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next 100 years of
business education

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ARIZONA

Eller

FALL 2013

Progress

News for alumni and friends of the

Eller College of Management /The University of Arizona®

Room

Grow

*McGuire Entrepreneurship teams
take up residence in downtown
Tucson's new venture hive space >> PAGE 4*

Homecoming 2013

Eller Wildcats Represent!

It's a Wildcat Planet. Join the 50,000 UA alumni and students who annually participate in Homecoming—a UA tradition since 1914. From the lighting of A Mountain to tailgating on the mall, we've got a full slate of events for your Arizona weekend. Bear Down!



Thursday, November 7, 2013

UA CLASS REUNION RECEPTION & DINNER

5:00 – 8:00 p.m.,
Tucson Marriott
University Park

2013 Reunion Classes:
1963, 1988, and 2003.

Friday, November 8, 2013

ELLER CUP GOLF TOURNAMENT

Hosted by the MBA
Student Association
8:00 a.m. shotgun start,
Skyline Country Club

Join Eller MBAs, faculty,
students, and alumni for
golf, food, and friendly
competition. Scramble
play. Registration at [eller.
arizona.edu/golf](http://eller.arizona.edu/golf).

A Celebration of Life

Longtime Eller professor Bob Tindall passed away July 15 after a five-year battle with lymphoma. Honor his memory at a Celebration of Life on Friday, November 8 at 6 p.m. To RSVP and for details, email lindablynn@eller.arizona.edu.

BREAKFAST WITH THE DEAN

9:00 – 10:00 a.m.,
McClelland Hall
Room 208

BPA and Eller 2013
reunion classes (50th –
1963, 25th – 1988, and
10th – 2003) are invited
to join Eller College
Dean Len Jessup for
breakfast.

ALL-CLASS LUNCHEON

Hosted by the UA
Alumni Association
11:30 a.m. – 1:30 p.m.,
UA Student Union
Ballroom

UA ALUMNUS OF THE YEAR PROGRAM

3:00 – 5:00 p.m.,
Student Union
Grand Ballroom South

The awards program
honors outstanding
achievement and support
of an alumnus from each
academic college on

campus. Eller is pleased
to recognize Jeffrey
McKeever (MBA '73 and
Undergrad '65) as our
Alumnus of the Year.

MCUIRE CENTER FOR ENTREPRENEURSHIP RECEPTION

5:00 – 8:00 p.m.,
McClelland Hall

Join your fellow
entrepreneurship alumni
for a casual gathering.

Saturday, November 9, 2013

TAILGATING ON THE MALL

Time TBA,
Main Campus Mall Area

Stop by the Eller tents for
food, fun, giveaways—and
prime parade viewing!

FOOTBALL GAME: ARIZONA WILDCATS VS. UCLA BRUINS

Time TBA,
Arizona Stadium

Call 520.621.CATS or
800.452.CATS to reserve.

More details on all events available at eller.arizona.edu/homecoming.



Fall 2013

ELLER COLLEGE PHOTOS

THOMAS VENEKLASEN PHOTO



Welcome to our latest issue of *Progress* magazine! As we celebrate our one hundred year anniversary, we reflect over what has clearly been a tremendous, successful century for Eller, with a lot of hard work and investment over that time that has gotten us to where we are today, one of the nation's leading business schools.

We're also celebrating outstanding accomplishments just in the past year, including a huge jump in the rankings of the Full-Time MBA program, in addition to upward movement

in our undergraduate program, ambitious plans to build out our Professional Development Center, a very successful launch this past year of our new Eller Executive Ed, continued growth of our relatively new and successful Eller Economic Development initiative, and an aggressive expansion of our Economic Business Research center's role in the region. Eller faculty members have also had a tremendous year, with leaders including Bob Lusch, Linda Price, Hsinchun Chen, and Price Fishback winning accolades for their incredible work.

