

ELLER

FALL 2021

THE UNIVERSITY OF ARIZONA

ELLER COLLEGE OF MANAGEMENT



THE ELLER EFFECT

Extraordinary Professors Impacting Students

ELLER

Fall 2021

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THE UNIVERSITY OF ARIZONA
**Eller College
of Management**

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Dear Alumni and Friends of the Eller College,

First, let me say how honored I am to serve again as dean for an interim period of the Eller College and to thank Paulo for the tremendous leadership, passion, creativity and strength he showed during his tenure as Eller's dean. Though sad news for us, this is great news for Paulo, and we wish him the best of luck.

No matter who's at the helm or what is happening in the world, Eller's most valuable assets are its faculty, staff and students. And in particular, as highlighted in this issue, some of the smartest, most dedicated, most talented faculty in business education walk the halls of McClelland Hall—or, more recently, click through Zoom rooms.

The highest level of quality instruction is integral for Eller and for the University of Arizona to fulfill their missions and obligations to students and to society. Eller faculty go above and beyond, using active and collaborative learning techniques; engaging students in real-life experiences; emphasizing cognitive activities; interacting with students outside of the classroom; and delivering state-of-the-art, challenging content.



In fact, research has shown that university students report higher levels of engagement and learning at universities where professors are themselves highly engaged in the teaching process.

In other words, Eller's faculty-as-teachers are part of our firepower, helping shape the leaders of tomorrow, providing them with expertise and answers on everything from digital business to tax policy to decision making.

This issue of *Eller* magazine highlights some of our impactful Eller instructors. I hope you find their examples as inspiring as I do.

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

Bear Down!

A handwritten signature in black ink that reads "Jeff Schatzberg". The signature is fluid and cursive.

Jeff Schatzberg
Dean

ELLER IN THE NEWS

Exceptional Eller faculty regularly appear in exceptional publications, including:



Ashley Langer, associate professor of economics, was featured in two *Popular Science* articles discussing the solar power market, its effectiveness and predicted price changes. She was also interviewed by the CBS affiliate in Tucson (KOLD) in a segment on the rising price of used vehicles.



Thomas R. Brown Professor of Economics **Price Fishback** was quoted in a *Quartz* article predicting that high levels of federal spending will continue post-COVID-19.



Hedge fund research conducted by **Andrea Rossi**, assistant professor of finance, was cited in a *CNBC* web article.



Nooshin Warren, assistant professor of marketing, discussed politically polarized companies and the implications of business involvement in politics in *Yahoo News*.



Preeti Choudhary, associate professor of accounting, was featured in *The Voice of Corporate Governance* podcast, in which she spoke about the role of mid-level managers within audit firms and audit quality.



Anil Agarwal, adjunct instructor in international business, shared advice in *WalletHub* on finding the right credit card for grocery shopping.



Lecturer and Director of Accounting Masters Programs **Janeé Johnson** was quoted in Arizona Public Media on the pros and cons of adjustments to tax filing deadlines.



Research on the effects of different emotions in the workplace conducted by **Aleks Ellis**, management and organizations department head, and **Lehman Benson**, associate professor of management and organizations, was highlighted in *Inside Tucson Business*.



Insights from **David Brown**, assistant professor of finance, were featured in a *MarketWatch* opinion piece on why people should worry about the flood of new cash into U.S. stock funds and in *The Street* in an article about target date funds.



Sudha Ram, professor of management information systems, was interviewed by Arizona's NPR affiliate on practical applications for contact tracing and how data analysis can help people avoid crowded places as businesses reopen after COVID-19 restrictions.



Kathleen Kahle, Thomas C. Moses Professor of Finance, was referenced in a Bloomberg opinion piece about why stock buybacks are not holding back work wages and in a *MarketWatch* opinion piece about the largest technology companies and their part in revolutionizing the stock market.



Associate Professor of Management Information Systems **Matt Hashim** was featured in a *Zippia.com* article about current job market trends.

2021 NEW VENTURE COMPETITION

Each year, University of Arizona students have the opportunity to join the McGuire Center New Venture Development Program (NVD), allowing aspiring entrepreneurs to come together in teams to work on developing a venture of their own from scratch.

As part of the program, students can participate in the New Venture Competition, where they compete with fellow classmates to introduce their inventions to a panel of judges.

The winners of the 2021 New Venture Competition, **Collin Taylor** '21 BSBA (Finance/Entrepreneurship) and **Sahand Sabet** '21 PhD (Mechanical Engineering) created a hybrid robot that has the capacity to both roll on the floor and fly, helping commercial farms minimize wasted resources, maximize production output and reduce costly, inefficient labor expenses. The name of their venture—Revolute Robotics.

Taylor and Sabet took home a cash prize of \$5,000. Second and third place winners get a cash prize of \$3,000 and \$2,500 respectively.

Second place winners were **Olivia Lai** '21 BSBA (Marketing/Entrepreneurship), **Megan Biesterfeld** '21 BSBA (Finance), **Dani Neuberger** '21 BSBA (Marketing) and **Cody Hutchison** '21 BSBA (Finance/Marketing/Entrepreneurship) with their venture SoulScope, an app that will connect people to self-improvement resources such as books and podcasts. Third place went to **Grant Musil** '20 BSBA (Finance), **Caleb Piti** '21 BSBA (Finance/Entrepreneurship), **Samantha Heward** '21 (Applied Biosciences) and **Nicholas Lange** '22 MBA, for their invention Rethink Fresh, which provides fresh, healthy, local produce.



2021 MERITAGE COMPETITION

After being cancelled in 2020, the 2021 Meritage Residential Real Estate Competition was a total hit as student teams from the financial real estate class and real estate club came together virtually to research and report on current real estate issues.

This year, students were asked if a proposed \$15,000 tax credit for first time buyers would be a good idea and had 15 minutes to present during the Zoom event followed by a round of question and answers.

Professionals from various companies including Long Realty, HSL Properties and Nova Home Loans made up the panel of judges for the competition. **Steve Hilton** '83 BSBA (Finance),

executive chair for Meritage Homes and long-time sponsor of the competition, was also part of the panel of judges.

The winning team for the 2021 competition was comprised of **Rory Cunningham** '22 BSBA (Finance), **Sai Vishwanathan** '23 BSBA (Finance) and **Shane Lombardo** '23 BSBA (Finance), taking home a \$5,500 prize.

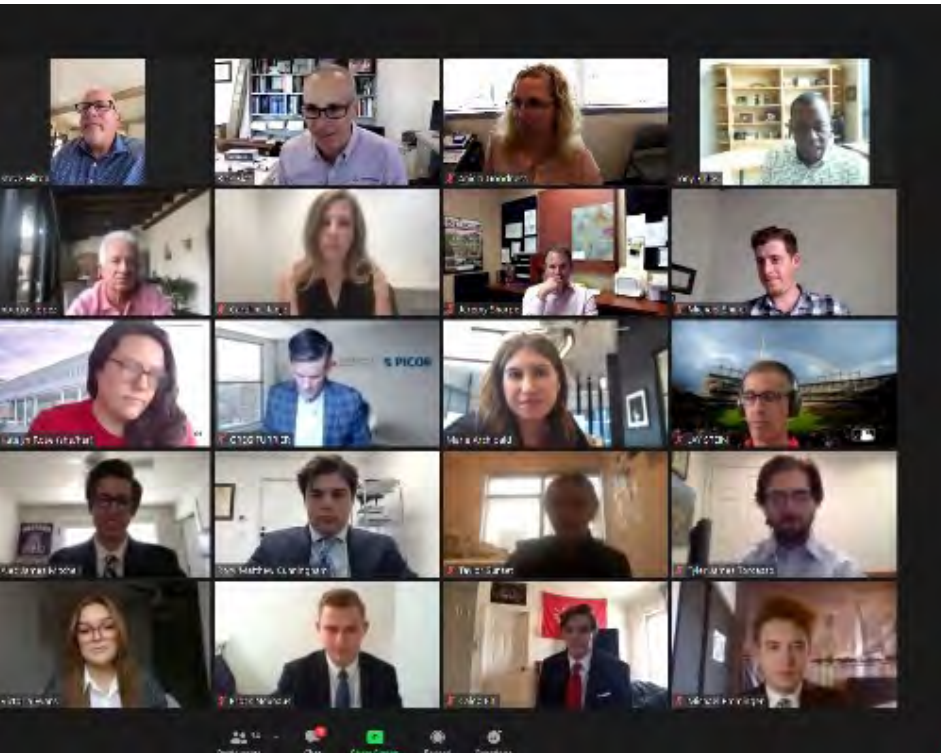
Teams placing second and third won \$4,000 and \$3,000 respectively and fourth and fifth place won \$2,500.

Although this year's competition was held virtually, the college is planning on returning to a live in-person format in 2022.



