’s research in this area is that complex forces shape consumers’ choices. When marketers understand them, they can use those forces to their advantage. But is that a good thing?

“I’m a behavioral scientist,” Savary says, “and I think a better understanding of what drives choice is the ultimate goal. But I’m also an educator. So to the extent that I’m uncovering something people might be able to use to influence choices, I also hope I’m creating knowledge in a way that people on the receiving end of those tactics can be more aware of them.”

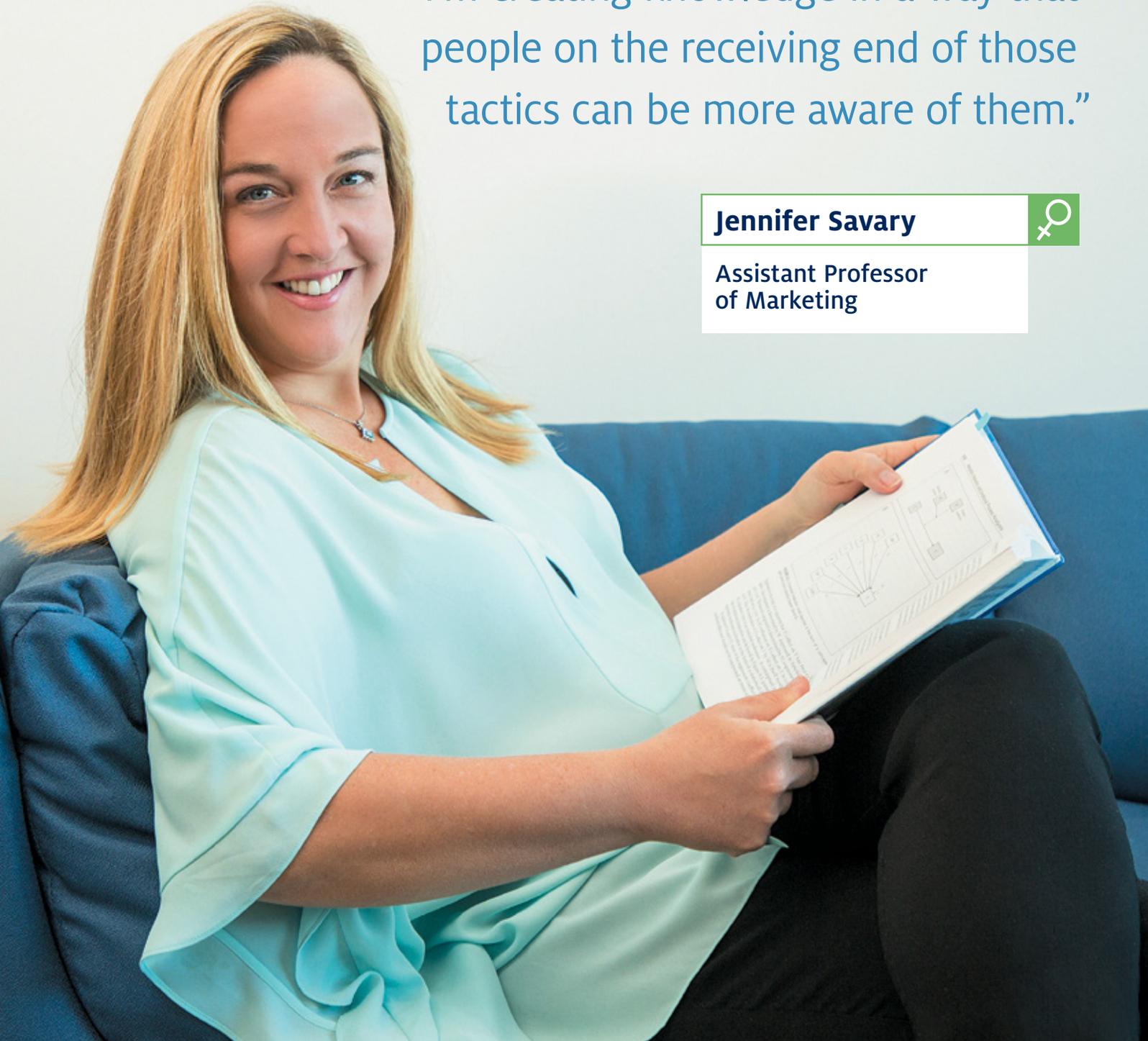


“...to the extent that I’m uncovering something people might be able to use to influence choices, I also hope I’m creating knowledge in a way that people on the receiving end of those tactics can be more aware of them.”