The hallmark of a great enterprise, however, is to never rest on its laurels. We are aggressively and eagerly looking forward to the next one hundred years and taking steps now to insure that we continue to grow and evolve as one of the nation's, if not the world's, best business schools.

As you will read in this issue, there are intense global, financial, competitive, and technological pressures on top U.S. business programs, and we believe that ultimately only a relative small number will survive and evolve. With your help, we aim to be one of those remaining top, global, comprehensive, multi-modal, entrepreneurial, self-sustaining business schools. To learn more, read on. Better yet, come in for a visit.

See you soon, and, Go Cats!

*Len Jessup, Eller Ph.D. '89
Dean and Halle Chair in Leadership
Professor of MIS; Professor of Innovation and Entrepreneurship*

On the cover: Three McGuire venture teams have plenty of room to grow in the Toole Avenue Hive (see page 4 for details.) Pictured front to back: Grafted Growers, FittidSport, and Crowd Audio. Furnishings by Tucson Business Interiors. Photo by **Tim Fuller**.

Get in touch: Email comments, questions, or feedback to progress@eller.arizona.edu.

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Design: **Cause Design, www.causedesign.com**

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JOSEPH BROWN PHOTO

Global Cohort in Brazil

» This summer, 52 Eller undergraduates spent ten weeks in Brazil completing their first-semester cohort classes. "Our professors were dedicated to combining Eller coursework with the Brazilian culture we experienced," said **Melissa Rose** (Eller Finance and Business Economics '15). "I have also become good friends with every person in my cohort, and we will be taking our Eller classes together when we're back in McClelland Hall." **Joseph Brown** (Eller Marketing and Global Business '14) concurred: "Spending ten weeks with individuals who share your interest in business and spontaneous personality to join this unique experience creates not just classmates, but friendships." Studies aside, Brown and Rose pointed to their time in Jericoacoara as a highlight.



MELISSA ROSE PHOTO



JOSEPH BROWN PHOTO

news from around the college



ABC PHOTOS

» Eller alum **Robert Eckert**, former chairman and CEO of Mattel, Inc., was presented with an honorary doctorate at commencement. Eckert, who completed his undergraduate degree in marketing in 1976, is pictured (right) with Eller Dean **Len Jessup** and UA President **Ann Weaver Hart**.

McGuire Alumni on Shark Tank

« The sharks bit when McGuire Center for Entrepreneurship alums **Connor Riley** and **Samantha Meis** pitched their venture MistoBox on the ABC reality series *Shark Tank*. **Mark Cuban** offered Meis and Riley \$75,000 for 30 percent of the company, and the deal was done. Riley and Meis were part of a team that developed MistoBox in the top-ranked McGuire Entrepreneurship Program.



UA PHOTO

New Venture Showcase

After a year of imagining and developing, comprehensive plans for new business ventures, student teams from the McGuire Entrepreneurship Program class of 2013 presented their ideas at the McGuire New Venture Competition and Showcase April 26. The teams hosted trade show booths and presented their concepts to a judging panel. Howdy—an online market for internship information, pictured at right—took the grand prize.



SARAH MAUET PHOTO



MAMTA POPAT PHOTOGRAPHY



CHRIS RICHARDS PHOTOGRAPHY



MAMTA POPAT PHOTOGRAPHY



Executive of the Year Luncheon

« This year's Executive of the Year Award Luncheon—the 30th anniversary of the event—brought out the baseball fans. San Francisco Giants President and CEO **Larry Baer** is pictured with Eller College National Board of Advisors chairman **Terry Valeski** (left) and Dean **Len Jessup** (right). Baer and wife Pam also connected with **Stevie** and **Karl Eller** (lower left), as well as undergraduate and graduate Eller students.



THOMAS VENEKLAJEN PHOTOS

room to grow

downtown developer offers mcguire entrepreneurs space to launch

Three McGuire Entrepreneurship teams

are at the center of the downtown Tucson renaissance, thanks to entrepreneur and developer Fletcher McCusker, UA alum and founder of Providence Service Corporation and Sinfonía HealthCare Corp.