REVOLUTE

ROBOTICS



Eller on the Rise

RANKINGS OF OUR PROGRAMS:



UNDERGRADUATE PROGRAM
#20 PUBLIC **#30** OVERALL

UNDERGRADUATE MANAGEMENT INFORMATION SYSTEMS
#2 PUBLIC **#4** OVERALL



FULL-TIME MBA
#34 PUBLIC **#64** OVERALL

GRADUATE MANAGEMENT INFORMATION SYSTEMS
#1 PUBLIC **#3** OVERALL

ONLINE MBA
#7 PUBLIC **#10** OVERALL

GRADUATE BUSINESS ANALYTICS
#10 PUBLIC **#21** OVERALL

EVENING MBA
#30 PUBLIC **#51** OVERALL

FORTUNE
FULL-TIME MBA **ONLINE MBA**
#51 OVERALL **#16** OVERALL

2021 CoMIS COMPETITION

In March 2021, three students majoring in Management Information Systems (MIS) competed in the CoMIS competition hosted by the Carlson School of Management at the University of Minnesota—and made it to the final round of competition.

The team was made up of **Allison Miracle** '21 BSBA, **Khirin Dacanay** '22 BSBA and **Rhavi Dacanay** '22 BSBA. The trio competed against 19 other teams from schools around the world.

All teams competed in two cases—an initial five-hour case to determine seeding, from which the Eller team emerged a top seed, and a final 24-hour case. The 24-hour case required the team to find an innovative solution that would position a client—in this case, Land O' Lakes—for success given the unpredictable business environment.

In addition to both cases, teams had to overcome the added challenge of virtual coordination and multiple-round presentations via Zoom.

Student teams had 25 minutes to present their solutions to judges, and teams selected for the final round were given 30 minutes to update and refine presentations. For the final presentation, students had to take into consideration a new piece of information that impacted the business and the solution, forcing final groups to work under pressure and overcome yet another unprecedented obstacle.

2021 COLLEGIATE DECA

International Career Development Conference

Eller College students **Ishan Shah** '23 BSBA (Marketing/MIS) and **Nicholas Stavitski** '21 BSBA (Accounting) placed as a top finalist team in the Emerging Technology Marketing Strategies competition in the Collegiate DECA International Career Development Conference.

Collegiate DECA's Competitive Events Program gives students the opportunity to put their experience, skills and knowledge to the test while representing their university. Students from across the globe compete for top international honors in various competitions specific to a particular subject matter and are judged by business and industry professionals in all Collegiate DECA competitive events.

Shah and Stavitski were given a case study on the topic of integrating technology into the marketing world, in which they were tasked with analyzing a situation and organizing a response in an allotted amount of time, ultimately delivering their proposed solution to the judges through a 15-minute presentation.

2021 SPRING COMMENCEMENT

After a year of virtual classes, virtual events and not one, but two virtual graduations, the Eller College was able to hold convocation in-person again on May 15, 2021.

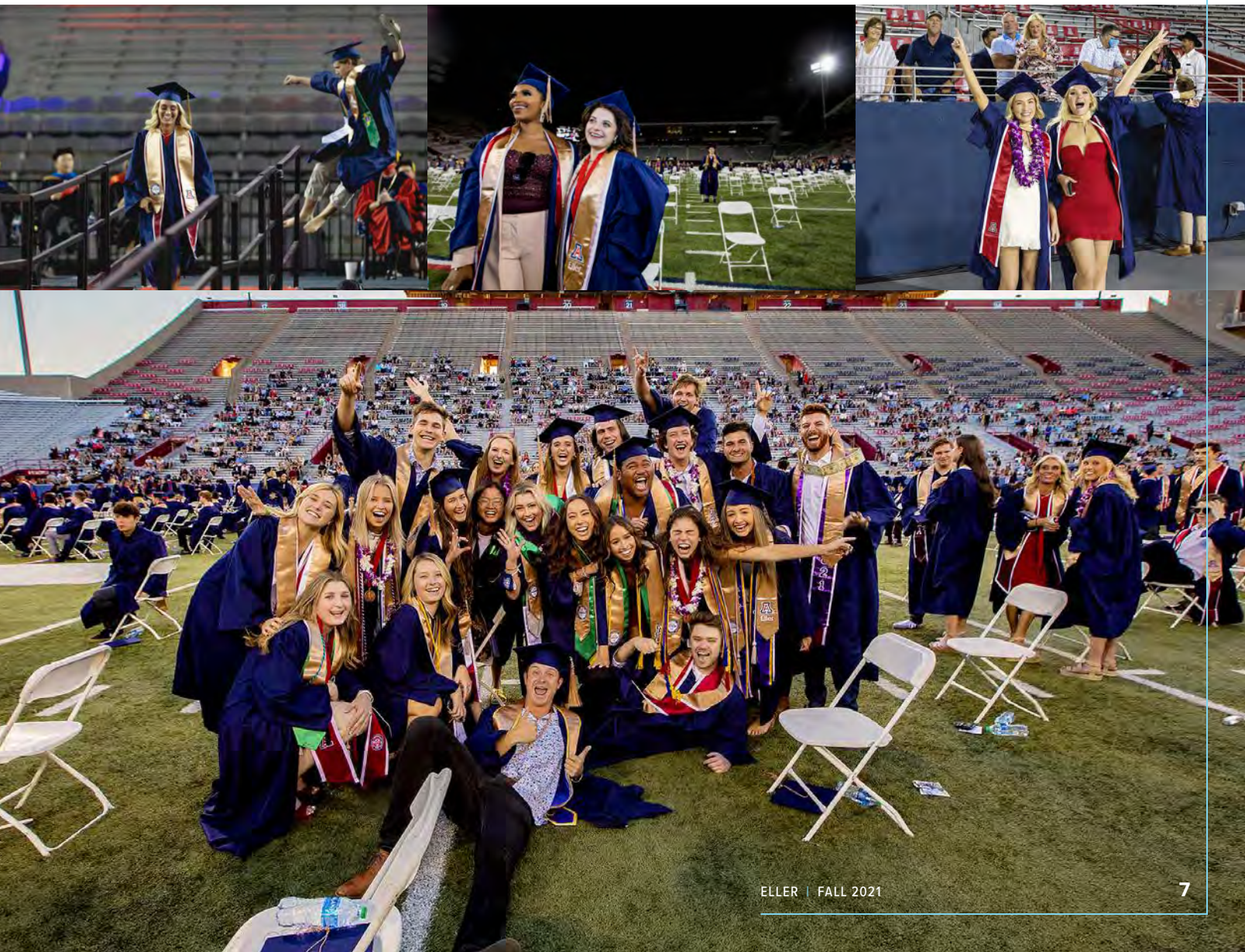
Traditionally, there are separate ceremonies for Eller graduate and undergraduate students. This year, graduating students from all levels came together as one to celebrate in an evening ceremony at Arizona Stadium.

With roughly 1,000 student names called and 3,000 guests in attendance, the Spring 2021 commencement was one of the most memorable yet.

Attendees were understanding and accommodating to safety protocols while at the same time bringing life and excitement to the ceremony.

One unique feature of the celebration was the involvement of the University of Arizona President **Robert. C. Robbins** and University of Arizona Provost **Leisl Folks**, who joined Dean and Halle Chair in Leadership **Paulo Goes** in leading the event.

The celebration's positive outcome was representative of the entire year. Despite all hardships, the college thrived and celebrated many accomplishments, bringing the semester to a cheerful close.



FAREWELL, DEAN GOES!

Although goodbyes are usually sad, the Eller College faculty and staff made sure that **Paulo Goes'** farewell was the exact opposite.

On July 29, around 150 faculty, staff and friends came together for Goes' farewell party at the Arizona Sands Club.

As emcee of the event, **Phoebe Chalk-Wadsworth**, senior director of development—and dear friend to Paulo—kept the ambience fun and light-hearted.

The celebration included a slide show of photos from Goes' 13 years at Eller—five of them as dean—and a video of candid moments when Goes was unaware he was being taped.

Sue Brown, MIS department head, and **Jeff Schatzberg**, interim dean and Frances McClelland Chair of Accounting, gave heart-felt remarks, and finally, Goes gave one last speech, ending with a very special gift for Schatzberg, who has taken the role of interim dean: Goes handed off a navy-blue sports coat, referencing the "green jacket" that is given each year to the Master's Golf Tournament Winner.

The sports coat was the exact same gift Goes received from Schatzberg when he became dean of Eller in 2016.



IVY EXEC WEBINAR: THE PRICE OF TAKING A STANCE

Over the last decade, purpose-driven

corporate actions have progressed from companies contributing to popularly supported causes such as cancer research, to companies that are taking a stance on more divisive issues like gun control or LGBTQ+ rights.

In May 2021, **Nooshin Warren**, assistant professor of marketing, hosted a webinar on corporate sociopolitical activism and firm value.

The webinar focused on Warren's research related to what companies should know when engaging in corporate activism in order to reduce negative ramifications.

Warren's findings included suggestions on:

- Who should deliver the message
- If the stance should be a statement or an action
- If the stance aligns with the company's industry
- What the external benefits are to the stance

More than 300 people registered for the webinar.



Limitless Campaign

With high hopes of raising money to support departments across the Eller College, the inaugural Eller Limitless Campaign was launched in April 2021 and raised more than \$8,000 in a few short weeks.

Gifts made during the campaign go toward supporting a specific department's general funds, which help department heads address the most imperative needs as well as support students through scholarships.

A total of 91 donors supported the campaign. The Senior Class Gift had the most participants at 48, followed by the Department of Management Information Systems at 14 and the Department of Finance at eight.