Jennifer Savary



Assistant Professor
of Marketing



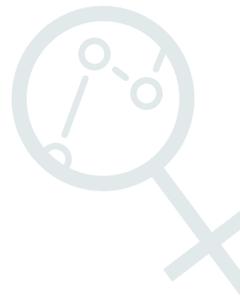


“All of these social norms are changing, and these patterns that we see in data from the past 30 years, we may not see 30 years from now.”

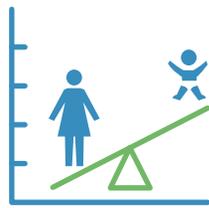
Jessamyn Schaller



Assistant Professor
of Economics



Gender, Jobs and Children's Health



Between 2007-2012, during the Great Recession, eight million people lost jobs that would take eight years to return. Such labor market shifts have rippling effects across society, and **Jessamyn**

Schaller, assistant professor of economics, explores one of those vectors: their impact on human health and wellbeing.

In one study, Schaller examined U.S. fertility rates between 1980 and 2009 to show that when labor markets improved for men, birth rates went up. The inverse happened when labor improved for women. Most recently, Schaller has turned her attention to illuminating how job loss and labor market fluctuations impact children's health—an exploration largely absent in the large body of research on health and unemployment.

In a study published in fall 2017, Schaller looked at 1996-2012 data from the Medical Expenditure Panel Survey, an annual questionnaire on health insurance coverage, healthcare use and personal health. Similar to her findings when looking at how employment opportunities affect birth rates, she found differing effects for women compared to men.

Tracking data on the same families over time, Schaller showed that when fathers lost their jobs, children's health suffered. Their mental and physical health were more likely to be reported as "fair" or "poor," and they were more likely to be reported suffering from anxiety and/or depression. In contrast, job losses among mothers led to no significant drops in children's health.

In a more recent article, Schaller took a step back from job loss to examine how labor market demand

correlated with children's health, looking at economy-wide aggregated data for both measures. The numbers showed no significant connection between kids' health and labor markets overall. However, Schaller again found inverse effects when analyzing data by gender. Higher employment rates for women were consistently associated with decreases in children's health, while for men, higher employment was linked with health improvements.

"Inherent in all of these studies is this idea that when it comes to having children and children's health, there's a relative importance of money and time that may be different depending on whether the person in question is a man or a woman," says Schaller, pointing out that the findings above comport with traditional gender roles.

"We know that parental time matters for kids' health," she explains, "and that when unemployed, women are likely to dedicate more time to taking care of their kids, so we expect to see these labor and time variables work in opposite directions by gender."

At the same time, she emphasizes that "female employment is bad for kids" is not the takeaway. "It's more complex than that," she says. "Often, in a dual-parent household, women's employment means both parents are working. What we're actually seeing is that when employment cuts too deep into parenting time, children's health suffers."

Schaller also points out that traditional gender roles continue to change. "Women now outnumber men in college. They're in the labor force at much higher rates. Men are contributing more to child-raising. All of these social norms are changing, and these patterns that we see in data from the past 30 years, we may not see 30 years from now."

alumni profiles

marketing no test drive for Eller alum

To call **Miran Maric '11 BSBA** (Business Economics) high-achieving might be an understatement.

Before he graduated from the Eller College, he'd attracted \$10 million in venture capital funding for Logic Wireless, a company that produced the first projector cell phone, which he'd founded with other UA students.



Miran Maric

'11 BSBA
(Business Economics)
Vice President and
Chief Marketing
Officer, Asbury
Automotive Group

"It was a great experience," says the Phoenix native, "and it led me to conclude that when you put a bunch of 19 and 20 years old in charge of that much money, it does not necessarily lead to great habits—especially as it relates to resolving conflicts, how to manage people and how to work with others."

Selling his shares in 2011, Maric, who had been drawn to economics at an early age, found himself being recruited for a managerial position with Chrysler.

The position allowed him to work out of Phoenix, but he quickly saw a gap in the company's marketing practices: despite Chrysler's prominence, there was no digital marketing strategy in place.

"I proposed a digital marketing manager position whose sole purpose would be to proliferate digital marketing," says Maric. His boss loved it. Maric suddenly found himself living in Detroit, overseeing marketing for nine offices and some 250 dealerships.