“My grandfather moved to Tucson in 1929, and made a dollar a day laying sidewalk as part of the WPA [Works Projects Administration],” he said. Now McCusker is making his own mark downtown. When he returned to the city in the late 90s to found Providence Service Corporation, the downtown he had grown up with was gone. “Most of the storefronts were boarded up,” he said. “It was depressing.” Once Providence began to get traction, though, he decided to move its headquarters downtown—a decision that has inspired other business leaders to do the same.

Sinfonía, McCusker’s latest venture, occupies half of a historic warehouse on the corner of Stone and Toole in downtown Tucson. The other half of the warehouse—the Toole Avenue Hive—was conceived to be flexible workspace for entrepreneurs. McCusker has made the space available to three McGuire teams rent-free for six months.

McGuire teams planning to launch their ventures in Tucson were eligible to apply for the space. “When we presented at the Showcase in April, we all knew that the Hive space opportunity would be a great prize to win,” said Craig Jordens of FittidSport.

“The Toole Avenue Hive is a unique facility with a large open loft layout to encourage collaboration and help advance entrepreneurship and innovation in the Tucson community,” explained Bob Lusch, executive director of the McGuire Center.

“It provided us with additional motivation to perfect and execute not only our pitch, but our business planning in general,” Shireen Asous of Grafted Growers said.

Their teams, along with Crowd Audio, won access to the Hive.

“Downtown Tucson is a great place to work,” said Björgvin Benediktsson of Crowd Audio. “Gangplank Tucson has their downtown offices down the street, so we’re never far away from like-minded individuals and startup resources. I started going there in June while the Hive was being furnished and really made

currently working at the Hive

Crowd Audio connects independent bands and musicians with audio engineers eager to help them with their music. They will launch a crowdfunding campaign on indiegogo.com in October.

L-R: **Björgvin Benediktsson** (Eller Business Economics and Entrepreneurship '13), **Christopher Fraioli** (Eller Entrepreneurship and Management '13), **Alexander von Bieberstein** (Eller Business Management and Entrepreneurship '13). Not pictured: **Catherine Leslie** (Eller MIS and Entrepreneurship '13).

“I want to change the way music is produced. There are too many talented individuals out there, whether they are musicians or engineers, who don't get the opportunity to really make their skills shine.” – Björgvin Benediktsson

some good connections. The opportunity makes us feel like we actually have a stepping stone to a real-life startup.”

“The Hive space has provided the chance to work in a collaborative space with other entrepreneurs and an established company, contributing to the creative energies needed to plan and execute our venture at a high level,” said John Jackson, Sr. of Grafted Growers. “It has also added the parameter of ‘reality’ to our venture as we are able to operate in a professional space to conduct meetings with potential investors, and forward our relationships with potential partners.”

“With the help of this office space and a small startup fund, we can hopefully get enough traction to raise capital for a full-on launch of Crowd Audio,” said Alexander von Bieberstein.

“This opportunity was truly the icing on the cake for me when completing the McGuire program,” said Christopher Fraioli. “It is a bridge for us between a school project and launching a viable startup company. It has given us added drive and motivation to succeed in turning Crowd Audio into a reality.”



TIM FULLER PHOTO

Grafted Growers aims to produce vegetable-grafted plants for gardening and commercial growing consumers struggling with disease, low yields, and harsh environmental conditions.

L-R: **John Jackson, Sr.** (Eller MBA '13), **Shireen Asous** (Eller MBA '13), **Ricardo Hernández Moreno** (Ph.D. candidate, UA School of Plant Science).

“Over the next 6 months Grafted Growers plans to scale from a 2,000 plant-per-month home operation to a 15,000 plant-per-month operation housed in 3,500 sq. ft. of manufacturing and operating space.”
– John Jackson, Sr.

FittidSport uses competitive swimmers' own body measurements to create custom-fit racing suits.