DHALIWAL-REIDY SCHOOL OF ACCOUNTANCY NAMING CEREMONY

On May 21, Eller College faculty and staff gathered to officially celebrate the naming and dedication of the Dhaliwal-Reidy School of Accountancy.

The celebration included a ribbon cutting as well as remarks from **Jeff Schatzberg**, interim dean and Frances McClelland Chair of Accounting—who also emceed the event—and **Amarjeet Dhaliwal**, Dan Dhaliwal’s wife.

Jim and **Virginia Reidy** could not attend the event and were represented by family members.

“The naming of the school and in fact the dedication ceremony itself, where so many people came together, were wonderful tributes to Dan Dhaliwal and to the Reidy’s, all of whom had an affinity for so many people connected to the University of Arizona and to the accounting profession,” says Schatzberg. “I have every confidence that the Dhaliwal-Reidy School of Accountancy will for generations to come remind us all of their legacies.”





IN MEMORIAM

Jim Reidy passed away shortly after the renaming and dedication celebration, on June 24, 2021. He was 92 years old.

A long-time resident of Santa Monica, California, Reidy served as a United States Marine. In 1955, he joined IBM where he remained for 17 years. Later, he became a professor of computer science at Pierce College.

He served on numerous Santa Monica boards and commissions and was a member of the California Coastal Commission. He is survived by Virginia, his wife of 70 years.

FACULTY ACCOLADES



Associate Professor of Economics Derek Lemoine was appointed to the position of associate fellow in the Climate Change Research and Policy Network for the Centre for Economic Policy Research (CEPR). The CEPR is committed to identifying and promoting the work of economists like Lemoine by providing research support and including an appropriate environment in which to enter the international research scene.



Gondy Leroy, professor of management information systems, received a \$1.5 million grant from the National Institute of Mental Health (NIMH) to create health information technology (HIT) to support non-expert clinicians in identifying children at risk for autism spectrum disorder (ASD), which affects 1 in 54 children in the U.S. She also received a \$1.4 million National Library of Medicine/National Institutes of Health (NLM/NIH) grant to study how to use and optimize audio for health information.



Professor of Management Information Systems and Anheuser-Busch Chair in MIS, Entrepreneurship and Innovation Sudha Ram was awarded the 2021 Peter P. Chen Award, initiated by Elsevier Publishing Company. This award honors one professional each year for their outstanding contributions to the field of conceptual modeling.



Kathleen Kahle, Thomas C. Moses Professor of Finance, was selected as regional academic director at-large for The Financial Management Association (FMA). With more than 4,000 members, the FMA is one of the largest finance organizations in the world and is a global leader in developing and distributing knowledge about financial decision making.

NEW LEADERSHIP



Shyam Sunder

*Director, Dhaliwal-Reidy
School of Accountancy*



Kathleen Kahle

Department Head, Finance



Jayanthi Sunder

Interim Vice Dean



Jeff Schatzberg

Interim Dean

FACULTY PROMOTIONS



Carlos Alsua

*Professor of Practice,
McGuire Center for
Entrepreneurship*



Cheryl Brodersen

*Senior Lecturer, Business
Communication*



David Brown

*Associate Professor,
Finance*



Faiz Currim

*Professor of Practice,
Management Information
Systems*



Allison Gabriel

*Professor, Management
and Organizations*



Yong Ge

*Associate Professor,
Management Information
Systems*



Matt Haertzen

Senior Lecturer, Finance



Janeé Johnson

*Senior Lecturer,
Accounting*



Ryan Johnson

*Senior Lecturer,
Economics*



Ashley Langer

*Associate Professor,
Economics*



Paul Michas

Professor, Accounting



Jennifer Savary

*Associate Professor,
Marketing*



Hilmi Songur

Senior Lecturer, Finance

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Walt Zipperman

*'69 BSBA (Marketing)
Board Chair*

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Eller College
of Management

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Economics
Finance
MBA
Management Information
Systems
Business Analytics
Marketing

GRADUATE PROGRAMS ONLINE

Accounting
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Entrepreneurship
Healthcare Management
MBA
Management
Information Systems



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MENTORSHIP TODAY FOR A BETTER TOMORROW

2021 Executive in Residence

The Eller College of Management appointed **Ken Udenze** as Executive in Residence for the 2021 calendar year. Eller's Executive in Residence program is intended to influence the Eller College community members on the future of work, diversity, equity and inclusion and to share relevant industry experience, networks and resources for a lasting legacy from their year of service.

Udenze is the Arizona marketplace leader and managing partner of the Phoenix office of Deloitte & Touche and a licensed CPA in three states. With more than 28 years' experience in public accounting, he has worked with clients across a variety of industries with a focus on refining, utilities, transportation and real estate. Udenze has a strong background in leading the audits of multi-segment SEC registrants and has led numerous engagements for large clients headquartered outside of Arizona.

In addition to his administration and marketplace responsibility for the Deloitte Arizona Practice, he regularly facilitates marketplace and growth initiatives for the Arizona practice and works with partners, principals and managing directors in our practice, to ensure they are bringing service excellence to current and future clients. Udenze is a former trustee of the Desert Botanical Gardens and maintains board memberships with the Greater Phoenix Economic Council and Greater Phoenix Leadership.

Along with a team of his Deloitte colleagues—many of which are Eller alumni—Udenze has engaged with the College in numerous ways so far, including presenting to undergraduate and MBA classes, mentoring MBA students, participating in student club meetings and working with Eller leadership and staff to discuss diversity, equity and inclusion and current trends in the corporate workplace and workforce.

"It has been exciting to work with Ken on a number of engagement opportunities with Eller that best fit his interests, expertise and also expands our relationship with Deloitte to a new level over the span of this year," says **Julie Trujillo**, senior director of corporate and external relations. "He has brought a wealth of experience and knowledge that benefits our students, faculty and staff, and we're honored to have him serve as our 2021 Eller Executive in Residence."





Simply Noted Sends One Millionth Note in Honor of Where Business Idea Started

Simply Noted founder **Rick Elmore**, who graduated with his BA in 2010, used the occasion of sending his company's milestone to thank Senior Lecturer of Marketing **Tirthankar Roy** who, he says, inspired his business concept.

Simply Noted is an automated handwritten letter company launched after an "a-ha" moment in Roy's class in 2017. Elmore, then an Eller MBA student, remembers being struck by Roy's offhand comment during a lecture that handwritten notes have a much greater open rate than emails. Elmore thought that handwritten notes as a sales and marketing strategy could be effective, but handwritten notes were very time consuming to produce, so he experimented with machinery to automate and scale the process. A year later, Simply Noted was born. The company produces authentic-looking notes that appear to be handwritten with a pen by using plotter machines common in the architecture field. Handwriting fonts can be chosen and a person's own handwriting can be uploaded.

Upon reaching the one millionth note milestone, Elmore programmed his machines to draft and send a customized thank-you note to Roy that expressed his gratitude for all that the professor and that the University of Arizona have given to him.

"If it wasn't for the University of Arizona, I would not have the best things in my life: my family, a professional football career, nor would I have been inspired to launch Simply Noted," says Elmore. "In reaching this milestone of sending our one millionth note, I wanted to take the opportunity to thank Tirthankar Roy for inspiring me to launch a business that is truly helping others to build relationships through the power of the handwritten note."

Today, less than three years after its founding, Simply Noted employs 11 staff and is on track to surpass \$2 million in revenue in 2021 alone.



THE ELLER EFFECT

Extraordinary Professors Making an Impact with Students

Effective teaching can be almost impossible to quantify. Yet increasingly—and especially peri-pandemic—university professors are on the frontlines of student success, serving as not just instructors, but also as mentors, guideposts, sounding boards, life coaches...

Eller faculty in particular are a cut above the rest, embracing the knowledge that they have to teach the students of today, not the students they themselves once were. They

teach outside typical daytime hours; they connect students with a network that will help them succeed; they empathize with challenges students may face outside the classroom; and they give time to students in need.

As universities face significantly changing demographics and decreased public funding, the importance of leadership in the classroom is more important than ever. Here are some profiles of Eller faculty who, every day, invest themselves wholeheartedly in Eller students.

CAREER SUCCESS RELIES ON CLASSROOM SUCCESS

Eller Professor of Marketing Hope Schau teaches realism.

In truth, she teaches integrated marketing communications and management of marketing communication—but she does so with the mindset that students will one day be responsible for these functions in their careers.

So she makes sure her classes cover everything from packaging to web sites, press releases to facility design, product placement to government communications. And she does so from any function Eller marketing students might someday have.

“My goal is for students to gain a 360-degree perspective of marketing communications,” says Schau.

Schau’s teaching is a direct extension of her research, which focuses on market practices, consumption journeys, the impact of technology on marketplace relationships and collaborative value creation. And she builds the syllabi around real-world application.

“I focus on what young professionals will need to do on the job,” she says, “and I have a about a dozen marketing professionals who help me create the assessments and rubrics.”

Each year this informal group of advisors provides feedback on Schau’s assignments so she can refine them for current market trends. In this way, students regularly perform target market analyses, message analyses and placement analyses.

Time and again, Schau has witnessed how her classes have helped students flourish in marketing careers after graduation.

For example, early in 2021, **Luis Soto** ’14 MBA, marketing manager at Vantage West Credit Union, shared with Schau its new marketing campaign, which used many of the things he’d learned in her class.