"Working at Chrysler taught me how to take vehicles to market and how to reduce spending on TV and print and move those budgets to programmatic display, YouTube and other digital platforms," he says. It also connected him with the Larry H. Miller Group of Companies, which was looking for a vice president of digital marketing.

Maric did not want to leave Chrysler but he recognized his own career trajectory might be better served with another company so, at age 23, he found himself living in Salt Lake City... but with no marketing team.

He quickly got to work creating a new structure with digital marketing managers in each region. Within a few months, he'd hired 16 people. As a result, sales went up, and for his efforts, Maric was voted 40 Under 40 by *Automotive News*. This success and attention attracted Asbury Automotive Group, a publicly traded Fortune 500 company with 85 locations in 10 states.

"I flew to Atlanta and just fell in love with the leadership team," says Maric. "I signed on as chief marketing officer in 2015 and have hired about 25 people since, including many University of Arizona graduates."

In 2016, he was recognized as the youngest CMO in a Fortune 500 company—an honor he credits to Asbury and its willingness to trust him with a multimillion-dollar budget.

"Being young in corporate America is both a curse and a blessing," says Maric. "There's a perception that I have not yet earned my stripes. But a lot of these cloud-based, web development jobs require constant change and constant evolution, so someone with 30 years' experience has the same knowledge as a novice. As long as you're willing to learn and execute, you can ascend."

"As long as you're willing to learn and execute, you can ascend."



Contemporary companies, Maric adds, don't focus on the age or generation of their workforce; instead, they focus on value added. "The management skills I picked up at Eller—especially in Economics Professor **John Drabicki's** class—made me appreciate the psychological side of what drives people and markets," he says. "If someone is worth the time, it's my responsibility to incentivize in them and show them the way to learn and thrive."

Maric is taking his own advice to heart—putting in the time and effort it takes to polish his skill set and gain more experience so that when the time comes, he'll be ready one day to step into a CEO role. In the meantime, he's adding value to Asbury and finding ways to mentor young people who are coming up behind him.

from future to current star

A few years after the Los Angeles riots and at the outset of the O.J. Simpson murder case, against a backdrop of longstanding racial tensions, Phoenix native **Shereka Jackson** stepped onto the University of Arizona campus feeling a little overwhelmed.

At that time in the United States, some 68 percent of Americans characterized race relations as "bad," according to a CBS News poll.

On campus, things were only mildly better. While Jackson had only positive experiences at Eller—"I got an Ivy League education for in-state tuition," she says—she recalls a student party where attendees wore t-shirts with black face on them.

"The University of Arizona was doing a lot to help bridge gaps and to put an end to that hate," Jackson recalls. She became active with the African American Student Alliance, Delta Sigma Theta and African American Student Affairs and credits those organizations and their focus on service as playing a significant role in her future success.

Jackson also cemented a few truths for herself during this formative time. First, she says, she recognized that we may all be different but we deserve to be treated the same and be given access to the same opportunities. Second, progress requires pitching in, bringing people together and trying to move the needle.

She fell back on these truths as she made her way through her studies in management information systems—a competitive, male-dominated field where she was the only female African American student—while at the same time coming to terms with the fact that she'd lived her whole life with an undiagnosed learning disability.

"I was fortunate that UA helped me get the resources I needed to manage my learning disability," she says. "At the same time, the men I encountered in my program were all very accepting and encouraging."

Hoping to join a company as a traveling tech consultant after graduation, Jackson found herself being wooed by the City of Phoenix, and accepted a job. She started in desktop support for the Public Works Department before transitioning to the IT Help Desk with the Phoenix Fire Department, where she was then promoted to a managerial position.

At the same time, she never lost sight of her desire to serve others. While at UA, Jackson had mentored students at a downtown (*continued on next page*)

Shereka Jackson

'99 BSBA
(Management
Information
Systems/Operations
Management)
Lead User Technology
Specialist, Parks
and Recreation
Department,
City of Phoenix

alumni profiles

(continued from last page) elementary school and came to view all children as stars, no matter their backgrounds or abilities.

In 2008, she launched Future Stars, a nonprofit organization that provides mentoring and training in computer technology for students enrolled at under-resourced schools.

“The STEM sector is here to stay—every component of our lives now touches or will touch some aspect of STEM in the future,” Jackson says. “It is therefore important to equip children, especially minority children, at an early age with a love and understanding of science, technology, engineering and math so they are prepared to work in those fields when they are older.”

For her work with Future Stars, Jackson received the East Valley NAACP’s Freedom Fund Award, given to those who make difference in the community through service, religion, law enforcement, education, business leadership and humanitarian efforts.