L-R: **Matthew Hurko** (Eller Entrepreneurship and Finance '13), **Craig Jordens** (Eller Management, Economics, and Entrepreneurship '13), and **Kevin Munsch** (Eller Management and Entrepreneurship '13). Not pictured: **Jonathan Denton-Schneider** (Eller Entrepreneurship and Business Economics '13).

“As four highly competitive individuals, our aspiration for FittidSport is to be the best at whatever we do. We want to deliver the fastest and best fitting competitive swim suit in the world, no exceptions.” – Craig Jordens



mba without borders

STOCK PHOTO

eller mba launches online option

The Eller MBA will be available in an online format beginning in September. “We need to be responsive to the changing needs of our students,” said Len Jessup, Dean of the Eller College. “Making the MBA program more flexible for highly-qualified students is part of our broader effort to expand access to the University of Arizona.”

Like the Executive MBA and the Evening MBA, the Online MBA is a format designed for busy working professionals. “We’ve had to break free from the notion of thinking about where a student sits,” Jessup said. “It doesn’t really matter whether students are in a classroom in Tucson, in Scottsdale, or in their homes online.”

The Online MBA is can be completed in as few as 14 months, and offers multiple start dates throughout the year. “This carousel system makes the program much more accessible,” Jessup explained. “It’s designed for a person who’s working full time and is either job-bound or place-bound and they want that flexibility.”

“Offering our program in an online format opens it up to a new segment of students,” said Hope Schau, Associate Dean of MBA Programs. “We pride ourselves on meeting the needs of highly-qualified students at all stages of their careers, and this new initiative reflects that commitment.”

Eller is also home to a traditional, full-time program, which just this year jumped 13 slots in the annual *U.S. News and World Report* ranking of best grad schools.

The Eller Online MBA program launched in September. Learn more at onlinemba.arizona.edu.

eller online mba **faq**

Why make the Eller MBA available online?

Online enrollment is growing 10 times the rate of overall on-campus enrollment, and by 2020, more than 60 percent of students will be taking all of their classes online, according to a report by the Sloan Consortium. Business schools must be responsive to industry changes in graduate business education, which are driven both by professional students who need flexible options, as well as employers who value quality instruction by already well-regarded programs.

What about application standards?

Like our Full-Time, Evening, and Executive MBA programs, the Online MBA is fully accredited by the Association to Advance Collegiate Schools of Business (AACSB). Admission requirements are the same as the Full-Time and Evening programs.

How does this affect my Eller MBA?

It doesn’t. The Online MBA is another delivery mechanism for our top-quality program, which already operates in multiple formats to meet the needs of our students.

never too early

undergrad team ramps up career prep program for freshmen and sophomores

Freshmen and sophomore students

declaring a pre-business major will now have access to career planning and coaching resources, thanks to a new fee approved by the Arizona Board of Regents.

“Our goal is to get students excited about business careers earlier, and get them engaged in the Eller College well before they apply for professional admission as sophomores,” said Pam Perry, Associate Dean and Director of Eller Undergraduate Programs.

The new fee allowed the undergraduate Professional Development Center to hire six career coaches, who will work directly with pre-business students. “More and more students are interested in unique opportunities,” Perry said. “Sometimes that means targeting a specific small or medium-sized business for employment, or it could be a highly competitive industry such as advertising or investment banking.”

During the second semester of the freshman year, students will take a context of business course taught by retired executives. “They’ll come to understand value and revenue, and how all our majors contribute to the overall business proposition,” Perry said. “The idea is to help them get a better idea of the major they’re interested in and how to get the most out of that major.” During the first semester of the sophomore year, students will delve deeper into their own skills and interests. “They’ll ask themselves about their values and goals, and how those align with their skills,” she said. “Then they’ll develop a plan that’s fully vetted by a career coach.”

Perry also sees alumni as crucial to helping Eller Wildcats score excellent entry level jobs. “That’s why our initiative includes a plan to engage sophomores in some kind of career experience,” she said. “It could be an informational interview, a job shadow experience, or an externship with an alum in a field of interest to the students. We hope that 75 percent of our students will participate, and are relying on our alumni base to help by opening a door for a day, or even an hour, to our students.”

