

ELLER Progress

Fall 2018
The University of Arizona
Eller College of Management

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Assistant Professor
of Management and
Organizations
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From A.I. to Advertising, Eller Faculty are

TRANSFORMING BUSINESS

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Celebrating 30 years of the A.I. Lab

PLUS: Introducing our new
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FALL 2018

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Assistant Professor
of Finance
David Brown



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

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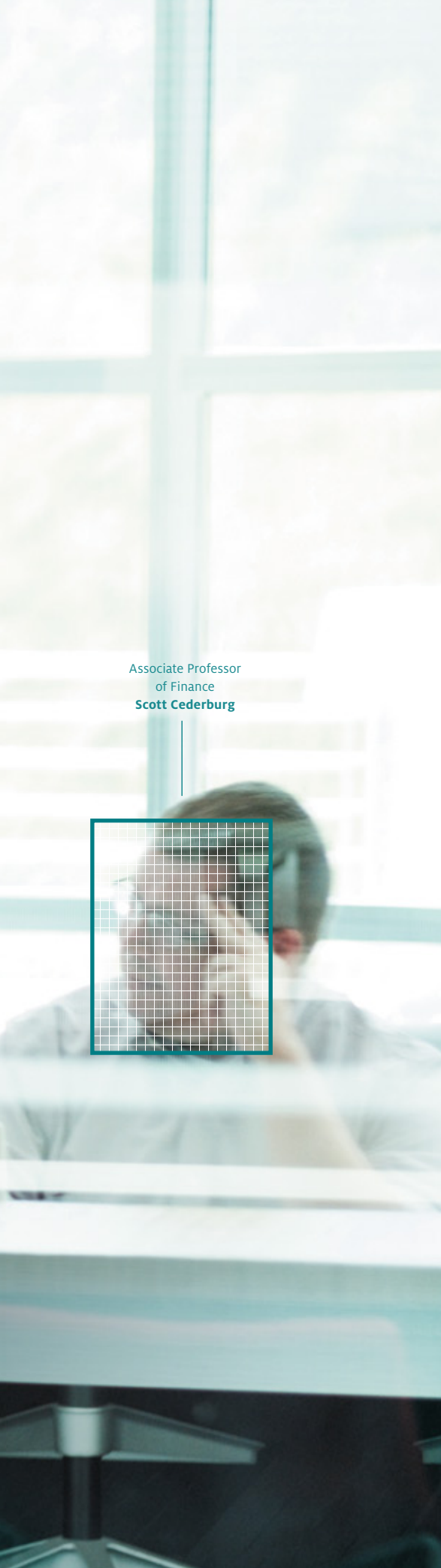
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Associate Professor
of Finance
Scott Cederburg

Dear Alumni and Friends of the Eller College,



This is an exciting time for the Eller College! With the launch of our new strategic plan—centered around exponential changes in the business world, disruption in the higher education market and the evolving needs of our target audiences—the need for interdisciplinary, immersive and transformative business education is greater than ever.

Our bold vision is to be a top 10 public business school and a leader in digital business and the innovation economy. And we've begun to mark milestones toward this goal: launching searches for endowed chairs in entrepreneurship and marketing; revising our brand position; starting new master's programs in economics, healthcare management and business analytics; turning our Department of Accounting into a School of Accountancy; and ramping up our activities and presence beyond Tucson, particularly in Phoenix. We've even changed the name of this, our alumni magazine.

The stories reflected here, in the Fall 2018 issue of *Eller*, are meant to showcase the transformation we're undertaking—ways in which our students transform through their rich and varied Eller experience, and ways our faculty transform the way we think about business through their research. Together, our faculty and students are involved in knowledge production that results in the transformation of themselves, our programs and the business community.

As dean, I see life-changing achievements in the Eller community on a regular basis and I look forward to checking off more milestones in our transformational growth in the years to come.

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

Bear down!

Paulo B. Goes
Dean and Halle Chair in Leadership

Eller Executive Education Now #11 in the United States

Online MBA and MIS rankings also climb

CLIMBING THE RANKS

Executive Education

#2

WESTERN U.S.

#11

U.S.

Online MBA

#27

PUBLIC

#33

OVERALL

Online MIS

#5

PUBLIC

#8

OVERALL

During a time of great attention being paid to executive leadership and strategy, the *Financial Times* has ranked the Eller Executive Education program first among public universities and second overall in the Western United States, behind Stanford University.

Eller College also climbed 34 spots from its 2017 global ranking of number 68 to be ranked number 1 in Arizona and number 11 in the United States. The prestigious rankings are based principally on measures of participant and client satisfaction, as well as school reputation, growth in revenues, international reach and faculty diversity.

Eller College has been strategically investing in the growth and enhancement of the Eller Executive Education (EEE) program. With its main offices on Eller's downtown Phoenix campus, EEE creates opportunities for business enhancement and leadership development in Arizona, the U.S. and abroad.

"These prestigious rankings are a testament to the quality of our curriculum, our faculty's ability to engage an executive audience and our continued market growth," says Eller Dean Paulo Goes. "With the Fourth Industrial Revolution upon us and other factors that contribute to volatility, leadership development programs are vital as new technologies change the way we work and live."

EEE Assistant Dean Joe Carella says it's important for businesses to do their due diligence before committing to a program.

"At Eller, we focus on preparing managers to tackle the challenges of doing business today while simultaneously creating exponential growth opportunities. Our faculty and coaches support executives long after they leave our classrooms," he says.

Recent clients include Microsoft and DP World. EEE also conducts ongoing, free webinars that deliver insight in today's volatile business environment.

Additionally, Eller's Online MBA program leapt from number 55 overall to number 33 (tied) overall in the 2018 *U.S. News & World Report* Best Online Programs Rankings and now comes in at number 27 among public universities. In the same ranking, the Online Master of Science in Management Information Systems program moved from number 11 in 2017 to number 8 (tied) overall for best online graduate information systems program and is number 5 among public universities.

These rankings are based on student engagement, admissions selectivity, peer reputation, faculty credentials and training, and student services and technology. The Eller Online MBA's highest ranking was for admissions selectivity, and the Eller Online MIS's highest ranking was for student engagement.



« An op-ed on management in the healthcare industry by **Stephen Gilliland**, the Salter Chair in Healthcare Management, appeared in the *Phoenix Business Journal* on May 25.



« On May 17, **Laura Brandimarte**, assistant professor of MIS, was interviewed by the *Chicago Tribune* about her research over privacy controls and personal information. Her research was also covered by *ScienceNews*.

On May 10, **Vera Pavlakovich-Kochi**, senior regional scientist in the Economic and Business Research Center, was quoted in a *Tucson Weekly* article on how NAFTA can impact Arizona's economy.



« Research on advertisements and buying behavior by **Merrie Brucks**, Robert Eckert Professor of Marketing, was discussed on NPR's *Hidden Brain* on April 27.



« Research by **Caleb Warren**, assistant professor of marketing, on why models smiling in ads appear cooler was widely covered in April by various news outlets, including *AZ Big Media*, *Science 2.0*, the *New York Post*, *Moneyish*, the *Daily Mail*, *PsychCentral*, *ScienceDaily* and *Drugs.com*.



« **Elizabeth McClean**, assistant professor of management and organizations, conducted research on how gender stereotypes affect what a leader looks like, which was covered in March and

April in the *New York Times*, the *Seattle Times*, the *Star Tribune* and elsewhere.

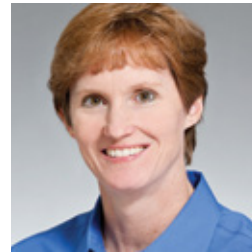
« In April, research by **Sudha Ram**, Anheuser-Busch Chair in MIS and professor of management information systems, on predicting University of Arizona freshman retention through CatCard usage was covered by the ABC affiliate in Tucson, the *Arizona Republic*, *Security Magazine*, *ATT.net* and *U.S. News & World Report*.



Eller in the news



« On March 30, research on creative individuals by **Aleksander Ellis**, Robbins Chair in Organizational Behavior, was referenced in a *Business Times* article.



« Research on the stock market by **Kathleen Kahle**, Thomas C. Moses Professor of Finance, was referenced in a March 22 article in Yahoo Finance. Her research was also covered by *USA Today*.

Forbes included perspectives from **Michael Bond**, senior lecturer in finance, in its February article about where to find the best rental property in Arizona.

In February, research on the "Queen Bee Syndrome" by **Allison Gabriel**, assistant professor of management and operations, was covered by *AZ Big Media*, *Phys.org* and *Payscale*.



« The *Phoenix Business Journal* included perspectives from **Christopher Lamoureux**, Diamond Professor of Finance, on U.S. stocks in a February 7 article. His perspective of the

stock market and retirement investments was also included in an Arizona Public Media article.

« Eller students **Nicole Naslund '19**, **Jessica Stelmach '19**, **Hang Khuu '19**, **Ben McDowell '19**, **Hannah Miller** and **Jacob Uthe '19** won Deloitte's prestigious national Audit Innovation Competition and were featured in an April 18 *Arizona Daily Star* article, *Accounting Today* and the *CPA Practice Advisor*.