Another way she marries her love of tech with her love of service is through her current role. A trusted mentor urged Jackson to pursue the head IT job at the City of Phoenix Parks and Recreation Department. For the last four years, Jackson and her team have overseen all the Wi-Fi, hardware, software and other tech-related resources at the city’s 32 recreation centers, eight golf courses, 29 pools, 41,000-acres of open parks and preserves and 182 city parks.

“I grew up on these trails,” says Jackson. “I hung out in these parks. And now I’m able to manage the technology in these facilities that positively impacts and assists our community.”

“It is therefore important to equip children, especially minority children, at an early age with a love and understanding of science, technology, engineering and math so they are prepared to work in those fields when they are older.”

Making Microsoft music in Nashville

Nashville has long been known as the home for country music. But with 1.8 million residents, a pro-business environment and an average new resident age of 29, it’s also rapidly becoming one of the next “boom towns” in America.

No surprise, then, that when **Anne Myers ’17 MBA** was offered a job with Microsoft after graduating from the Eller College, she chose Nashville as her home base.

“Microsoft is global, with more than 110,000 employees, and offices worldwide,” she says. “I was lucky enough to get offered a position in such a cool city—there is wonderful music and great food here!”

Working at a Fortune 500 company was not new to Myers; she’d worked in international marketing for Ecolab, a Fortune 500 company in North Carolina, after graduating with an undergraduate degree in business management from Purdue University. What came as a bit of a surprise, though, was the change in her position before she even started.

“I left Eller with a job offer from Microsoft in hand. I was going to be a solution sales professional,” says Myers. “And I was really excited, ready to excel, ready to take on this new challenge and opportunity.”

But three weeks before her start date, Microsoft announced the biggest reorganization in its history. Myers came across news articles about layoffs in sales and marketing and became anxious that her new job was in jeopardy.

On the contrary, Microsoft was repositioning itself for its new commercial sales strategy, which includes deploying product experts to help customers move from successful purchasing to successful adoption. Myers found a brand-new role waiting for her—customer success manager—and a brand-new charge: focus on helping customers realize the value of Office 365, Windows 10 and Enterprise Mobility + Security.

“I had to jump right in to a new job that didn’t exist before, and I had to tackle projects and tasks even though there weren’t processes in place for them yet. From Eller, I knew the best thing would be to ask for the right help from the right people.”



“This new role and realignment is a nod toward the digital transformation, in which Microsoft is playing a huge part,” says Myers. “I knew it was a great opportunity. And because going to the cloud can be scary—some companies are still a bit cloud-adverse—it allows me to show staff in human resources, marketing, finance and IT how these products can transform their work.”

This strategic planning role tapped into two important skill sets Myers learned while at Eller: how to communicate effectively and how to network.

“I had to jump right in to a new job that didn’t exist before,” she says, “and I had to tackle projects and tasks even though there weren’t processes in place for them yet. From Eller, I knew the best thing would be to ask for the right help from the right people.”

Myers also immediately started to build an internal network to support her learning. This morphed into a group of coaches who have taken her under their

wings, pointed her in the right direction at critical times and helped position her for success.

“The projects I took on as part of the Eller Business Consulting program really helped pave the way for developing this type of adaptability and leadership,” she says.

She remains interested in international business, fueled in part by her previous job as well as by the Global Business Experience she had in Brazil while at Eller. “We saw financial realities and operations in a different setting, and we learned how to work through difficult intercultural situations. It’s an experience that should be mandatory for everyone.”

With the MBA under her belt and a great career path in front of her, Myers has her eye on the future.

“My passion is working with international teams,” Myers says. “Long-term, I’d love to provide positive impact to customers in other countries.”

Anne Myers

*'17 MBA
Customer Success
Manager, Microsoft*

1970s



Bruce Beach '72 BS '73 MBA, chairman of the board and former CEO of BeachFleischman, was named the 2017 Alumnus of the Year by the Eller College of Management, an honor given to alumni who demonstrate continued dedication to the university and college and passion for improving the Tucson community.

J. Scott Burns '73 BSBA (Finance) practices real estate and estate planning law in Scottsdale, Arizona.

1980s



Carla Keegan '82 MBA was selected as the 2016 Mentor of the Year as part of the Tucson 40 Under 40 program.

David G. Hutchens '88 BS (Aerospace Engineering) '99 MBA was appointed executive vice president of Western Utility Operations with Fortis. He continues as president and CEO of UNS Energy Corporation in Arizona while additionally providing oversight to FortisBC and FortisAlberta operations.