The bottom line, she said, is that winning at the career game takes practice. “By building their skills early in the Eller experience, our students will be more competitive for internships and full-time jobs, even in tough-to-crack fields.”

get involved

Are you willing to spend an hour with an Eller undergrad? A day? A week? Connect with Sarah Diaz in the Professional Development Center (sdiaz@eller.arizona.edu) to participate in informational interviews, job shadowing, or externship opportunities, and help an Eller Wildcat get vital career preparation.



The coaching team, L-R: Marisa Allen, Erica Alitiem, Pete Corrigan (also Coordinator of Employer Relations), Steve Luko, Melissa Stockdale, Jeff Welter (also Assistant Director, Professional Development), Nancy Roberts, and Matt Lehrer.

ELLER COLLEGE PHOTO

research news in brief

solar potential new paper assesses solar's role in the global energy future

A new paper assessing the economics of solar energy over short, medium, and long-range timeframes presents a nuanced analysis of a subject that has a disjointed literature. The paper, coauthored by Eller Professor of Economics **Stan Reynolds** and assistant professor of economics **Derek Lemoine**, with Erin Baker and Meredith Fowlie, is forthcoming in *The Annual Review of Resource Economics*.

ELLER COLLEGE PHOTO



▲ Stan Reynolds

THOMAS VENEKLASSEN PHOTO



▲ Derek Lemoine

“One overarching point that we make is that there are many differing perspectives when you consider solar energy,” said Reynolds. “In this paper, we’re not focusing on the cost to homeowners of buying solar panels or issues related to local employment. We’re looking at it through the lens of public economics.”

He pointed to a pair of key dynamics at work when considering solar energy. “First is the issue of timing,” he said. “Timing is essential in energy production since storage technology isn’t there.” Solar energy is attractive because peak production time—summer afternoons—is also a high-demand time. “The other thing to think about is environmental benefits, though the nature of those benefits depends on the energy system in a given geographic region.”

“The places with the most sun might not actually be the places that will realize the most environmental benefit,” Lemoine explained. “Even though New Jersey doesn’t get much sun compared to Tucson, solar energy installations there are displacing dirty energy sources, so the environmental impact is greater.”

“Then you have extreme cases like Hawaii, where solar could potentially displace oil imports that they rely on to generate electricity,” Reynolds said.

The researchers pointed out that there are technical challenges to increasing the percentage of solar in the national energy mix. “You’d think you could just crank up renewable sources since the fuel is free, but the concern is that you can’t control the supply,” Lemoine said. “In addition, when we’re looking at high-solar scenarios, it becomes necessary to re-optimize the electrical grid for intermittency. Utility planning is essential.”

“Solar energy has become dramatically cheaper as the cost of cells has gone down, but even so, on a per-cost basis, it’s still an expensive way to produce energy,” Reynolds said. “One of the challenges isn’t just the cells, but the installation price. Two-thirds of current costs are installation costs, and that fraction goes up as the equipment gets cheaper.”

“That’s where there’s real opportunity for innovation,” Lemoine said. “Right now, there are no standardized systems, every system is customized to some extent.”

“And because the costs are still high, it’s important to look at the other benefits,” Reynolds said.

Lemoine emphasized the policy implications, which include improving carbon levels. “It’s policy that’s driven adoption of solar in countries like Germany, which has gotten a lot of attention,” he said. “But we have to step back and look at what it is that we’re trying to accomplish with our own carbon targets.”

“The bottom line,” Reynolds said, “is that it makes sense to have diversified energy sources now and going forward.”