Lessons from the Land of the Rising Sun

In February, 22 Eller students, most of them honors students and all studying entrepreneurship, touched down at the Haneda Airport in Tokyo, Japan. Over the next seven days, they embarked on an exploration of the country's business and culture as part of the Kakehashi Project, a highly selective program of the Japanese Ministry of Foreign Affairs aimed at promoting around the world a better understanding of Japan and its people.

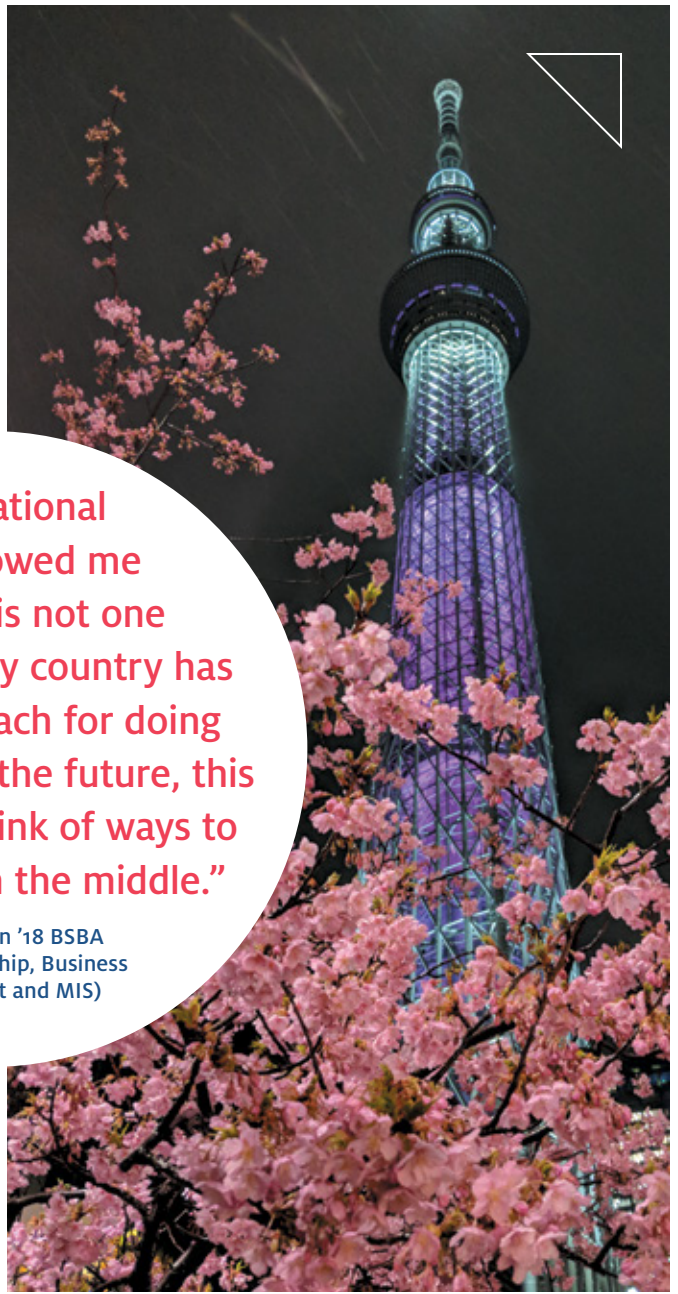
In addition to an opinion exchange forum with students from Waseda University, a prestigious, private research university in Tokyo's bustling Shinjuku ward, the group was welcomed into a range of businesses across Tokyo, Kobe and Osaka: MOBIO, a business information center supporting local manufacturers; AOKI, a small business that manufactures airplane parts; Kobe Shu-shin-kan Breweries, a family-run sake brewery established in 1751; and global electronics giant Panasonic.

Eller was one of 11 U.S. schools selected for the 2018 program, following application to the program by Carlos Alsua, academic director and senior lecturer of international management and global entrepreneurship in Eller's McGuire Center for Entrepreneurship. Alsua pursued the competitive opportunity as a way to make study abroad more accessible to high-performing entrepreneurship students, regardless of personal circumstances.

"Most of the business decisions we make have global ramifications, even if you're just an entrepreneur with one small business," explained Alsua, who accompanied students on the trip, along with Anne Stringfellow, senior lecturer in entrepreneurship and innovation. "How can we say we're delivering a global education if we don't expose them to the world? And even though this trip was only nine days, at the end of it, the world had opened up so much for these students."

Entrepreneurship students explore the business cultures of Japan





“International travel showed me that there is not one right way. Every country has its own approach for doing business and in the future, this will help me think of ways to meet others in the middle.”

—Alex Gibson '18 BSBA
(Entrepreneurship, Business Management and MIS)





Eller Students Travel **FAR and WIDE** for Career Treks

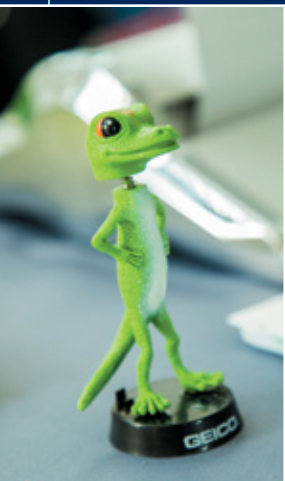
Eller MBA, MIS and undergraduate students boarded airplanes and hit the pavement during spring semester to learn about business opportunities at start-ups and Fortune 500 companies alike as part of the College's regular career treks. The trips included visits to Google, Coca-Cola, Intuit, Southwest Airlines, the New York Stock Exchange, Citi, McKinsey, SAP and others.

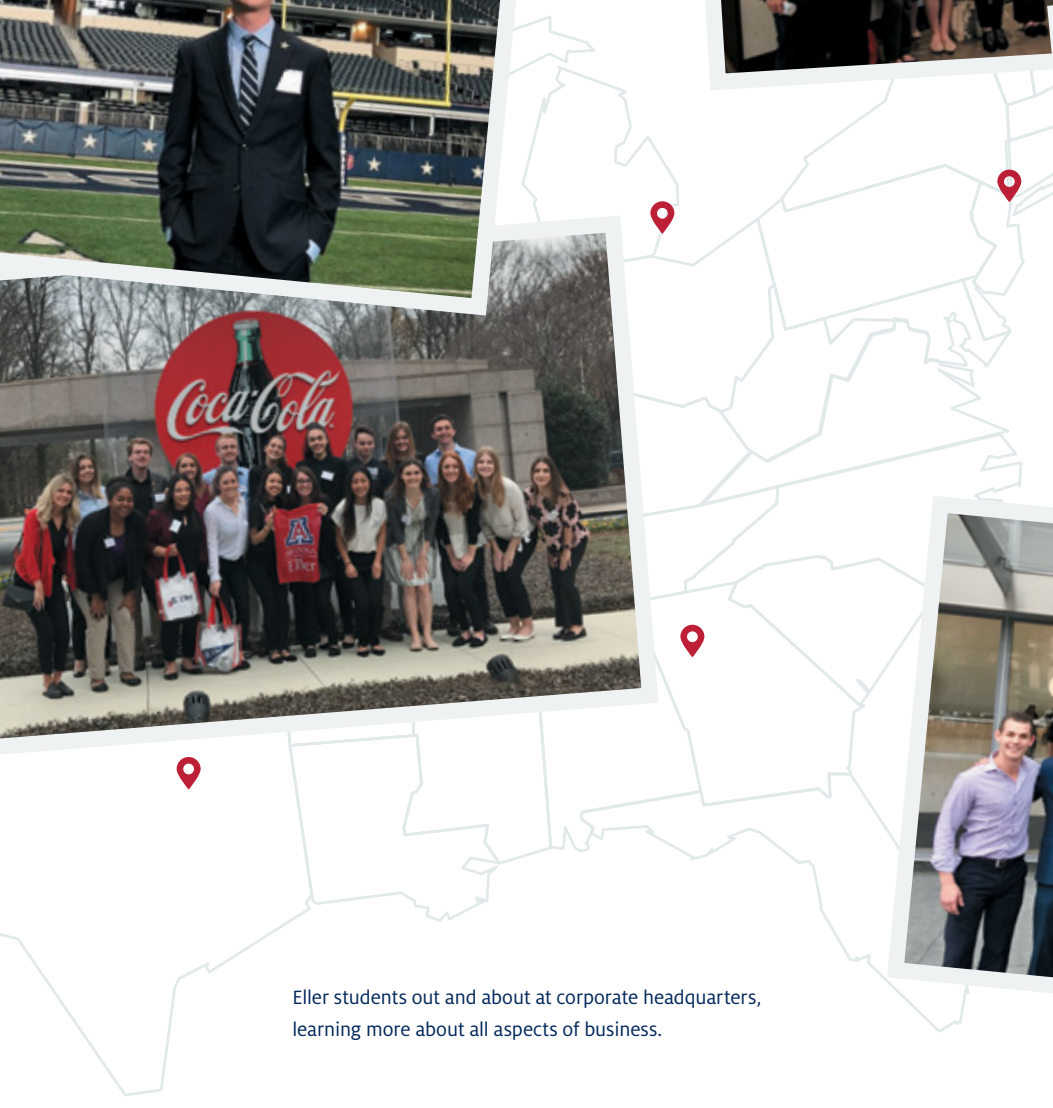
"Our goal is two-fold: to continue to bring more value to our students as they prepare for their future careers and to showcase the amazing talent and knowledge of our students to companies and organizations," says Sarah Diaz, assistant dean of career and professional development with Eller's undergraduate program. "These visits open students' eyes to new opportunities and possibilities, giving them the opportunity to see themselves working in these environments."