“I thoroughly enjoyed Hope’s classes due to her ability to translate research into real-world application, I have realized even more value by applying concepts I learned in class to my job,” says Soto. “I also appreciate her willingness to mentor me both during my time at Eller and after graduation, which underscores her commitment to her students’ success.”

“These are particularly challenging times,” Schau says. “With so many obstacles placed in young people’s way lately, if they felt I offered a place for them to thrive, I am profoundly happy.”

Schau grew up surfing and dreaming of being an art historian for Christie’s Auction House.

COVER STORY

TEACHING IS MORE THAN JUST GRADING PAPERS

It takes a lot of skills and experience to teach an accounting course—and even more so to make sure students are engaged and actively looking forward to class.

Katie Maxwell, senior lecturer in accounting and associate director of the Dhaliwal-Reidy School of Accounting, has not only the smarts but the charisma and charm as well, simultaneously engrossing students in the subject matter and preparing them for futures in the accounting field.

Focusing primarily on financial accounting at the undergraduate and MBA levels, Maxwell wants her students to learn—and really understand—financial statements.

“I want students to gain comfort in reading and understanding financial statements and how to use the information to make business decisions,” she says. “Regardless of the course, I bring real-life examples from my extensive corporate experience to help students see the applicability of what they are learning.”

The teaching apple doesn’t fall far from the tree in Maxwell’s family. Both her parents were public school educators, and after seeing first-hand how teachers can influence a student’s success, she knew that she would want to play the same role in someone’s life.

“When I can help a student see a future they did not believe possible for themselves, I am thrilled,” says Maxwell. “My greatest joy comes from watching students, especially first generation or those without strong support systems, develop self-confidence.”

Maxwell’s knowledge—gained in part by her 15 years in the private sector—goes well beyond the classroom. While many college professors work on research when they are not teaching, Maxwell’s focus outside of the classroom is on administration and service, where she connects the professional community to current students. She also devotes time to diversity, equity and inclusion activities as co-director of the Business Careers Awareness Program for underrepresented high school students.

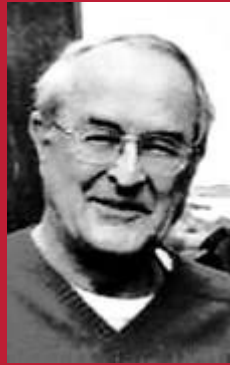
As an educator, Maxwell prides herself in having an influence on students’ professional development but she also likes to go further than that. On the last day of each semester, she gives a short presentation with ‘mom lessons.’

“I talk about things important for success in life, none of which they will find on a final exam,” says Maxwell. “I love to have former students come back years later and say they still remember pieces of advice I shared and how it impacted their decision making.”



In her spare time, Maxwell loves to spend her time with family, doing hot yoga and golfing (as long as she doesn't have to keep score).

In Your Own Words



ERIC BLECK, (LATE) PROFESSOR OF FINANCE

"Professor Bleck made financial modeling interesting and challenging—he was a rare business professor that taught more from the Socratic method and had great references like 'Uncle Sugar' that made the class engaging. He also nominated me for the Finance Major of the Year awarded by

the *Wall Street Journal*, which I received. That proved helpful in my initial job interviews."

– **Brian Wallace** '88 BSBA (Finance), '92 JD

"First, Eric Bleck was a very engaging professor. It was apparent he cared that we really learned, and could apply, what he was teaching. He effortlessly achieved the highest level of student interaction on a day-to-day basis I've ever seen. Second, the content of his lectures was almost 100 percent real world application, not theory. I literally use what he taught me almost every single day in my career. And he taught us how to properly operate an HP-12c!"

– **Steve Mueller** '91 BSBA, senior director, commercial real estate, Western Alliance Bank



GERRY SWANSON, (LATE) PROFESSOR OF ECONOMICS

"He inspired me in the subject of Economics that I didn't think I would have any interest. I remember loving his classes."

– **Lisa Belcher** '94 BSBA (Marketing), owner/director, Jump Rock Pictures

"WHEN YOU LOVE WHAT YOU'RE DOING, EVERYTHING FALLS INTO PLACE..."

Munsinger Professor of Entrepreneurship and Innovation

Joe Valacich grew up the son of a hard-working single mother in Montana and going to college was not a given.

Fortuitously, the University of Montana offered him an athletic scholarship for track, but like any uncertain freshmen, Valacich spent his first year "bouncing around," dipping his toes into various programs and earning average grades at best.

That all changed during his sophomore year when he enrolled in a computer science class.

"The experience changed everything about who I was and what I wanted to do," he says. "Finding a topic that excited me was game changing. It gave me a clear direction." From that point on, Valacich doubled down on his academics, improved his grades and flourished.

He also found a great mentor in **Bob Connole**, now professor emeritus at University of Montana, who remains a close friend. And while earning his PhD at Eller, he found another mentor in the form of **Jay Nunamaker**. Valacich was thrilled to work on what became Nunamaker's spinout company, GroupSystems. This experience, combined with his involvement in two early-stage start-ups in Seattle prior to his PhD studies, planted a seed for the future.

"GroupSystems still exists," says Valacich, "but what also remains is what I learned from Jay: that academic research can be transformed into a valuable product that has benefits beyond the academy."

Valacich took that one step further when he and **Jeff Jenkins** '13 PhD founded Neuro-ID, which monitors, analyzes and scores human-computer interactions to partition genuine customers versus fraudsters as well as detect bots and pinpoint usability problems. Neuro-ID was Tech Launch Arizona's startup of the year in 2020.

Against that backdrop, Valacich has his own students develop a new product idea, where he reinforces key concepts and processes with rich examples from the Neuro-ID journey. This project is embedded in his IT strategy class at the MBA level where he also includes "common" IT strategy topics such as the role of IT in driving change, digital infrastructure, innovation, big data and analytics, privacy and security.

If you know Joe Valacich, you already know he is an avid golfer. But did you also know he and his wife love going to classic rock concerts?

And he gets a big kick out of helping his son James build props—most recently a cryo-chamber—for film and television projects.

*And he has two rescue dogs, Charlie and Reggie. In fact, his son James created a documentary in fall of 2020 called *Pandemic Pets*, which can be found on YouTube.*

Uniquely, though, the MBA students go beyond the typical IT curriculum and delve deeper into entrepreneurship, ultimately developing and evolving a new product idea themselves.

“Not just start-ups need entrepreneurs—large organizations do too, to discover that new breakout product or service,” he says. “Otherwise, where will it come from? Since embedding the entrepreneurial project into my class, students have asked me for advice on how to commercialize their idea. Now that is inspirational!”

In Your Own Words



ALLISON GABRIEL, ASSOCIATE PROFESSOR OF MANAGEMENT AND ORGANIZATIONS

“Allison taught us useful knowledge and facts that can be applied directly into life after Eller. The things she taught us and the way she presented them were constantly engaging and insightful. I would always look forward to attending her lectures, and I still apply her teaching today—in personal and professional relationships.”

– **Leilani Lopez** '18 BSBA (MIS/M&O), technical account manager, Prestige Staffing



WEI CHEN, ASSISTANT PROFESSOR OF MANAGEMENT INFORMATION SYSTEMS

“Professor Chen had a great teaching methodology—the flipped classroom. This method helped me understand concepts better, and the projects were challenging enough to help us think through what we learnt in class. He is very approachable, and I got an opportunity to work as teaching assistant for his course. It was a great learning opportunity, and I’m using the skills I picked up from his course (MIS 543) now in a real-world setting. Thank you, Professor Chen :)”