Bob Morris '88 BSBA (Marketing) was named the new president of J.L. Clark in Lancaster, Pennsylvania.

1990s

Samir K. Bhattacharyya '96 PhD (Pharmacoeconomics) '96 MS (Economics), head of health economics and market access at DePuy Synthes, a Johnson & Johnson Company, was appointed to the Bristol Community College Board of Trustees in December.

Jason Burns '94 (Entrepreneurship) appeared on ABC's Shark Tank in October 2017 to promote his business Fidgetland, which sells products to help people stay focused.

Gilbert Davidson '98 BSBA (Human Resources), Marana town manager, was selected as COO for the State of Arizona.

Curtis Koenig '97 BSBA (Management) '00 MS (Management) has relocated to the Los Angeles area and into the role of technical security program manager within the information security team at Snap, parent company of Snapchat. He focuses on security with a broad impact to the organization in a diverse set of situations. Along with his wife Brandy and three children, he enjoys the natural wonders of Southern California as well as a few cherished places from his childhood. He also continues to volunteer in his community with the Boy Scouts and other civic organizations.

Trevor McKendry '98 BSBA (Finance) was named vice president of Daum Commercial Real Estate Services in Phoenix. He specializes in the sale and leasing of industrial and office properties in Deer Valley and Central Phoenix.

2000s

In October 2017, **Ryan Brown '08 BSBA (Finance and Entrepreneurship)** married Michelle Foster, who he met while studying at Eller. The couple now live in Los Angeles, where Brown was recently promoted to vice president at Goldman Sachs.

Scott F. Burns '03 BSBA (Finance) is practicing law and working on multi-family real estate projects in Scottsdale, Arizona, Austin, Texas, and Long Beach, California.

Ben Campsey '07 MBA was appointed chief financial officer at Montage Palmetto Bluff in Bluffton, South Carolina.

Tyler Carrell '06 BSBA (Finance), associate at Gallagher & Kennedy, and **Gregory Goldsand '06 BSBA (Accounting)**, attorney at Weiss Brown, were both recognized in January 2018 by *AZ Big Media* as the top 30 Millennials who are changing Arizona's business landscape. In 2015, Carrell became the first attorney in Arizona history to serve as president for both the State Bar of Arizona Young Lawyers Division and the Maricopa County Bar Association Young Lawyers Division. A Certified Public Accountant, Goldsand's practice focuses on start-up companies, corporate and securities transactional work, including mergers and acquisitions, formation, private placements and corporate governance.

Jolene (Busser) Desmond '05 BSBA (Business Economics and Finance) transitioned from her position at KeyBank Real Estate Capital where she managed more than \$6 billion in commercial mortgage backed securities for assets valued between \$50 million and \$1.2 billion and now serves as the founding principal to Desmond Capital Partners, a commercial real estate investment management and advisory firm headquartered in Kansas City, Missouri.

Nicole Zoe Garcia '05 BSBA (Public Administration) was appointed director of Jury Services for the Superior Court of Arizona in Maricopa County, where she oversees all jury operations for the Superior Court, as well as the summoning for all Maricopa County Justice Courts, most of the Municipal Courts in Maricopa County and the state and county grand juries. She is also a Fellow of the Institute for Court Management through the National Center for State Courts.

Chris Gronkowski '09 BSBA (Accounting) appeared on ABC's Shark Tank in October to pitch his company Ice Shaker, which sells insulated bottles for protein shakes.

Jeff Hair '07 BSBA (Accounting) was awarded the University of Arizona Alumni Slonaker Award, given to an alumnus or alumna who has been out of school for less than 15 years and who demonstrates continued interest in and loyalty to The University of Arizona for a minimum of five years. Hair is currently an audit manager with CBIZ/MHM in Phoenix.

Theodore Huffman '06 BSBA (Finance) currently works for Edgenuity, an education software provider. He was promoted to senior NetSuite administrator in 2017. He and his team oversee all aspects of the CRM/ERP/HRIS system (NetSuite) for the company. Previously, he worked as a senior accountant for Beazer Homes and as a property accountant for Macerich.

John Jacobus '04 BSBA Launched a real estate private equity firm focused on acquiring and repositioning commercial multifamily property and manufactured home communities in the Southwest and Southeast.

Jane Oh '09 BSBA (Business Management) accepted a new position as a senior product manager with Charles Schwab.