Career Fairs **CLOSER to HOME**

More than 100 companies recruit at Eller throughout the academic year.





Eller students out and about at corporate headquarters, learning more about all aspects of business.



Pitch away

Eller Teams Compete in Local and National Competitions

Winning a case competition during b-school is a great experience—and it doesn't look bad on a resume, either. Here's a snapshot of competitions Eller students competed in during Spring semester and how they fared.



First Place

The Deloitte Foundation's national audit innovation campus challenge engages students across the country in a "one-of-its-kind" competition centered on harnessing innovation.

Deloitte and the Deloitte Foundation hosted the 2018 **National Audit**

Innovation Campus Challenge (AICC) at Deloitte University in Westlake, Texas, on April 6-7, awarding Eller accounting students **Nicole Naslund '19, Jessica Stelmach '19, Hang Khuu '19, Ben McDowell '19, Hannah Miller '19** and **Jacob Uthe '18** first place for their idea to develop and use a proprietary artificial intelligence application to conduct audits of corporate sustainability reports.

The team's winning submission focused on a recommendation to enter the market of auditing corporate sustainability reports in anticipation of potential regulatory guidance in the coming years. The submission cited Deloitte's unique position to conduct a sustainability audit and introduced an artificial intelligence tool, "Deloitte Danni," that could help auditors measure an array of environmental metrics and compare those readings to sustainability guidance.

Second Place

Ian Burton '19 and **Leah Kaplan '18 (Chemical Engineering)** traveled to Dallas-Fort Worth to compete in the first-ever **Lockheed Martin Ethics in Engineering Case Competition**, hosted by the University of Illinois's Gies College of Business. Representing Wildcat Consulting Group, Kaplan and



Burton analyzed the engineering, ethical and business challenges related to a wireless communications system—and ended up placing second in the competition, beating out 10 other teams from universities across the nation.

In the first round, Kaplan and Burton presented their solution as a 90-second elevator pitch. During the second round, the duo offered their solution of "Retain, Refine, Replace" during a 20-minute presentation. They then endured 25 minutes of direct questioning from NOVA's nine-member "board of directors" comprised of Lockheed Martin managers and executives.

Eller Competitions

Genesense, a new venture that is unlocking the power of pharmacogenetics, bested 21 other University of Arizona McGuire **New Venture Development Program** student startup teams to win the grand prize of \$10,000 at the 2018 McGuire New Venture Competition on April 27. Genesense is comprised of **Juhyung Sun '19 MBA/MPH, Grace Gainey '18** and PhD students **Joshua Uhlorn** (Physiological Science) and **Mok Oh** (Pharmacoeconomics).



Seven student teams pitched their new ventures to Entrepreneurs' Organization (EO) Arizona member judges during the "**Bear Down and Pitch**" competition on April 19. The event took place at the Scottsdale Museum of the West. The inaugural "Bear Down and Pitch" competition

Intuit Founder Honored at Eller's Annual

Executive of the Year

Scott Cook, Intuit founder and chairman of the executive committee, was recognized as the 2018 University of Arizona Executive of the Year on April 6.

"Scott co-founded Intuit in 1983 after watching his wife struggle to balance their checkbook. He knew there had to be a better way," says Eller College Dean Paulo Goes. "With its global products, including QuickBooks and TurboTax, Intuit has grown to be an innovative ecosystem of financial management solutions that serves 46 million customers worldwide and employs 8,000 employees."

Before founding Intuit, Cook managed consulting assignments in banking, foodservice and technology for Bain & Company, a corporate strategy consulting firm. He previously worked for Procter & Gamble, the household products giant, in various positions, including brand manager.



celebrated the conclusion of McGuire Center for Entrepreneurship's partnership with EO Arizona. During the spring 2018 semester, EO members traveled to Tucson and shared their expert insights with McGuire students. First place went to **Algoe Chemicals**, which produces a rechargeable reducing agent with a 15-year shelf life.

More than 100 students in the undergraduate real estate finance course took part in the third annual **Meritage Real Estate Competition**. The four finalist teams presented their insights to Professor Mike Bond and judges on April 20 and first place went to Eller seniors **Connor McKee, Jake Zachary, Ian Barton** and **A.J. Novelli**.





Kudos to Eller Faculty for Recent Awards



Susan Brown, APS Professor and head of the Department of Management Information Systems, was honored with the Association of Information Systems (AIS) Fellow Award during a ceremony at the

International Conference of Information Systems in Seoul, South Korea. The award recognizes outstanding contributions to the information systems field through research, teaching and service. Brown's contributions to AIS have included a variety of editorial positions in the field's top journals, as well as significant roles in the association's conferences.



Assistant Professor **Ashley Langer** received an Energy Use in Transportation project award from the National Bureau of Economic Research for her proposal on *Fueling Alternatives: Evidence from Real-World Driving Data*.



A marketing research proposal by **Junming Yin**, assistant professor of management information systems, earned him the Adobe Digital Experience Research

Award. Called *Efficient Marketing Campaign Across Millions of Users and Products*, Yin's research is centered around the concept of targeted online content based on the consumer's behavior, lifestyle and personality characteristics. The proposal outlines a strategy to develop statistical machine learning methods to quickly match the right content to the right consumers.

Welcome New Eller Faculty

The Eller College is excited to welcome five new full-time tenured or tenure-track members to its esteemed faculty for the 2018-19 academic year.



Amanda Friedenberg
Professor of Economics
PhD, Harvard University

Expertise: micro-economics, game theory, political economy



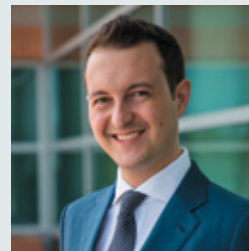
Daniel Herbst
Assistant Professor
of Economics
PhD, Princeton
University

Expertise: labor economics, consumer finance, education



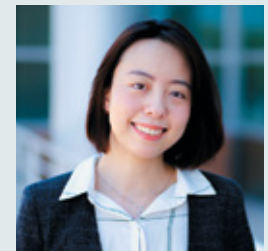
Hidehiko Ichimura
Professor of Economics
PhD, MIT

Expertise: econometrics



Andrea Rossi
Assistant Professor
of Finance
PhD, The Ohio State
University

Expertise: private equity, asset management, investor behavior, corporate insiders



Lusi Yang
Assistant Professor
of Management
Information Systems
PhD, National University
of Singapore

Expertise: crowd-based innovation, entrepreneurial learning and strategies, marketing strategies and economics in crowdfunding, organization theory



MBSA Multi-Cultural Night



A Night With the Stars

In the Event...

Eller Activities from the Spring Semester



End of the Year Celebration



Phoenix Celebration





A S C H O O L O F A C C O U N T A N C Y I S B O R N

The Eller College of Management is working to better emphasize that accounting is both a profession and an academic discipline by elevating its Department of Accounting to a School of Accountancy.

“This designation supports our growing accounting programs and positions the Eller College to more effectively meet enrollment and professional development demands of accounting students at the undergraduate, graduate and doctoral levels,” says Dean Paulo Goes.

This recognition also serves to acknowledge accounting as a profession with its own body of knowledge, ethical standards and educational requirements.

“Restructuring our Department of Accounting into the School of Accountancy positions the Eller College competitively amongst our peers and also serves as additional credibility and prestige among corporate recruiters,” says Jeff Schatzberg, Lou Myers Professor of Accounting and director, School of Accountancy.

This change puts the Eller College alongside peer institutions including the University of Southern California, University of Oregon, Arizona State University and Brigham Young University. The change took effect July 1, 2018, with a celebratory event held in Phoenix in May 2018.



A campaign to formally name the School of Accountancy continues—with a mission to honor the legacy of **Dan Dhaliwal**, who ranked among the nation’s leading scholars in the areas of archival financial accounting and archival tax research before his death in 2016.

“Dan was a mentor to many, taking a personal and authentic interest in the success and careers of his students,” says Schatzberg.

To help honor Dhaliwal’s legacy, contact 520-621-2366.



Above: Jeff Schatzburg, professor and director, presents Katie Maxwell, senior lecturer and associate director, with Most Valuable Professor Award, as selected by the student body. **Opposite page:** Hannah Miller ’19 BSBA (Accounting), president of the Accounting Student Association, welcomed attendees to the School of Accountancy celebration and recounted how she first became drawn to the accounting field after participating in Eller’s Business Careers Awareness Program as a senior in high school.