– **Tazeen Munnavar** '20 MS MIS, business analyst, Equinix

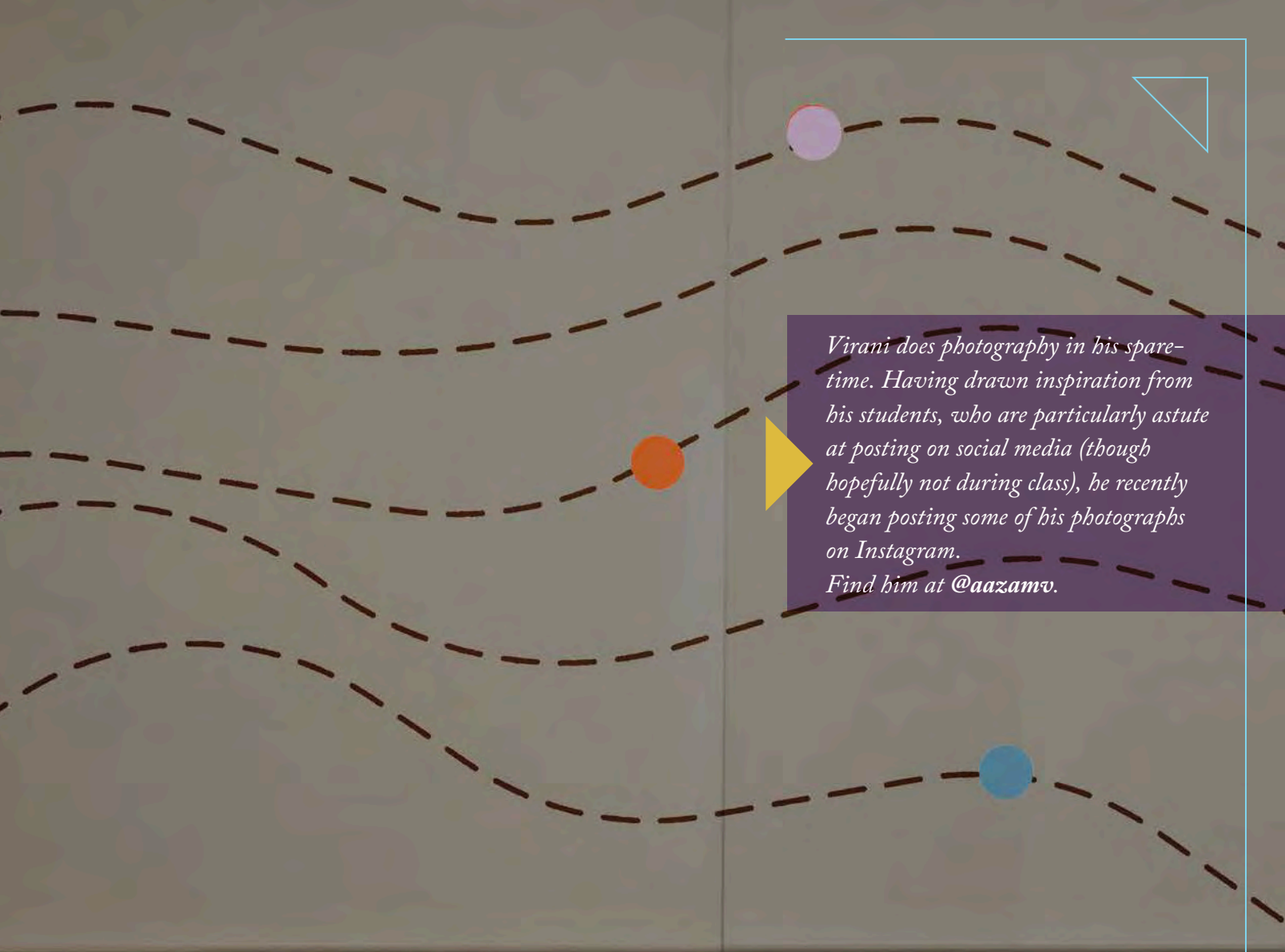
TIME VALUE OF TEACHING

Aazam Virani, assistant professor of finance, considers his job a success if students walk away from his classes with a thorough understanding that cash today is worth more than cash tomorrow.

Called the “time value of money,” the same principle can perhaps be applied as well to his approach in the classroom. Not too far removed from his own undergraduate studies at the University of Toronto, Virani is acutely aware that the students of today are going to be the solutions for issues we all face tomorrow, and he therefore takes seriously his role to equip them for this future as best he can.

Interestingly, the theme of his academic research is somewhat related—it’s all about how to make financial markets serve their constituents better.

As luck would have it, Eller students are increasingly interested in this topic. Of course Virani’s classes center around the serious nuts and bolts of finance, but at the end of every semester, he takes the time to discuss with students how things might be done better in a session he calls “Finance and Society.”



Virani does photography in his spare-time. Having drawn inspiration from his students, who are particularly astute at posting on social media (though hopefully not during class), he recently began posting some of his photographs on Instagram. Find him at @aazamv.

“Finance is really just a tool used to make economic decisions,” he says. “And it is equally applicable and important in our own personal lives. Ultimately, the impact I aspire to have is to enable my students to make better decisions.”

In addition to applying finance to serious real-world issues, Virani’s courses are also known for being interactive and—dare we say it?—fun. He often passes around a jar of candy—not for the sugar high but to illustrate his point that financial markets serve in part to aggregate information into a single, accurate price. And they perform this function incredibly well.

“The students, acting as ‘financial analysts’, are asked to estimate how many pieces of candy there are in the jar, which plays the role of a ‘security,’” says Virani. “And of course the true ‘value’ is the number of pieces of candy in the jar.”

Virani then computes the average of the estimates and, always, the results are remarkable.

“Even though their individual guesses are generally wildly off from the true number, the average of their guesses is persistently very close to the true number,” he says. “Less than 5 percent of the students have guesses that are closer to the actual number than the average guess. What’s also quite

interesting is that before I show students the results, about half think that their guess will be closer to the actual number than the average guess (investors are known to exhibit overconfidence).”

This annual exercise is a regular motivator for Virani, who sees it and other activities as a constant feedback loop that allows him to learn and be inspired as much by his students as they are by him, which in turn continues to shape his teaching, thinking and research.

Every spring, Eller’s Department of Finance hosts a breakfast for its seniors. With around a 90 percent placement rate, this is the opportunity for faculty to hear what new opportunities the seniors will be moving on to after graduation.

“It is immensely gratifying to see how far they’ve come since the beginning of the program,” says Virani. “It underscores what a privilege it is to be able to play a small part in the journeys of these remarkable individuals.”

YOU HAVE TO LEARN IN ORDER TO TEACH

Sarah Doyle, assistant professor of management and organizations, sees teaching at the college level as a challenge rather than just a job. She says: “I strive for excellence and hold myself to that standard out of a sense of duty to the students.”

Doyle teaches organizational behavior at the undergraduate level with the goal of helping the students understand why people behave the way they do within the workplace. Topics she covers include ethics, stress, motivation, power and organizational politics, among many others. And she most certainly applies her own lessons in the way that she teaches.

“I understand the significant financial cost and sacrifices that come with an education, and therefore refuse to deliver a subpar experience to my students,” she says.

She incorporates some of her research on ongoing tension between competitive and cooperative dynamics within the workplace into her classes by having students participate in a negotiation exercise between each other.

“In order to understand and work effectively with others, people need experiences to draw upon,” she says.

Because her area of expertise is around human behavior, Doyle notices the pressure put on students both in and out of the classroom and strives to help them understand that success isn’t just about results.

“Students are continuously coached to compare themselves to others and to only advertise their successes while concealing their failures—yet failure is one of the key ingredients to growth and success,” says Doyle. “It is critical to be honest with ourselves and our thoughts and to relate to others with honesty and humility. I strive to set this tone through being emotionally accessible and open with my students.”

Inspired by professors during her PhD program in management and human resources at The Ohio State University, Doyle seeks in turn to motivate her students to see their full potential.

One moment that stands out was when she helped a student go from struggling in the classroom to receiving one of the highest scores in a final exam.

“Helping him renew his sense of confidence and walk away with not only knowledge of the course concepts but learning valuable lessons about himself is something that has always stuck with me,” says Doyle. “It is a great reminder that students just need someone to believe in them and communicate with them in order to shine and succeed.”



Doyle loves watching Duke basketball, skiing both on water and snow and buying lottery tickets at the gas station on road trips.



In Your Own Words



JEFF SCHATZBERG, DEAN AND MCCLELLAND CHAIR OF ACCOUNTING

“Accounting is not my strong suit but Jeff made it a point to explain it that made it digestible to others. He was willing to meet anytime to help and was so genuine. I wish every professor was as approachable as him.”

– **Nicole Simi** '21 MBA, Onboarding Manager, Aerotek

“Jeff was an outstanding professor. I loved his teaching style; he did enough didactic then drove the points home with examples. He encouraged thinking problems through. Most importantly his grading philosophy resonated with me.”