Michelle Perry '00 BSBA (Marketing), vice president of fine wine marketing and visitor programs at Constellation Brands, was named president of the Oakville Winegrowers Association in August.

In November, **Clara Pratte '01 BSBA (Marketing)** was named chief of staff for the Office of the President and Vice President of the Navajo Nation. She has worked for

IN MEMORIAM

Nicholas Aquilano
Former professor of operations management
October 2017

Christiana Duarte '17 BSBA (Marketing)
October 2017

Bakari Henderson '17 BSBA (Finance)
July 2017

Warner Smith '97 BSBA (Human Resources), '00 MBA
January 2018

the Navajo Nation and other tribes as national director of the U.S. Small Business Administration for the Office of Native American Affairs, director of the Navajo Nation Washington Office and interim chief executive officer of NOVA Corporation.

Chad Schneider '03 BSBA (Marketing and Business Management) recently changed jobs and is now the director of channel sales at Jellyvision. He moved to Chicago, Illinois in 2016.

2010s

Robert Almaguer Jr. '17 BSBA (Business Administration) has a new job as a retirement service consultant with Ascensus.

Christopher Antonaccio '17 BSBA (Business Administration) relocated to San Francisco for a job at Bloomberg.

Austin Arseo '10 BSBA (Finance) spent the last several years working in the Washington, D.C. area in several different finance roles for Leidos and Booz Allen Hamilton. He recently moved back to Tucson and continues working remotely with Booz Allen.

Congratulations to **Preston Bonds '13 BSBA (Finance)** who passed the CFP exam in March of 2017 and is now a certified financial planner working for Charles Schwab as a vice president—financial consultant in Dallas, Texas.

Miles Cahill '17 BSBA (Business Management) recently transferred jobs from inside sales rep with the San Diego Padres to corporate partnership coordinator of the LA Clippers. In this new position, he coordinates day-to-day operations, activations and development of assigned accounts and participates and leads contractual elements including traditional

media assets, in-market promotions, in-arena activation, hospitality and community programs.

Nicole Dahl '16 BSBA (Marketing) relocated to Phoenix, Arizona, and landed her dream job with a nonprofit organization called HopeKids, with which she previously used to volunteer. Dahl works with the national team, marketing chapter programs and fundraising events.

Joshua DeYoung '15 BSBA (Accounting), '16 MAcc and **Adam Martinez '16 MAcc** both scored in the top 10 of the State of Arizona for the CPA exam.

Connor Field '16 BSBA (Business Management) began working as an Internet of Things platform specialist for IBM in San Francisco, California, and was promoted in April to cover IBM's Connected Operations Portfolio within the Watson IoT Business Unit in Las Vegas, Nevada.

Shannon Fleming '10 BSBA (Business Economics) was promoted to executive director of CRM operations within a Tucson-based software company.

Samantha Forbis '13 BSBA (Management), '15 MS MIS successfully completed her Scholarship for Service (AZSecure) obligation and is now the vulnerability management lead for a U.S. Navy command near Boston.

Nick Garvin '14 (Business Management) made the *Forbes* 30 Under 30 for his start-up, Stackup, a browser plug-in that allows educators to create assignments and track metrics on how students are engaging with the material.

Jocelyn Gonzvar '12 BA (Psychology), '17 MBA has two positions: general manager of Don Pedro's Peruvian Bistro and hotel manager at Hotel Congress.

Amanda Gross '12 BSBA (Finance), senior associate with CBRE, was profiled in a January 31, 2018, *Bisnow* article about commercial real estate's next market leaders.

Ashley Grosz '11 BSBA (Marketing) announced her engagement to Jensen Szakaly. Grosz is currently vice president of market strategy at PennyMac.

Nellie Hundshamer '16 BSBA (Business Management) was just promoted to the head of operations position for Merlin Entertainments' Kansas City Cluster, which includes the LEGOLAND Discovery Center and Sea Life Aquarium.

Tomas Jaimez '15 BSBA (Business Management) currently works for the University of Arizona Alumni Association as the project specialist for recent alumni and student engagement.

Bryce Keffeler '14 BSBA (Finance and Entrepreneurship) switched careers from finance professional at Intel to a financial planner, helping others achieve their goals.