TRANS-
FORMING
BUSINESS

Transformation is the story. Eller professors are active researchers, engaged in answering questions and finding solutions to some of the most pressing problems today—from big data to gender parity to personal finance—all in an effort to make change for tomorrow's thought leaders and decision makers.





digital



His A.I. Laboratory is full of Barbie dolls, voting booths, insulin pumps, lightbulbs — anything that can be internet-enabled and used to gather information about you.

Hsinchun Chen
UA Regents'
Professor of MIS
Thomas R. Brown Chair
in Management and
Technology
Director, Artificial
Intelligence Laboratory
Director, AZSecure
Cybersecurity
Fellowship Program

Why Does Hsinchun Chen Have Your Data?

A CAREER IN ARTIFICIAL INTELLIGENCE

Hsinchun Chen might have your credit card data.

He's probably had it for years—so if nothing's happened with it yet, you're likely safe.

What's he doing with it? He's trying to understand the way hackers and cyberterrorists work so that—someday—it's far harder for them to get your credit card data.

That's why his Artificial Intelligence Laboratory in the Eller College is full of Barbie dolls, voting booths, insulin pumps, lightbulbs—anything that can be internet-enabled and used to gather information about you.

In fact, for the entirety of Chen's career, he has been working with large amounts of data to understand the ways of criminals, terrorists—even diseases.

"Curiosity is my driver," he says. "Especially curiosity of the unknown."

Early on, he was also influenced by Herbert Simon, the founding father of AI, who's seminal book *Human Problem Solving* hit Chen at the right time. He went on to earn his management science degree at National Chiao-Tung University in Taiwan before moving to University of Buffalo for his MBA in the 1980s.

Shortly thereafter: "I became interested in high impact applications of data and technology," says Chen. "I'm not interested in creating simple apps—those fulfill certain basic social functions. Instead, I want to use data and technology for large social solutions."

Chen's interests led to his PhD dissertation at New York University on online information retrieval systems and eventually became the foundation for a pivotal project he took on with the Tucson Police Department. Using information from multiple police databases, Chen was able to start identifying associations among crimes, which helped the police department link suspects to crimes and subsequently apprehend them. The information could also be shared across jurisdictions and, as a result, proved so useful that soon other police departments were lining up to license it. Chicago, Phoenix, San Diego—some 5,000 departments in all 50 states and in 28 NATO countries eventually signed on. Called COPLINK, the company Chen founded merged with another major security analytics company and was then sold to IBM in 2011, one of the largest UA spin-off successes.

Chen went on to have other ventures—"I've folded more companies than I can count," he says—but he's quick to point out that none of his success is accidental. "Commercialization requires a lot of effort," he says. "A lot of work goes into determining if something I am researching can be brought to market and be useful in the real world."

Chen expanded his research to other sectors beyond law enforcement—to sport analytics, to counter-terrorism and to healthcare. One of his current projects is called Silverlink—a mobile health sensor-based system that, through analyzing millions of mobile records a week, can predict falls based on a patient's past walking and living patterns. Chen designed this for his mother, who lives 5,000 miles away in Taiwan, where, as the oldest son of five siblings, he first became interested in information technology.

"I was always competitive," he recalls. "I was always in the top five in my class, and I was the first person in my family to earn an advanced degree."

He was even the first in his PhD class in economics at NYU—despite not being an economics major.

This aspiration drove him to create the first AI Lab in a business school—almost 30 years ago, before AI was on the tip of everyone's tongue. With more than \$40 million in federal funding, Eller's AI Lab is still the only one in the United States housed in a business school.

“AI is behind everything I do,” says Chen—and he’s built a notable career on it. His seminal book *Dark Web* (the first academic book to explore the dark side of the internet) came out in 2012 and he has published more than 500 academic articles in the management information systems field. He remains one of the most published and cited MIS scholars in the world.

Given this deep knowledge, what does the Father of Security Informatics think about the ubiquity of AI today?

“Autonomous vehicles, virtual games, e-commerce applications—these will all do very well,” he says. “But that’s only about 20 percent of possible applications. The other 80 percent still does not have enough data—and yet there will be more data than ever before. And when technology meets data—the world will become very different.”

So, short-term, keep an eye on your credit card...and voting booths and Barbie dolls, because you never know what or who could be listening. “Once a machine can do it better than a human, it’s no longer AI,” says Chen. “AI is always the next frontier.”

A New Approach to Retirement Savings

MITIGATING TAX RISK WITH A MIX OF SAVINGS PLANS

When it comes to investing for retirement, financial advisors have long looked to a general principle: People who make less should invest in Roth retirement vehicles, and others should stick to traditional IRAs and 401(k) plans. It’s not a hard and fast rule, and other factors come into play, but the basic reasoning is simple and based on a key difference between the two types of plans. Roth investments are taxed now and never later—the opposite of traditional plans. Thus,



Scott Cederburg
Associate Professor
of Finance

low-earners benefit from paying taxes now, while the traditional plans win out for everyone else.

That decades-old conventional wisdom, however, came up short in a recent study co-authored by Associate Professor of Finance **Scott Cederburg** and Assistant Professor of Finance **David Brown**. Recently published in the *Journal of Financial Economics*, the research showed that the optimal everyday strategy is more nuanced.

Cederburg, Brown and a third collaborator approached the question of investment from an angle of risk largely

\$/2



\$/2



David Brown
Assistant Professor
of Finance

Research found that optimal savings result from splitting investments between a mix of Roth and traditional accounts

overlooked: the uncertainty of future tax rates. If we knew that our income tax rate in retirement would be the same or lower than it is today, then investing solely in traditional plans would make sense. Conversely, a guaranteed higher future tax rate would advantage paying taxes now, as one does in a Roth account, for which future sums are forever tax-free.

Can we reasonably predict which scenario we'll face? Probably not, given the volatility of the U.S. tax code. As an example, the researchers point to the tax rate for

a married couple making (adjusting for inflation) \$100,000 a year. It's ranged from 1 percent to 43 percent since 1913, changing 39 times.

In the face of that unpredictability, the study found that optimal savings result from splitting investments between the two types of plans, effectively hedging our bets. Using a mix of Roth and traditional accounts, investors can expect to improve their effective performance by as much as one percent per year.

“We basically have an erroneous perception of a product’s benefit if we have a positive emotional association toward it from our childhood.”

Merrie Brucks
Robert Eckert
Professor of Marketing

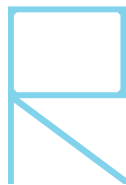


And what is that mix? The exact equation depends on age, income and wealth, but it can be boiled down to a simple guideline that produces near ideal results: Add 20 to your age—that’s the percentage of savings to put into traditional plans, and the rest goes into a Roth account. If you’re 30 years old, that means a 50/50 split. If you’re 50, it’s a 70/30 split.

Of course, that diversification doesn’t totally mitigate tax-based risk. And people in the lowest income brackets will still benefit from Roth-only investment. The most important thing, Brown says, is to “avoid investing entirely in traditional accounts or entirely in Roth accounts—a blend between the two is almost certainly better.”

A Soft Spot for Ads from Childhood

ARE WE REALLY STUCK ON BAND-AID BRAND...?



Remember I am stuck on Band-Aid brand 'cause Band-Aid's stuck on me...?

Or I don't want to grow up, I'm a Toys R Us kid....?

Or Oh I wonder, wonder what's in a Wonderball?

Well, those jingles on replay in your head are more than just sticky marketing. They also might influence your buying behavior for the rest of your life.

Merrie Brucks, the Robert Eckert Professor of Marketing at Eller, has drawn a connection between exposure to advertising in childhood and product bias in adulthood.

“We focused on advertising characters like Tony the Tiger and Ronald McDonald because these characters are prominent in children’s advertising—children often develop strong attachments to them,” says Brucks, who partnered on this research with Stony Brook University Associate Professor Paul Connell '08 PhD while he was writing his dissertation on the topic at Eller, and Jesper Nielsen, associate professor of marketing in Eller, who served on the dissertation committee.

Over four studies, the trio found that consumers maintain a favorable—even inaccurate—bias toward a product they saw advertised as a child.

For example, adults evaluated Kellogg’s Frosted Flakes (Tony the Tiger) as healthy—even though it’s a presweetened cereal with 94 percent of its nutritional value coming from carbohydrates and a four-star rating for weight gain—because they harbored favorable feelings towards the ad character itself.

“Interestingly, the bias only occurs when the adults were exposed to the ads as children,” says Brucks. “And only for those adults who have more positive feelings today for the ad character.”

The ads work by appealing to the emotions of children who develop fondness for the character and what that character represents. These emotions live on in memory and “protect” the brand from being re-evaluated later in life.

But even with a nostalgia allowance, people who harbor strongly positive feelings toward the advertising character actually resist changing their minds about the product—even in the face of compelling contrary evidence. They even unconsciously extend that positive feeling to other products from the same brand.

The assumption would be that providing information (say, about nutritional value) to adults would correct any misimpressions that might be held over from childhood. Instead, the researchers suggest adults may be resistant to updating their beliefs about heavily advertised brands in childhood.