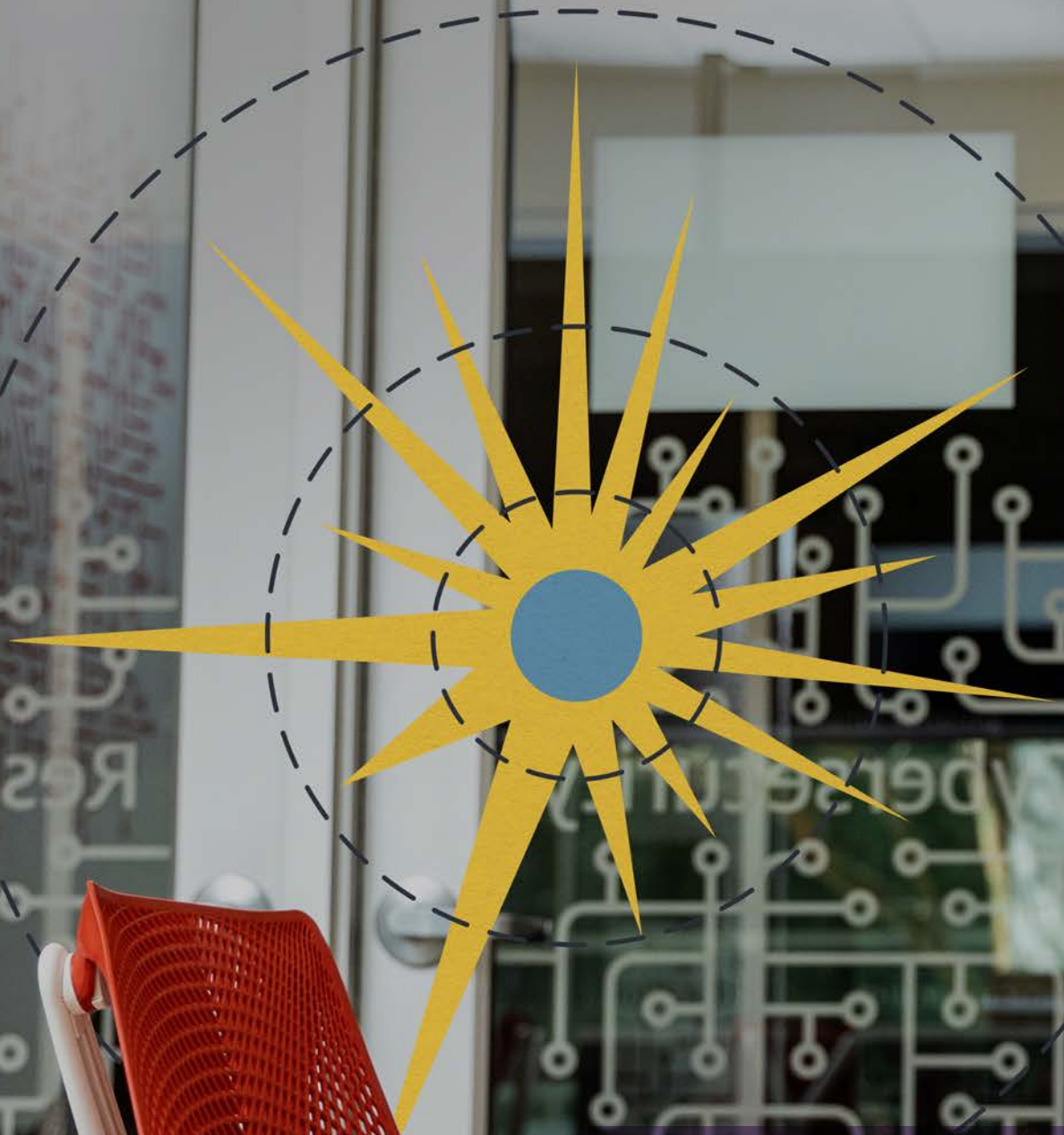
– **Andrew Gaspar** '21 MBA, Supervisor of Pharmacy, Mayo Clinic



MELANIE WALLENDORF, MCCLELLAND PROFESSOR OF MARKETING

“She taught Consumer Behavior, and it was one of the best classes I took. It blended psychology and marketing and really opened my eyes to the importance of this subject in the marketing and sales field.”

– **Michael Celaya** '84 BSBA (Marketing), '90 MBA



Hunter has three sisters, one of which is his twin. They, along with his mother, have been major positive influences in his life, and he contributes a lot of his success to them. He also loves golf and is slowly working his way down to a scratch handicap.

THE RIPPLE EFFECT THAT IS TEACHING

For Gray Hunter, lecturer in economics, being passionate in what he does makes success all the more gratifying.

Hunter teaches introductory and intermediate statistics at the undergraduate and MBA levels—a subject that students can find quite daunting. Although the class does revolve around statistical concepts, a large portion of Hunter's time is spent getting students to think critically and be comfortable working with data sets using Excel and Tableau.

He likes the challenge of teaching statistics especially for business use because, he says, “most classes are not set up to promote a lot of critical or free thinking. It is more of get to some ‘right’ answer and move on, rather than get to an answer and think about how it can be used. I am interested in how that answer can be used.”

Hunter believes that he is direct proof of the power and value of university teaching, and it is the reason that he decided to become a professor. Hunter was forced outside of his comfort zone both socially and academically when he first arrived on the campus of the small liberal arts college he attended in the center of Kentucky.

“College forced me in a sense to grow up, and I attribute a lot of that to both my professors and my peers,” he says.

He began his college career shy and lost, but by the time he was a fourth-year graduate student at the University of

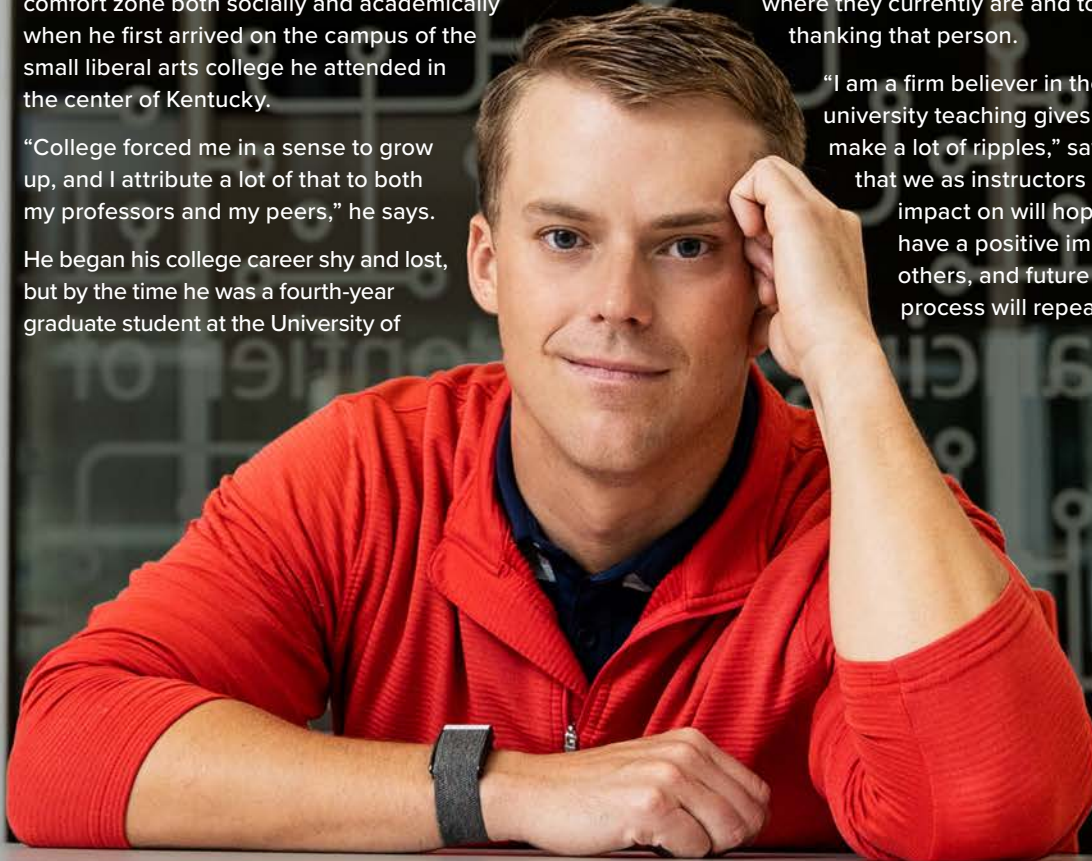
Kentucky, Hunter had grown into a confident student that asked one of his instructors for the opportunity to teach one of the large lecture classes.

“I was so nervous at the beginning, but once the class started it seemed to come naturally,” says Hunter. “I lectured for nearly 90 minutes to more than 500 students, and it was over in what felt like a flash.”

Hunter's research is based on educational expectations of students. In his dissertation, he found that a student simply believing in themselves and their ability to do things has a major impact on the likelihood in their ability to do so. He says: “I am constantly letting students know that, although statistics can be difficult, they can do it.”

Hunter likes to add an extra credit question at the end of all of his exams that has nothing to do with statistics. For example, on his final exams, he asks each student to take a few minutes to identify a person who has helped them get to where they currently are and to write a few sentences thanking that person.

“I am a firm believer in the ripple effect, and university teaching gives us such an opportunity to make a lot of ripples,” says Hunter. “Every student that we as instructors have any level of positive impact on will hopefully go forward and have a positive impact in their own way on others, and future generations and the process will repeat itself.”





LEARNING INTO TECHNOLOGY

Steve Yin

'88 BSBA (MARKETING,
ENTREPRENEURSHIP)

"It never occurred to me that I would end up in tech. But looking back, I can't imagine my career unfolding any other way."

With a glance at the extensive resume of Steve Yin '88 BSBA (Marketing, Entrepreneurship), it might be a surprise that a career in tech was never something he intended to do.

When he started his first job in the consulting division of Arthur Andersen, little did he know that this would be a role that would change the trajectory of his career.

"When I interviewed for the job, I honestly did not know that I would ultimately be expected to be a technical consultant," says Yin. "About a week into the job I realized that I would be expected to program computers—something I had no background in."

Instead of running for the hills, Yin leaned into this new challenge: "I learned everything while on the job and it was an amazing opportunity," he says. "It gave me a strong foundation in tech provided plenty of advancement opportunities in my early career."

After a few years in this role, Yin earned his MBA and embarked on a new career in consumer products—which didn't last long.

"I realized that in this sector, I wasn't able to harness my knowledge and excitement about technology" says Yin. "So I bailed and went back to tech in the mid 90's and haven't looked back since."

Back on track in tech, Yin became a director of product management for Mitchell International, a software and data company. During his time there, he was asked to start a new business unit

for the company focused on web-based financial services software. While this may be a common-place product sector now, it was a groundbreaking new product in the early 2000's.

"Delivering software via the web was a completely foreign concept at the time, especially for enterprise software solutions," says Yin. "Even once I finally convinced the company board to provide additional funding for a business venture with little to no precedent in the industry, I then had to convince a financial services company that the internet would be something other than a short consumer fad."