InHouse Marketing, a start-up launched by **Luis Palomares '15 BSBA (Entrepreneurship and Business Management)** and **Cooper Kowalski '15 BSBA (Marketing and Entrepreneurship)** with Josh Gill '10 BS (Mechanical Engineering) received critical early-stage funding in an investment round led by a new Phoenix-based venture capital fund, the Arizona Founders Fund. InHouse Marketing offers an online networking and marketing platform for real estate agents and mortgage lenders.

Although **Carly Rashoff '17** graduated with a degree in journalism, she credits the Eller College with dramatically impacting her career. "My minor in

business administration helped shape me as an overall person as well as helped guide me on what to look for in a job. When I graduated, I interned for three months at Unity Technologies and then got a full-time offer at Salesforce in San Francisco. I want to let everyone in Eller to know that the college helped get me to one of the most renowned companies in San Francisco."

Urbix Resources CEO **Adam Small '12 BSBA (Marketing)** has been named to *Forbes*' 30 under 30 in energy. Urbix Resources was founded in 2014 with the goal of creating radical change in the way natural graphite is refined and commercialized.

Taylor (Bilby) Stoneman '13 BSBA (Business Management) recently published an article in the *Emory International Law Review* titled "International Economic Law, Gender Equality and Paternity Leave: Can the WTO Be Utilized to Balance the Division of Care Labor Worldwide?"

Todd Torabi '13 BSBA (Business Economics and Entrepreneurship) is now a senior product designer at design firm Elephant in New York City, and has consulted clients such as Apple, Goldman Sachs, Emirates Airline and Twitter. He also founded his own firm, Wolf&Whale, that helps smaller firms around the country build digital products and marketing channels. Says Torabi: "My time with the McGuire Center specifically inspired me to pursue user experience as a career. The program taught me the value of being hands-on with problem solving and fully understanding customer behaviors and attitudes."

PhD

PLACEMENTS

Wesley Blundell '17 PhD (Economics)
California State University—East Bay

Matthew Erickson '17 PhD (Accounting)
Virginia Tech

Sebastian Fleitas '17 PhD (Economics)
University of Leuven

Anatolii Kokoza '17 PhD (Economics)
USAA

Weifeng Li '17 PhD (MIS)
University of Georgia

Daehong Min '17 PhD (Economics)
Korea Information Society Development Institute

Daphna Motro '17 PhD (Management and Operations)
Hofstra University

Frank Murphy '17 PhD (Accounting)
University of Connecticut

Juan Velez '17 PhD (Economics)
Banco de la Republica del Colombia

Yang Wang '17 PhD (MIS)
Purdue University

Yun Wang '17 PhD (MIS)
Microsoft

Kyle Wildon '17 PhD (Economics)
Pomona College

David Yin '17 PhD (Finance)
Miami University

Mariana Zerpa '17 PhD (Economics)
University of Leuven

last word on negotiations



David Martinez '04 BSBA (Entrepreneurship and Business Management)

*Negotiation Courses Chair,
Foreign Service Institute
U.S. Department of State*

A career diplomat, David Martinez currently leads instruction and redesign of the U.S. State Department's negotiation training programs. From 2015-17, he served in Bogotá as special assistant to the U.S. Special Envoy for the Colombian Peace Process, supporting peace negotiations in Cuba between the Colombian government and the Revolutionary Armed Forces of Colombia (FARC) that ended the longest-running war in the Western Hemisphere. His previous diplomatic assignments include Jerusalem, Baghdad and Washington, D.C. Martinez is a term member of the Council on Foreign Relations and a State Department Individual Career Advancement Plan (ICAP) Fellow. He first cut his teeth on negotiations in Eller's business communication course and later made it a focus of his graduate work at the Harvard Kennedy School, where he was a Harvard Public Service Fellow from 2007-09.

Nuclear tensions with North Korea. Visiting the in-laws. Your next promotion.

What do these disparate issues have in common? Negotiations. And to paraphrase the ancient Greek statesman Pericles, you may not take an interest in negotiations but negotiations are definitely interested in you.

Whether you run a major organization or just need your toddler to tie her shoes, you negotiate every day. These interactions have profound effects on our lives. Yet, how many of us have taken the time to study negotiation or improve our skills? If we aren't getting what we want, have we considered whether our approach is partly to blame?

Science is building a compelling case that *how* we negotiate may be part of the problem. Behavioral economics has revealed that a host of cognitive shortcuts and biases, rather than "rational" thinking, drives much of our decision-making. Neuroscientists now know that emotional triggers—like those experienced in contentious negotiations—can flood your brain with adrenaline and cortisol, short-circuiting your sober thought process for hours. And multiple studies show that our tone, posture and body language often send far stronger messages than our words.