“We basically have an erroneous perception of a product’s benefit if we have a positive emotional association toward it from our childhood,” says Brucks. “And you would think the grown-up brain corrects for what we learned in childhood—but it doesn’t.”

Brucks and her co-authors, whose article was published in the *Journal of Consumer Research*, found that even when reminded of health and nutrition realities and children’s vulnerabilities toward ads, adults persisted with their beliefs about a given product. And this may partially explain why adults buy such products for their kids—they overestimate the nutritiousness of the product.

In other words—those jingles you enjoyed in childhood are shaping the consumer you are today.

For some brands—like Band-Aid—targeting children with likeable characters and catchy jingles may be a

good long-term strategy—with minimal negative effects on long-term consumer health or safety. But what does it mean when you're passing a McDonald's or shopping in the cereal aisle? Brucks doesn't want to deter you from buying the brands you love. But she hopes this type of inquiry will help us all be savvier consumers—even from an early age.

"If we talk to children about the persuasive nature of advertising," she says, "they may develop critical thinking skills that will help them make more informed decisions later in life."

Leadership: It's Still A Man's World

GENDER IMPARITY IN THE WORKPLACE

Women make up 50 percent of the population in the United States but only 19 percent of the U.S. House of Representatives and 21 percent of the U.S. Senate. They're earning 60 percent of all undergraduate degrees but in academia, only 31 percent of full professors are female and only 27 percent of college presidents are female. Women account for 49 percent of the college educated workforce. But they hold only five percent of CEO positions for S&P 500 companies and only 20 percent of executive, senior officer and management positions in U.S.-based high-tech firms. In fact, in 2016, 43 percent of the 150 highest earning public companies in Silicon Valley had no female executive officers at all.

In short, getting noticed as a leader in the workplace is more difficult for women than for men.

Uh...tell us something we don't know...

Well, **Elizabeth McClean**, assistant professor of management and organizations in Eller, is trying to do just that with research on speaking up at work and its relationship to leadership.

Using identical scripts attributed to fictitious speakers—one Eric and one Erica—McClean found that people gave "Eric" a boost in status when he spoke up about change-oriented ideas. "Erica" did not receive the same consideration. Reminder: Eric and Erica were saying the exact same things.

The findings were replicated in a follow-up study conducted at West Point.

"Ultimately, it did not matter how frequently or infrequently women spoke up," says McClean. "They simply did not gain esteem from those around them when they did and as a result were less likely to be considered leaders."

While it may be convenient to attribute these findings to women not leaning in enough or choosing to balance personal with professional goals, McClean's research indicates the underlying reason for this is that we still have different expectations for men in the workplace than we do for women. The research, coauthored with Sean Martin from the University of Virginia, Kyle Emich from the University of Delaware and Colonel Todd Woodruff from the United States Military Academy at West Point appeared in *The Academy of Management Journal*.


"Female behavior is characterized as agreeable and nice," says McClean, "while male behavior is assertive, competent and change-oriented—traits that happen to overlap with our expected behaviors for leaders."

This change-oriented behavior is seen as a "promotive" voice—one that is inherently future-focused, moving the collective toward the ideal state. In contrast, using a "prohibitive" voice—one that expresses concern about work without being solution-oriented—did not forefront either men or women as leaders. This voice is seen as focused on problems and is associated with prevention and avoidance behaviors.

The good news is, there does not seem to be a backlash toward women who engage in speaking up using the "promotive" voice. They're just not regarded or put in leadership positions for doing so at the same rate as their male counterparts.

"Given how much attention there is on gender parity, it's important for managers to give in-the-moment credit to who is speaking up," says McClean. "Doing so





“Women interested in leadership should consider speaking up in a way that focuses on ideas and moves the group toward an ideal state.”

Elizabeth McClean
Assistant Professor
of Management and
Organizations

“Results are not consistent with the story that most managers mislead investors—a story commonly conveyed by the media.”

Richard Mergenthaler
Associate Professor
of Accounting



helps create cultures where both men and women are championing women's ideas."

Some other tactics that have been perceived as helping women increase influence in the workplace include supporting ideas with evidence, adopting communal behaviors like being willing to help others and being cognizant of overt self-promotion.

"Using powerful language has also long been a backbone tactic for coaching women toward leadership at work," says McClean. "Until we have equal leadership among women and men, women interested in leadership should consider speaking up in a way that focuses on ideas and moves the group toward an ideal state."

Principles Versus Rules

A FRESH LOOK AT AN OLD ACCOUNTING DEBATE

If you think that the ebb and flow of debate over GAAP—generally accepted accounting practices—doesn't affect you unless you're a CEO, CFO or accountant, think again.

GAAP shapes how companies report profits and losses, which in turn moves investor dollars at a macroeconomic level.

So...if you're invested for retirement, you're affected. If you live in America, you're affected.

With that frame of mind, consider that the accounting world debates to this day a fundamental issue of GAAP: Should its practices be dictated by rules (think bright-line distinctions and voluminous detail on how to do what) or simply grounded in principles, more consistent with international reporting guidelines and allowing companies to exercise judgment and even strategy in how they characterize transactions and information?

The debate intensified in the wake of accounting scandals of the early 2000s (Enron, Worldcom, etc.). That it continues to this day may seem unremarkable. It occurs, after all, at the intersection of corporate freedom and government regulation. What is remarkable is that

the people have lined up behind arguments on both sides with almost no empirical data to back them. Most examinations of the subject have measured opinions or looked at very limited areas of reporting, but researchers hadn't tackled holistic, empirical studies.

Recent research by **Richard Mergenthaler**, associate professor of accounting, changes that, shedding new light on the argument that breaks down roughly as follows:

Those who favor today's rules-based standards argue that principles alone allow companies too much room for malfeasance. Only by dictating the what's, when's and how's do we avoid the economic depth charges that can stem from corporate reporting foul play. They say rules-based standards improve comparability across reporting. Finally, they contend that hard and fast rules help create "safe harbors" from litigation.

On the other side of the fence, proponents of a principles-based approach hold that detailed rules make accounting more complex and don't allow for professional judgment, which lets firms report in ways that actually can be more indicative of underlying financial health. They say rules-based standards allow firms to exploit loopholes, structuring transactions to avoid triggering certain reporting requirements. In answer to the "safe harbors" theory, they argue the opposite: black-and-white rules are "roadmaps" to successful lawsuits.

In fact, Mergenthaler's work suggests that rules-based accounting standards are associated with less litigation. However, the data showed no association with the outcomes of litigation. In a similarly "mixed bag" vein, the research indicates that principles-based standards do give investors earnings information that, on average, better conveys the economic performance of a firm, based on factors such as earnings that more closely map to future cash flows. At the same time, some managers used that leeway to increase reported earnings toward strategic ends.

Overall, however, Mergenthaler suggests his research leans toward the positive. "These results are not consistent with the story that most managers mislead investors—a story commonly conveyed by the media," he says. "Rather, encouragingly, they're consistent with managers doing good and acting in the best interest of shareholders."



CONGRATULATIONS TO OUR

\$ 54,348

AVERAGE STARTING SALARY FOR SPRING '18 GRADS

45%

JOB OFFERS IN ARIZONA

ACCEPTANCES BY FUNCTION*

29%	Marketing/Sales
24%	Finance
10%	Accounting
8%	General Management
8%	Information Technology
8%	Operations/Production
4%	Consulting
2%	Analytics
2%	Entrepreneur/Founder
1%	Human Resources
1%	Logistics
<1%	Advertising/Public Relations
<1%	Education
3%	Other (e.g., Administration)

ACCEPTANCES BY INDUSTRY*

27%	Financial Services
16%	Technology/Science
8%	Accounting
7%	Retail
5%	Consulting
5%	Marketing/Advertising/PR
4%	Consumer Packaged Goods
3%	Healthcare
3%	Hospitality
3%	Real Estate/Construction
3%	Sports/Leisure
2%	Aerospace
2%	Defense
2%	Manufacturing
2%	Recruiting/Staffing
2%	Transportation/Logistics
1%	Education
1%	Energy
1%	Government
<1%	Insurance
<1%	Media/Entertainment
<1%	Non-Profit
<1%	Pharma/Biotech
2%	Other

* Functional areas represent job functions that exist in many organizations, whereas industry represents companies that are engaged in a specific type of business.

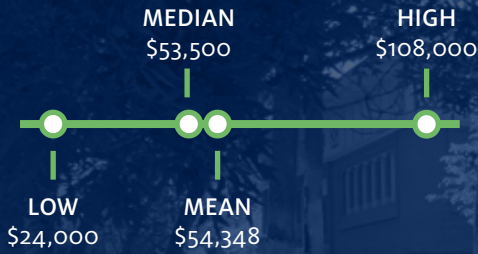




MOST RECENT ALUMNI!