Luckily, Yin was able to find a few internal champions of the product in the companies he was selling to, and the software became a success, against all odds. "A lot can go wrong when a company enters early into a product space," adds Yin. "The road is littered with companies that were too early for their time."

Before moving to Experian, where he is now senior vice president of global identity and fraud product management, Yin and a few former colleagues from Mitchell International started their own company in response to the Jumpstart Our Business Startups (JOBS) Act, signed into law in 2012 by President Obama.

The JOBS Act encouraged investors to fund small business by easing securities regulations. The team formed EarlyIQ, a company focused on vetting and verifying companies looking for funding and eliminating fraud.

"Unfortunately, our business plan had one fatal flaw," Yin recalls.

While the act was signed into law and EarlyIQ was built at the right time, it turns out that the act was not implemented for another two years.

With no market for their business model, the team was required to re-imagine the business plan for the company to keep it afloat. In addition to verifications, EarlyIQ also offers a digital investment deal room for investors and companies to store and share secure documents with one another.

Throughout his entire career, Yin has taken every challenge in stride, turning challenges into opportunities to grow, lead and make waves. "It never occurred to me that I would end up in tech," says Yin. "But looking back, I can't imagine my career unfolding any other way."

BUILDING A BETTER BUSINESS

Allison Duffy '11 MBA is the definition of a self-starter. Throughout her education and career, she has pushed aside the traditional notions of what it means to build a career, instead forging her own path based on learning while doing—which has led her to develop a successful professional career and a tech company of her own.

While earning her undergraduate degree in psychology from Loyola University in Maryland, Duffy quickly realized that she did not wish to become a psychologist.

“Though I loved the curriculum,” she says, “I knew that I could not see myself pursuing a career in psychology. I decided to go with a different path and ended up as a buyer for Urban Outfitters.”

She then met her future husband and moved to New York, where Duffy became a buyer for Macy’s. A desire to be closer to her husband’s family in Tucson also led to Duffy pursue an MBA at Eller.

After graduating in 2011, Duffy found herself contemplating her next move: “In Tucson, I did not see many of the traditional MBA titles that my classmates were pursuing in the big cities—such as senior analyst or project manager roles,” she says. “I said to myself ‘well, I am not going to get a big job at a big company, but I can make my own job.’”

Around a year later, she decided to acquire an existing company in the technology services industry, and Silverado Technologies was born—a managed service provider that offers technology consulting to small and medium sized business in the Southwest, as well as supplemental IT support for large business.

“I decided that acquiring a company would be better than starting a company from scratch because suddenly I had employees, I had a role, and I could learn on the job—as I had no previous experience in the industry or experience managing employees,” says Duffy. “And I was very lucky that my employees didn’t go running as soon as they heard that I had never done any of this before.”

If running a company for the first time was not enough, Duffy also gave birth to her first child a mere 10 days before the acquisition took place.

The next year was a whirlwind of balancing being an executive and a parent for the first time.

“Being such a small company, I would look at every service ticket, process every single quote, manage payroll, and when I wasn’t focusing on work, I was tending to my daughter,” says Duffy. “In fact, when I was giving birth to my second child a few years later, the nurses had to tell me to stop processing payroll and start pushing.”

Eight years later, Silverado is a thriving and stable business that has grown to 30 employees—a feat made largely in part by Duffy’s leadership style.

“I push my employees outside of their comfort zones, but only because I know how great their potential is,” says Duffy. “I learned everything on the job and found a way to be successful, so I expect that my employees can do the same—with help along the way, of course.”

Based on her own experiences in the workforce, Duffy intentionally uses her company culture to uplift and create a more welcoming work environment for women. “We want to push away from the fears of not being smart enough or good enough to be in certain positions and encourage women to reach their full potential.”

Duffy also creates space for her employees with children to embrace parenthood, even in the workplace: “When I was a new mom, I would hide my motherhood and youth as I thought it would be perceived as weakness,” she recalls. “But being a mom is hard work and it shows strength.”

The hope is that this intentional culture-building will also have a lasting impact on the Tucson community. “My goal is to provide more quality jobs here in the Tucson area,” she says. “And ultimately make coming to work feel more like coming home.”



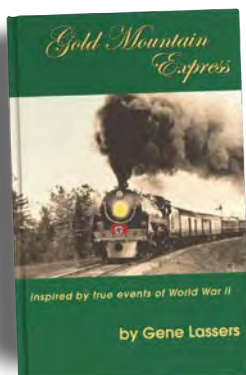
Allison Duffy

'11 MBA

“My goal is to provide more quality jobs here in the Tucson area, and ultimately make coming to work feel more like coming home.”

CLASS NOTES

1950s



Gene Lasser '58 BSBA (Marketing) '59 MBA writes to say his fifth book on Amazon called *Gold Mountain Express* won a gold first prize award in this year's national contest on ReaderViews.com. The book is a historical thriller that takes place in World War II, based on events of the time. Lasser was commissioned an officer in the Army after completing ROTC at the University and served two years at Camp (now Fort) Irwin, California. He then worked in various industries over the years including aviation, real estate and the travel industry. He earned a private pilot's license and then continued under the GI Bill for advance ratings. He and his wife Linda travel extensively and have visited approximately 190 countries. They plan to return to the Middle East at the end of 2021. He says: "There were approximately 5,000 full time students when I attended the University. Times change." The couple has four sons and seven grandchildren and live in Lakewood, California.

1960s-70s

John O'Hare '69 JD '71 MSF was elected to a second term on the City of Tucson Deferred Compensation Board. Previously he was elected to six, three-year terms as trustee of the City of Tucson Supplemental Retirement System.

In celebration of the Class of 1972, one master of public administration graduate is looking to reconnect with his class. Aussie **Graham Gourlay** says "Good Day" and would love to catch up! You can email him at gcgourley@gmail.com to celebrate your 50-year reunion!



In May, **Robert Eckert** '76 BSBA (Marketing) '77 MBA became board chair of Levi Strauss & Co. Eckert has been on Levi's board for 11 years and also sits on the boards of McDonald's, Uber, Amgen, Eyemart Express Holdings and Quinn Group.

1980s

Walter "Chip" Hale '87 BSBA (Finance) was named the next head coach of Arizona Baseball. Hale returns to Tucson from Detroit, where he served as the third base coach for the Tigers. Across time with Detroit, the

Washington Nationals (2018-20), Oakland Athletics (2012-14, 2017), Arizona Diamondbacks (2007-09, 2015-16) and New York Mets (2010-11), Hale has compiled 15 years of coaching experience at the highest level baseball has to offer.

Mike Myers '88 BSBA (Business Management) was recognized as a "Disruptor" in the 2021 PM360 Elite 100 Awards. PM360 is a trade publication in the pharmaceutical marketing industry.

1990s

Lorrie Bottrill '90 BSBA (Accounting and Finance) was awarded the 2021 Community Lifeline Award by Teen Lifeline.

Brian Frakes '97 BSBA (Finance) was profiled in July in the *Phoenix Business Journal*. Frakes is the founder of Common Bond Development.

Henry Hendrix '97 MBA has left his role at Make-A-Wish America to join Coca-Cola North America as the multicultural strategy and engagement lead for North America, reporting directly to the CMO of North America.

In August, **Gilbert Davidson** '98 BSBA '04 MPA joined the town of Prescott Valley as town manager. Davidson was previously town manager in Marana, city manager in Willcox and chief operating officer of the State of Arizona Governor's Office.

Julie Klewer '99 MBA was honored in 2020 as an ASCPA Life member.

2000s

Adriana Kong Romero '01 BSBA (Finance), **Susan Gray** '01 MBA and **Calline Sanchez** '01 BSBA (MIS), '05 MBA are all included in *BizTucson's* Women Leading the Region issue.

Habib Azizz Pierce-Byrd '97 BS (Public Administration) '02 MBA/JD has been a staff attorney with Four Rivers Indian Legal Services since 2005. He represents members and residents of the Gila River Indian Community in legal matters ranging from divorce to estate planning. He is married to **Miral Pierce-Byrd** '03, a graduate of the MBA/JD dual degree program. They have been married since 2008 and have three children: Ari and Alena (twins) and Peja.

A business co-owned by **Mohit Asnani** '05 BSBA (MIS) has expanded into recreational marijuana sales. The company has created several new product lines in the last few years and is on track to expand to more than 200 Tucson-based employees in 2021.

Congrats to two Eller alums, **Chris Hanson** '05 BSBA (Entrepreneurship), owner of Hanson Capital Group, and **Kris Pugsley** '16 MBA, senior director of marketing and communications at ON Semiconductor, for being recognized by the *Phoenix Business Journal* as one of Phoenix's 40 Under 40.

Avery Freeland '06 BSBA (Finance) was named regional director in the west for state, local and education with Zscaler, a cloud-based security company based in San Jose.

Ahmed Suria '06 BSBA (Accounting), who works at Koch Disruptive Technologies, was featured on a YouTube interview with She-VC.

2010s

Kirk Eickhoff '10 MAcc has been promoted to vice president of finance/CFO for the Tucson Airport Authority.