So how can we regain a degree of control over our negotiations?

Know Thyself: While certain traits like extraversion can help, star negotiators typically have an even more important quality: good emotional intelligence. Introvert or extrovert, the best negotiators are keenly attuned to their negotiating strengths, weaknesses and sensitivities—and those of their counterparts. Seek feedback: ask colleagues and friends how they perceive you as a negotiator. Do you have a distracting habit or an off-putting style? Listen, then adapt your approach.

Prepare, Prepare, Prepare: If you aren't spending more time *preparing* for your negotiations than *engaging* in them, you are probably placing yourself at a disadvantage. Make a list of the interests, concerns, potential deal options and alternatives for all parties to your negotiation. Map the relationships among the players and sequence your engagement to build or block coalitions. Remember the process can heavily influence the outcome, so seek to exert influence over the agenda, venue selection and drafting pen during deal brainstorming.

Become a Tactical Master: Among the many effective negotiation tactics at the table, here are three favorites:

- **Inquiry over advocacy:** Focus on asking open-ended questions—especially "why?"—to get beyond stated positions and into the underlying interests behind those positions.
- **Go to the balcony:** When someone pushes your buttons, resist the urge to strike back, give in or end the dialogue. Negotiation guru William Ury offers this instead: pause, temporarily remove yourself, and look objectively at the situation from the distance of "the balcony." Now rationality, not emotion, can guide your next move.
- **Accusations audit:** My friend and former FBI hostage negotiator Chris Voss suggests when entering a difficult or hostile negotiation to anticipate the negative views the other side may hold about you or the deal, and address them up front. Show you understand their concerns and preemptively disarm their arguments.

Don't Forget Implementation: An agreement is worthless without follow-through, so you want to negotiate at a minimum the "who, how and when" of deal implementation before you've left the table.

Whatever you decide to do to improve your negotiating acumen, always put it into action. That's the best way to practice what fellow diplomat Daniele Varè called "the art of letting other people have it your way."

EVENTS AND GUESTS 2017-18

SEPTEMBER

5 McGuire Center
Special Guest



Bob Pasker
CO-FOUNDER AND
CHIEF ARCHITECT,
WEBLOGIC

27 Eller Expo
Hosted by Delta Sigma Pi
and Eller Dean's Board

*Sponsored by Altria, Cintas, Liberty
Mutual and Sherwin-Williams*

OCTOBER

12 "The Future of
Healthcare—
Where Do I Belong?"
Hosted by the Center for
Management Innovations
in Healthcare



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welcomes participation
from alumni and friends
in our many special events
and programs. Visit our
website for the most up-
to-date information:
eller.arizona.edu/events

NOVEMBER

2 Eller Alumni Mixer
SAN DIEGO, CALIFORNIA

2 Eller Evening
LOS ANGELES, CALIFORNIA

DECEMBER

5 Humberto Lopez
Distinguished
Speaker



**Stephanie
Miller**
PHD CANDIDATE IN
ACCOUNTING, YALE
UNIVERSITY

6 Eller Evening
NEW YORK CITY

16 Graduate
Convocation

JANUARY

5 Alumni and
Student Mixer
WASHINGTON D.C.

FEBRUARY

21 Eller Evening
ORANGE COUNTY

22 McGuire
Innovation Expo
TUCSON, ARIZONA

22 Eller Alumni Mixer
ATLANTA, GEORGIA

MARCH

1 Fathauer Lecture in
Political Economy



Ariel Pakes
THOMAS
PROFESSOR
OF ECONOMICS,
HARVARD
UNIVERSITY

"From Models of Firm Behavior to the
Analysis of Market Outcomes: Empirical
Industrial Organization"

6 Eller Alumni Mixer
PALO ALTO, CALIFORNIA

8 Impact Hub Launch
SAN FRANCISCO, CALIFORNIA

16 Eller Phoenix
Experience
PHOENIX, ARIZONA

APRIL

3-4 IBE Seminar
Alec Smith
ASSISTANT PROFESSOR OF
ECONOMICS, VIRGINIA TECH
"THE ECONOMICS OF ANGER" AND
"PROMISES, THREATS AND ANGER"

6 UA Executive
of the Year
Luncheon

Scott Cook
FOUNDER AND CHAIR
OF THE EXECUTIVE
COMMITTEE,
INTUIT



MAY

12 Undergraduate
Convocation

13 Graduate
Convocation



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MIS



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