COMPENSATION FOR ACCEPTED POSITIONS

BASE SALARY



SIGNING BONUS

of those getting a signing bonus



OF THOSE GOING TO GRADUATE SCHOOL

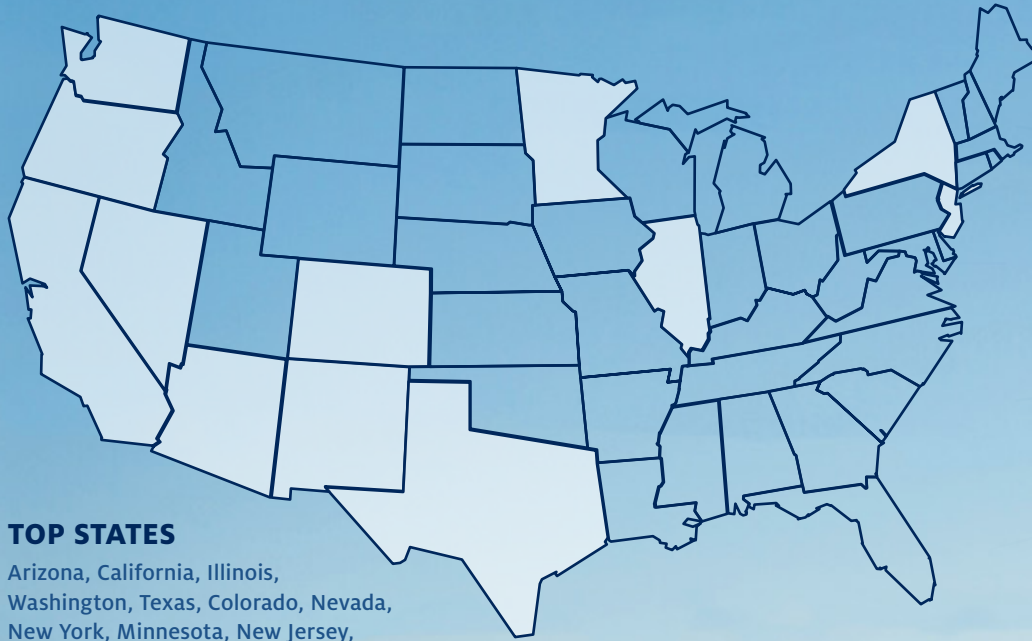
- 54%* Master of Accounting
- 13% Law School
- 13% Master of MIS
- 4% MBA
- 4% Master of Finance
- 1% Master of Healthcare Management
- 1% Master of Marketing
- 1% Medical School
- 6% Other

* 50% of Eller Accounting graduates will pursue a Master of Accounting program directly following graduation.

CLASS OF 2018 UNDERGRADUATE Career Outcomes



2018 UNDERGRADUATE Fall Cohort



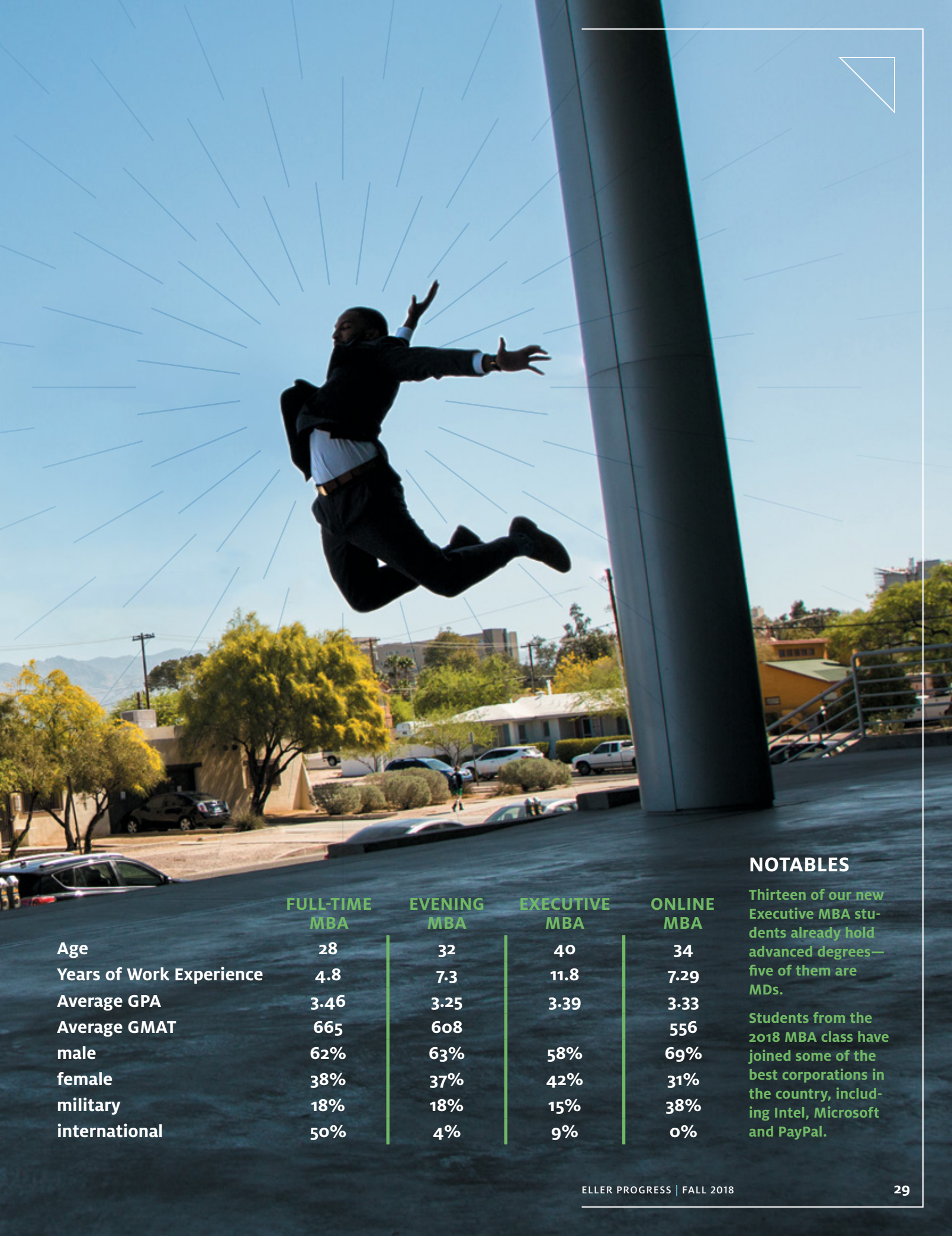
TOP STATES

Arizona, California, Illinois,
Washington, Texas, Colorado, Nevada,
New York, Minnesota, New Jersey,
Oregon, New Mexico



2018 MBA

Class Profile



NOTABLES

Thirteen of our new Executive MBA students already hold advanced degrees—five of them are MDs.

Students from the 2018 MBA class have joined some of the best corporations in the country, including Intel, Microsoft and PayPal.

	FULL-TIME MBA	EVENING MBA	EXECUTIVE MBA	ONLINE MBA
Age	28	32	40	34
Years of Work Experience	4.8	7.3	11.8	7.29
Average GPA	3.46	3.25	3.39	3.33
Average GMAT	665	608		556
male	62%	63%	58%	69%
female	38%	37%	42%	31%
military	18%	18%	15%	38%
international	50%	4%	9%	0%

student spotlight



Eric Cornidez

'19 MBA

Eller MBA Student Leverages Doctor Duty

Eller Executive MBA student **Eric Cornidez '19** has a slightly different resume than some of his peers—he's a medical doctor specializing in interventional pain management and anesthesiology.

Born and raised in Tucson, Cornidez attended Northern Arizona University as an undergraduate, majoring in business management and minoring in biology and chemistry with an emphasis in pre-medicine.

His interest in business and medicine was sparked by challenges his family met when he was younger: "My dad had a back injury and lost his job, and we had to figure out ways we could put food on the table," says Cornidez. "My mother started selling Mary Kay cosmetics and my dad started selling jewelry and grew a business."

As a result, Cornidez embraced entrepreneurial practices: "I was the kid sitting next to his mother in front of Walgreens selling tamales and tortillas to try to keep up with my family's responsibilities," he says.

The onset of his dad's back injury had a powerful impact on Cornidez; it inspired him to help people and motivated his choice to become a physician.

Specializing in interventional pain management and anesthesiology required Cornidez to have a foundation in general medicine, surgery or multi-specialty practices, so he completed a yearlong surgical internship at the University of Arizona.

Now Cornidez works at one of the four Pain Institutes of Southern Arizona in Tucson, where he is president and one of the owners of the practice.

Although Cornidez memorizes complexities of the human body with ease, he finds the hardest part about being a doctor is understanding how to sustain a practice. "Unfortunately, doctors aren't taught how to be good business people," he says. "Sometimes we forget how to run a successful practice in order to be able to help patients."

This led Cornidez to the Eller College of Management to pursue his MBA. "In the MBA program, I am leveraging my business IQ and learning how to grow the practice to make it smarter, more efficient and more successful so we can build a center of excellence," he says. "The way the program is set up is feasible for my schedule. The quality of education and of my classmates is really impressive. I feel like I learn more from them than just a textbook."