Mark Blitzer '12 BSBA (Finance) moved to ETF Trading at Citadel Securities, a hedge fund and market-making firm. He was at Citi (and briefly Deutsche Bank) since graduating and has been active in helping Eller students acquire positions in trading.

Boys & Girls Club of the Valley President and CEO **Marcia Mintz** '13 MBA was awarded the IMPACT Business of the Year (Large Employer) by the Greater Phoenix Chamber at its 34th Annual IMPACT Awards.

Rob Ryberg '13 MBA has partnered to build an alternative equity fund called The Opportunity Collective focused on the creation of opportunities for entrepreneurs and communities.

Garrett Gomez '13 BSBA (Finance and Entrepreneurship) works at Miramar Capital on the investments/acquisitions team. He earned his MBA at the University of Southern California with a concentration in real estate investing.



Alison (Althof) Stine '13 BSBA (Finance) was featured in *KNOW* Phoenix. She got married in March 2020 and launched her financial advising firm, Stine Wealth Management, in November 2020. Stine Wealth Management has a focus on empowering and educating employees and clients. The firm helps clients plan and invest through the three phases of wealth: Accumulation, Distribution and Wealth Transfer.

CLASS NOTES

2010s

Crystal Adams '14 MBA, **Josh Belhumeur** '10 BSBA (Marketing), **Gabriela Cervantes** '02 BSBA (Marketing) '10 MBA, **Yvette-Marie Margailan** '14 BSBA (MIS) '15 MIS and **Eric Smith** '12 BSBA (Marketing and Entrepreneurship) '18 MBA were all featured in *BizTucson's* Next Generation Leaders issue.

Taylor Jaworski '14 PhD earned tenure at the University of Colorado-Boulder.

Libby Stropko Baird '14 BSBA (Finance) will clerk for Justice Amy Coney Barrett at the U.S. Supreme Court for the 2021 term.

Alessandra Navidad '14 MBA was recently appointed president and CEO of The Arizona Animal Welfare League.

Stefanie Ramirez '14 PhD (Economics) formally received promotion and tenure at the University of Idaho.

In April, **Stephanie Smith** '14 BSBA (Marketing) was one of the featured speakers at an event co-organized by United Talent Agency, UA's School of Theatre, Film & Television and Delta Kappa Alpha Professional Cinematic Society. Smith is an IQ Strategy Agent with UTA.

Co-founders of CHELLY **Stuart Francis** '17 BSBA '19 MBA, **Hunter Goheen** '17 BSBA and **Nicolas Guerrieri** '17 BSBA won an award at the 2021 San Francisco World Spirits Competition.

Michael Mendelsohn '19 BSBA (Finance) accepted a position at Citadel hedge fund in New York City. He was previously an investment banking analyst at Bank of America.

Cannon Winkler '19 BSBA (Business Management and Entrepreneurship) was featured in the *Arizona Daily Sun* for work creating artistic expressions of hippos, leopards, lions, rhinos, cape buffalo and giraffes to raise funds to protect wildlife and nature preserves under threat on the African continent. Winkler is calling his project the Walks of Life (walksoflifeart.com) with up to 40 percent of each sale of canvases going to a South African preservation nonprofit, the African Parks Network, which works in anti-poaching and animal rehabilitation efforts.

Beatris Mendez Gandica '18 MS MIS was chosen for the American Association for the Advancement of Science (AAAS) "If/Then" campaign to raise awareness of women in STEM.

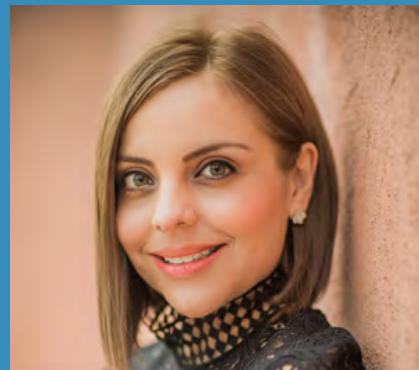




2020s

The dissertation by **Jacob Jaggi** '20 PhD (Accounting), titled “When Does the Internal Audit Function Enhance Audit Committee Effectiveness?”, was chosen for the AAA 2021 Outstanding Auditing Dissertation Award at the 2021 Auditing Section Virtual Midyear Meeting. Jacob and his PhD co-chairs **Preeti Choudhary**, associate professor, and **Jayanthi Sunder**, vice dean, all received plaques for this recognition. Jaggi now teaches at Washington State University.

David Laskin '21 BSBA (Finance) was awarded the Pac-23 Tom Hansen award, given annually to each member institution's outstanding senior male and female student-athlete based on the exhibition of the greatest combination of performance and achievement in scholarship, athletics and leadership.



Alumna Unrestricted in Her Love for Southern Arizona

As the chief executive officer of Girl Scouts of Southern Arizona, **Kristen Garcia-Hernandez** '05 BSBA (Marketing) knows the importance of unrestricted donations. The organization, which serves almost 5,000 young women in the region, relies on volunteers and community support to deliver the high-quality programs and resources so many Arizonan girls need to succeed.

Garcia-Hernandez started at the University of Arizona through its New Start program, which gave her a helpful runway from which to launch her college career.

At Eller, Garcia-Hernandez started the Hispanic Business Association in 2004 and was also part of the Eller Centurions. After graduation, she was recognized as one of Arizona's 40 Hispanic Leaders Under 40 by Valle del Sol and as an Up and Comer by *Inside Tucson Business*.

Before being appointed chief executive officer, she held other roles at Girl Scouts of Southern Arizona and helped grow revenue for the organization by \$1.2 million.

With these significant accomplishments and deeply rooted in her hometown, Garcia-Hernandez is continuing to help others do the same—by committing a major gift to the Eller College Dean's Fund, which equips the dean of the Eller College with the necessary resources to innovate and respond to unexpected opportunities.

“I am happy to support the Eller College, especially as it is a cornerstone of our Southern Arizona business community,” says Hernandez. “I know that flexibility in funding often gives space for innovations—and to meeting community needs—so giving to Eller is mission-aligned in many ways with my role at Girl Scouts of Southern Arizona.”

Last Word on

MENTORSHIP

Sir Isaac Newton said: "If I have seen farther, it is by standing on the shoulders of giants."

I wondered how many of us—alumni, students and faculty—realize the impact we have on others by providing advice, making connections, sharing a skill or merely listening. In other words, by being a "giant"—or, in more general terms—a mentor.

In high school and with my father's encouragement, I taught myself to program computers on my family's TI-99/4a.

With this skill under my belt, I was excited to go to university and learn to be a software developer. But before I could graduate from high school, I opened my report card only to discover that I'd received a "D" in my math class. A "D"! Not only was I mortified, but the university to which I'd planned to go notified me that I would not be eligible to join the computer science program—at least, not until I improved my math proficiency.

The first day in my university math class, I was scared—so much so that the math professor asked if I was okay. When I told him "I wasn't good at math" and would probably have to change my major, he said: "Why would you give up so easily? You haven't even given me a chance to help you."

That professor was the first of many "giants" who freely gave of their time and talents to influence my life.

As any mentor: you may not receive much recognition. In fact, the Lao Tzu quote "when the best leaders mentors work is done, the people say 'We did it ourselves'" is particularly relevant. Mentors are typically comfortable mentoring quietly from behind the scenes.

Compensation for being a mentor comes in many forms and is rarely immediate. It is often priceless, ranging from nothing to a simple thanks to watching a mentee's growth or impact from the sidelines. Moreover, the personal and professional benefits of being a mentor include improved leadership and communication skills and a sense of personal fulfillment and growth.

The qualifications for being a mentor are insignificant. In fact, many of my most impactful "giants" have been early-career employees who have shared what they recently learned or who have helped me shape the culture of the organization. Anyone with a skill or connections or even empathy to share can be an effective "giant."

Over the next few years, the current generation of Wildcats will grow into corporate leaders or start their own companies, and they will need to address issues related to climate change, to help shape the post-pandemic economy and a myriad of other societal issues while contributing to their business ventures. I have no doubt that Eller and the University of Arizona have prepared them with the skills and experiences needed to thrive both personally and professionally.

Coupled with the right mentors, I'm looking forward to seeing their progress and impact on these challenges as well as opportunities that we haven't even imagined yet.



Mike Miles

Mike Miles is an accomplished executive leader with extensive software industry experience, experience in building and leading large international organizations, leading start-ups and mature businesses both inside and outside Microsoft, launching global products and developing several internationally patented innovations. Prior to joining Microsoft, Miles contributed to a few startups and helped lead an early-stage B2B company to pre-IPO.

His last role at Microsoft combined his business and technology experience with his passion for social impact to launch and lead a new business unit focused on community and economic development in the 60+ global communities that host Microsoft data centers.

Recently retired, Miles is an active board member of Timmy Global Health and the Watson Institute, where he focuses on international strategy and partnerships. He is also an early-stage investor, advisor and board member of numerous for-profit start-ups, as well as a Mentor-in-Residence in the Eller College of Management and was nominated by students as the Outstanding Entrepreneurship Instructor of 2021.

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NOVEMBER 5-7:	Homecoming Weekend
NOVEMBER 29:	Digital Trust Panel, Center for Trust Studies
DECEMBER 3:	Economic Outlook
DECEMBER 17:	Undergraduate Convocation
DECEMBER 18:	Graduate Convocation

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