The MBA program has helped Cornidez apply what he's learning to his medical practice: "During an accounting lecture, I'll pull up our own business financial statements. I normally rely on my business administrator, who's also my mentor, to look at the financials, but now I am able to have a conversation about the information. It's empowering."

Cornidez has also found time to serve his community and help others with their businesses through the Tucson Hispanic Chamber of Commerce. For this and other community involvement, he was honored as one of Tucson's 40 under 40 in 2017.

"It's a great feeling to help others, to get thank you cards from our patients," says Cornidez. "To be able to have that kind of impact on people is a big responsibility, and a huge blessing too." —*Talia Sabbath '19 (Marketing)*

Eric was honored as one of Tucson's 40 under 40 in 2017.

“My internship with Master Builders Association ended up being a great talking point during my interview for the Disney College program.”

The Walt Disney Company Becomes a Dream Come True for Eller Student

From once standing in line for a ride at Disneyland when she was a child to becoming a vacation planner in the Disney College Program, **Kaitlyn Feniello '18 BSBA** (Marketing) has carved a career path to her dream company.

Feniello moved to Anaheim, California, after graduating from the Eller College in May to start her Disney journey. “I’ve always loved Disney—not only from watching its movies and being a guest at its parks, but I also loved the company from an internal standpoint and the way it operated,” she says.

Because all positions in the Disney College Program are front-facing roles in the theme parks, Feniello will start off selling tickets as a vacation planner.

“I will be living in an apartment complex with other college program students, learning from executives at Disney University through classes and seminars and earning work experience as a vacation planner,” she says. “I will even be able to take a marketing class taught by someone who works in Disney marketing—which is very exciting for me because marketing is one of my passions and Disney is known for being a marketing machine.”

Originally from Duvall, Washington, a small town outside Seattle, Feniello has grown into her ambition and passions while at Eller. She originally came to the University of Arizona intending to major in psychology. But when she struggled to figure out what careers such a major would offer, she switched to marketing, since she knew it would fulfill her interest in understanding how opinions can be influenced by branding. She rounded out her time at Eller as the website

manager for the Eller Social Media Club and as a marketing intern for Affinity Eye Care and the Master Builders Association.

“My internship with Master Builders Association ended up being a great talking point during my interview for the Disney College Program,” she says. “‘Vacation planner’ is a complicated role. There are more than 100 ticket combinations, and it can be a little confusing to learn. This internship also helped me develop interpersonal skills since I worked with so many different customers and sometimes had to strategize around their concerns.”

Her time in Tucson was transformative in personal ways, as well. With her entire family back in Washington, Feniello had to branch out on her own and make sure to take care of herself. Though challenging at times, she has no regrets. “Looking back, it was a great decision to attend college so far away from my family,” she says. “Being independent has shaped the person I am now.”

So entering new territory—like leaving Tucson to start a new life in California—will be just another step along her path. And she intends for her new position with the Walt Disney Company to segue into a promising career that will make all her dreams come true. —Emma Hurley '17 BA (Linguistics)

Kaitlyn Feniello

'18 BSBA
(Marketing)



In 1981, Susan became the first woman to graduate from Queens' College with a degree in economics.

Susan Thomas- Dibden

'80 BS (Economics)
Director,
Merrill Lynch

Stretching Boundaries

This fall, Queens' College at Cambridge will confer the inaugural Susan Hamilton Thomas Scholarship Prize for students pursuing a master of philosophy in economics. The annual merit-based award honors **Susan Thomas-Dibden '80 BS** (Economics) who, in 1981, became the first woman to graduate from Queens' College with a degree in economics.

Before that historic achievement, Thomas-Dibden had found her way to Eller through a streak of individuality. Most of the graduating class from her Columbia, Missouri, high school were headed east to Harvard, Yale and the like. Not wanting to follow the pack, Thomas-Dibden set her sights on a school with decent tennis and the ability to snow ski in the morning and sunbathe in the afternoon. "I think growing up in the middle of America makes one yearn to stretch your boundaries east or west," Dibden says. "I went west."

Being business-minded, Thomas-Dibden originally planned to major in accounting. "And then Professor Gerald Swanson introduced me to economics, and I was hooked," she recalls. Thomas-Dibden credits Swanson's influence for her later research, which included an honors thesis in experimental economics under the mentorship

of Professor Vernon Smith, who taught at the UA from 1975 to 2001 and won the Nobel Prize in Economic Sciences in 2002.

The study Thomas-Dibden designed for that thesis placed subjects at computers in the Economic Science Laboratory. Only later did she realize she had been working with truly cutting-edge technology. "I met with a Harvard economist, and we were just talking about our backgrounds," Thomas-Dibden recalls. "He said they tried to buy that experimental economics platform, and Arizona wouldn't sell it to them. Apparently it was one of only three or four in the country at the time."

Building on that work, Thomas-Dibden applied for and won a scholarship to study at Cambridge, choosing Queens' College which had just begun admitting women. It was a short stroll from the economics department—a practical choice, but one that launched a remarkable career.

As her first job out of college, Thomas-Dibden worked the marketing desk at Chase Bank on Wall Street, helping corporations time their currency exchanges to their best advantage. It was exciting work, but that urge to push boundaries persisted. With the promise of travel abroad, she took a job with Bank Indosuez, working at its treasury department in Hong Kong, then London, where she eventually went to work for Merrill Lynch, her employer ever since.

Today, Thomas-Dibden lives in Dubai with her husband (her scuba diving instructor at Cambridge). And though she couldn't steer her children away from forensic chemistry and astrophysics to study economics, she still believes in the fundamental value of economics education: "I really do think, and I believe Professor Swanson would agree, that a small amount of background in the discipline is useful for any individual to understand what's happening around them."

From the Airport to Mars: MBA Launches Career

A graduate of Embry-Riddle Aeronautical University in Prescott, Arizona, **Henry Hendrix '98 MBA** has jet fuel in his veins. Upon finishing his undergraduate degree, he started work for the Tucson Airport Authority (TAA), which he enjoyed, but he knew that “in order to do something different, bigger, better, I needed to get an MBA.”

Hendrix was considering business schools all across the country, but his connections at TAA set him up for a meeting with the Eller MBA program. The interview was scheduled for an hour and ended up being twice as long.

After his first year, when Hendrix sat down with a Hewlett-Packard recruiter and was able to hold his own during the conversation—it clicked for him what getting an MBA would actually mean for his career. He landed the internship with HP and spent the summer working with its internal set of engineers during budgeting season, where he was tasked with collecting money from HP sites across the world so the unit could be funded for the year.

“At the end of the summer when I went to present my findings and report that we had gotten all the dollars we needed, they were like, ‘This is the first time we’ve gotten the money completely in the bank before the end of the summer,’” Hendrix says.

That December, with an entire semester left in his MBA, he already had two job offers—including one with HP, where he had made a lasting impression. The second was with Northwest Airlines, a connection he’d made through the National Black MBA Association.

So launching his career: not so difficult. The real challenge Hendrix faced came later, after he married and had children.

“I came to a point when I had to decide how much of me is going to continue the climb and



how much of me is going to be with my family,” he says. “I ultimately had to assess where I was allocating my energy and define what success really looks like for me. Mars fits the way I want to live my life. I’m able to enjoy my kids and enjoy my work.” Hendrix has been with the company for four years and is now shopper activation team lead—pet specialty.

In October 2017, Hendrix connected with Mars board member Alan Airth '84, who requested help recruiting from the University of Arizona. Hendrix structured an internship program and spent three months making the proposal a reality. The internship is slated to begin in 2019. One intern will be selected and upon successful completion of their internship, a full-time job will await in 2020.

The internship and resulting partnership between the Eller College and Mars is an example of the kind of impact Hendrix wants to make. “It gives me a chance to give back to something that has given me a lot for my life,” he says.

From jet fuel to pet food, Hendrix has built the kind of success that works for him and his family through hard work and strong connections: “Instead of just being on the treadmill and pushing through, I developed the skillset to live the life that I want every single day.” —Emma Hurley '17 BA (Linguistics)

Henry Hendrix

'98 MBA
(Marketing)

“Mars fits the way I want to live my life. I’m able to enjoy my kids and enjoy my work.”

class notes

1980s



The Tucson Industrial Development Authority, which issues revenue bonds and provides financing for qualified projects and helps single-family homebuyers obtain down payment assistance and mortgage tax credits, has

added **Sandra P. Barton '88 BSBA (Finance)** to its seven-member volunteer board of directors. Barton is the Tucson commercial real estate manager for Alliance Bank of Arizona. She has also held leadership positions at Bank of America and JPMC. She also serves on the board of directors of National Charity League and is a member of the Tucson Commercial Real Estate Women (CREW), Executive Council, Southern Arizona Home Builders Association, Pima County Real Estate Research Council and Southern Arizona CCIM.

WHAT'S NEW WITH YOU?

Want to share your professional and other life achievement news? Submit your info to eller.arizona.edu/progress/share and then look for your update in the next issue of *Eller Progress*.

Kevin Fein '89 MS, MIS writes to say: "I am happy to be back in Arizona since December of 2012 after 12 years in Texas. My family is settled in Cave Creek just north of Scottsdale. Any weekend, I am out exploring the state roads and trails and recently spent time within the Parashant National Monument and Sycamore Canyon Wilderness. Professionally I am currently a managing director responsible for the database engineering and operations for Early Warning Services in Scottsdale. Our flagship payment engine called Zelle is used by major banks. It's been an exciting journey these past few years launching a new way to move money electronically to friends and family in near real-time from mobile devices. Keeping up with the challenges both in scale and features keeps us on our toes and engaged in the latest technologies."

1990s

Thomas Gee '92 BSBA (Marketing) was promoted to manager at Tucson-based Truly Nolen Pest Control.

Mike Sharkey '96 MBA has started Data & Graphs, a higher education analytics consulting firm. After spending the last 17 years working in the higher education technology space for universities and technology companies, he started Data & Graphs to help colleges use data to promote student success. This is his second company; he previously started Blue Canary, a predictive analytics company, in 2013.

2000s

Rick Schomburger '01 MBA is now the CEO at Indigo Signworks, a design, build and install signage company in Tucson.

Paul Benjamin Lowry '02 PhD joined the Virginia Tech faculty as the Suzanne Parker Thornhill Professor in Business Information Technology. One of the top information systems scholars in the world, with more than 200 journal articles to his name, he has worked as a professor in Hong Kong since 2011.

After more than eight years with AEG Presents/Goldenvoice, **Anna (Suarez) Plumley '05 BSBA (Marketing)** accepted the position of senior director with Tour Marketing as part of the U.S. concerts division at Live Nation. Based in the Beverly Hills, California office, she is married to Tim Plumley, director of media relations for Universal Music Enterprises. The couple were introduced while both working at the Stagecoach Country Music Festival in 2013 and welcomed their first child, Miles, in January 2018.

Kristen Shroyer '05 BSBA (Marketing) was recently profiled by HerCampus.com for her work with OneHope, which delivers high-quality wine while also supporting charitable causes. Shroyer is co-founder and vice president of national accounts for OneHope and was recently recognized by *Arizona Foothills Magazine* for Women Who Move The Valley and as one of *Phoenix Business Journal's* 40 Under 40.



On May 1, Crown, an imprint of Penguin Random House, published the first book by Nick Smith '06 BSBA (Marketing), *Kicks: The Great American Story of Sneakers*, a cultural history of sneakers, tracing the footprint of one of our most iconic fashions across sports, business, pop culture and American identity.

Elyse Flynn Meyer '07 BSBA (Marketing) and her husband, Rich Meyer, are thrilled to welcome their a baby girl, Lennea Helen Meyer. Named after her two great grandmothers, Lennea Helen made her arrival on May 14, 2018, at 7 pounds 9 ounces. Says the new mother: "She has changed our world in new and wonderful ways!"

Rod Banks '09 BSBA (Finance) has joined Opus Bank as director, client manager. He previously worked at RBI Private Investment, Centerstone SBA, Spectrum Commercial Lending, Union Bank and US Bank.

Kristy Ruiz '02 BS (Retailing and Consumer Science) '09 MBA has been appointed the director of graduate programs at Elon University.

Renewables, Net Impact and 3Degrees.

Andrew Bess '09 BA (Journalism) '12 MBA was recently promoted to president and chief operating officer of Angel MedFlight Worldwide Air Ambulance, working with hospitals across the country to transport medical patients to their next level of care. For this work, he has been awarded the Young Professional Achievement Award from the UA Alumni Association.

In an April 16 article titled "Pulp Nonfiction: Podcasts Go Mass-Market," **Max Cutler '13 BSBA (Finance and Entrepreneurship)** was interviewed by the *New York Times* about his start-up business called Parcast, a podcast network.

Monica Wisehart '14 BSBA (MIS) credits Eller with connecting her to her current employer, Mercer, where she has been for more than two years as a senior consulting analyst. "Eller did a great job making sure there were so many fantastic employers on campus to help us make our first (and, in my case, second) career move!"

Alessandra Soler '16 MBA was named Mom of the Year by Valle del Sol in Phoenix. She is the executive director of the ACLU in Phoenix.

Ryan Bertenshaw '17 BSBA (Business Management) recently joined his father **Pat '90 BSBA (Finance)** as a partner on the wealth management team at Merrill Lynch in Phoenix.

Austin Shake '18 BSBA (Business Management) wasted no time after graduation: his company American Monarchy, which sells branded streetwear, was profiled in the *Monterey Herald* in May in part because of its social contribution—10 percent of

each purchase is donated to the Salvation Army.

Paulina Bueno '18 MS (Marketing) embarked on a new journey with her twin sister by moving to Los Angeles to pursue a career in the entertainment industry, working as an intern at the Academy of Motion Picture Arts and Sciences and studying in the Academy Gold program. She says: "Working for the Academy, home of the Oscars, has allowed me to gain invaluable experience in the entertainment business. I've had the opportunity to attend screenings and workshops; and meet and talk to Craig Gillespie, director of the Oscar-nominated movie *I, Tonya*, Terry Crews from the new movie *Sorry to Bother You* and studio executives at Disney Animation, Warner Brothers and Paramount. As I continue to grow my network in Hollywood, I want to help future and current Eller Wildcats who are interested in the industry. As a two-time UA alumna, I want to give back to this incredible university and be an active alum."

2010s

Partha Sanyal '10 MS, MIS recently joined Apple as a senior software engineer in the IS&T division.

Josh Constanti '11 BSBA (Finance and Entrepreneurship), currently a graduate student in the Yale School of Forestry and Environmental Studies, was recently named a 2018 Energy Scholar by OneEnergy



B. J. Cordova '17 MBA is now the executive director of Arizona Transportation Builders Association. In addition to administering the organization's operations and policies, he will focus on member education and outreach and represent the organization when interacting with elected officials and jurisdiction staff at the local, state and national levels. Cordova most recently served as membership and communications director with Tucson Clean and Beautiful. He serves as education chair for Southern Arizona Environmental Management Society and was previously chair of the City of Tucson Pedestrian Advisory Committee. He is also past president of Tucson Sunset Rotary Club and is now a member of Tucson Sunrise Rotary.



last word on storytelling

Lizzie Widhelm '99 BSBA (Finance)

Senior Vice President Ad Product Innovation, Pandora

Do you want to hear information, or a story? From the moment we are infants, stories are used to educate and teach lessons. Embedding a message into a compelling story, specific to its audience, enables resonance and an emotional connection that would not be there if you simply deliver facts and figures. Humans are emotional creatures and when we forget that, we lose out on an opportunity to meaningfully connect and communicate.

My career has been spent helping marketers tell stories and recently it's been focused on a simple question: "Why is audio the best medium for telling a story?" I think the answer is this: An audio story allows our brains to do what they do best—produce the boldest, most memorable images of all. We refer to this as "Theater of the Mind."

Put simply, "Theater of the Mind" is the idea of using spoken words and sounds to paint a picture in a listener's mind, allowing them to fill in the "gaps" with their imagination. What's most impactful about tapping into this is that it gives listener's a sense of agency in your story. They are not only experiencing it, but participating too—an important step in forming those deep and memorable connections.

So how does this relate to you? Chances are you have employees, clients or children who you would prefer recall and have memory of what you are talking about.

If you want to fast track information to memory, consider these critical components to be sure you are engaging the theater of the mind through storytelling:

1: SET THE SCENE

Doing so right from the start requires the audience to visualize the place or context you are describing. This important step fires up their long-term memory, which is the very part of their brain you want engaged to improve recall. It is also valuable to establish why you're telling them this story in the first place. This will guide the audience through the narrative and hook them through to the end.

2: BE AUTHENTIC

Authentic storytelling is key to gaining trust. Your audience will know when you try to pull a fast one on them. Transparency celebrates your uniqueness and humanizes your brand or message. Recognize that things are not always easy by showing your own challenges and failures. This creates an emotional connection which fires up another part of the brain, further increasing your ability to resonate and connect.

3: HAVE A CLEAR OUTCOME

A great story leaves your audience with something. All stories should have a clear outcome. Provide a hopeful, thought-provoking message with actionable points that compel your audience to connect with your message.

Ask yourself: Are you struggling to get your message across? Try tossing out the presentation slides, the charts and the tables and instead start your next meeting with "Let me tell you a story..."

Lizzie Widhelm is a storyteller. She believes that good stories and good conversations make lives better. People want to build meaningful connections with other people. The desire for those connections extends to products and brands. For Lizzie, advertising is the ability to have those conversations, to tell those stories. Facilitating those conversations through music is a career-defining passion, combining the rhythm of great songs with the heartbeat of great advertising. The earliest stories of our time were told through music, and today a great and vast generation of consumers is changing the rules and its attention span.

Today, as the senior vice president ad product innovation for Pandora, the world's most powerful music discovery platform, Widhelm brings ad products to life that enable marketers to tell their stories and build connections with consumers. She has been with Pandora since the company's formative moments more than a decade ago. Throughout her time at Pandora, she has built not only ad products, but also an industry-leading company with her focus, tenacity and unparalleled passion for advertising.

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