MIS

AT THE ELLER COLLEGE



teaching

“We teach what we produce through our research,” said department head **Paulo Goes**. “And every MIS class includes a hands-on project.” It’s a real-world experience that gives graduates of the department—whether at the undergraduate, graduate, or doctoral level—the edge as they begin their careers.



industry impact

“Research itself isn’t any good without impact,” Goes said. That’s why the department supports tailored research projects for companies, completed through entities such as the INSITE center, which focuses on big data analytics. It’s also why the department works closely with its board of advisors, who keep the department tuned in to key employers’ recruiting needs and act as a sounding board on strategic directions.

research is at the heart of everything we do.

The Department of Management Information Systems at the University of Arizona pioneered the first MIS curriculum in the country when it was founded in 1974. Since then, it has evolved into a national symbol of academic excellence, topping annual rankings by maintaining its commitment to research that really matters. Its community of scholars is focused on collaboration and the idea of working toward a common purpose, and its four key areas of research strength are among the foremost challenges information systems professionals face.

THOUGHT LEADERSHIP IN

business intelligence & data analytics

information assurance & security

health care informatics

IT-enabled innovation

40 years & counting



alumni

Eller MIS alumni number 10,000 strong, and work for global companies including American Express, Deloitte, PricewaterhouseCoopers, Boeing, Raytheon, and more. Alumni of the doctoral program teach at premier institutions—including Ivy League schools—spreading the department’s influence on a global scale.

200

Ph.D. alumni

5,000

MS-MIS alumni

5,000

BSBA alumni



researchers

“The department has a strong reputation for applied research,” explained Goes. It’s home to some of the best-known names in information systems, including Hsinchun Chen, department founder Jay Nunamaker, Sudha Ram, Joe Valacich, Daniel Zeng—and an upcoming generation of faculty at the forefront. Eller MIS faculty edit key journals and are among the most-cited scholars in the discipline. They also have a strong track record for bringing their research to the marketplace by launching successful ventures, including Nunamaker’s GroupSystems and Chen’s CopLink.



pioneers

The Department of MIS has a pioneering heritage that lives on in its drive to stay at the top. The new insights into information systems that its researchers pursue are at the heart of an evolving curriculum that ensures graduates are at the forefront.

new faculty

eller college welcomes four new faculty members

▲ Gondy Leroy

*Associate Professor of MIS
Ph.D., University of Arizona, 2003*



GONDY LEROY PHOTO

Ten years ago, Gondy Leroy completed her doctoral work in MIS at the UA. Now she is returning as faculty, after a decade of teaching and research at Claremont Graduate University and as a visiting scholar at the National Library of Medicine. As an undergraduate and

graduate student in her native Belgium, Leroy studied psychology, then took on a number of information science projects, which led her to MIS. “This is the perfect combination for me,” she said. “The problems I choose to study look at improving the ways that information is exchanged between people and communities.” One completed project revolved around the design of communication software for children with autism. New projects focus on a search engine for alternative views on readability of health-related information, for example, a doctor’s instructions to a patient for surgery aftercare. “It’s difficult to write easy-to-understand text for patients, and the existing

“We aim to develop an evidence-based writer support tool to improve materials for patients.”

readability formulas just don’t work,” she said.

“We aim to develop an evidence-based writer support tool to improve materials, using algorithms

that automatically identify problematic sections of text and provide alternatives.” Leroy is also active in the National Center for Women & Information Technology and has worked on grant-funded research projects to increase interest in the field among women and young girls. “We’re not there yet in our industry, but also more broadly, in high-level roles such as CEOs and board representation,” she said.

▲ James Stekelberg

*Assistant Professor of Accounting
Ph.D., University of Southern California, 2013*

James Stekelberg comes to Eller from the University of Southern California, where he completed his doctoral degree. It was at USC that he also completed a master’s in business taxation program that proved to be the pivot point for his career: in his pre-accounting life as an undergraduate, he studied history and music at Rutgers University.

“I never looked back. I wanted to continue teaching and expand into research.”

“I learned quickly that history wasn’t the most marketable degree,” he said. Stekelberg moved to Los Angeles and was working as a trumpet

player and a waiter when he found out about the master’s program at USC. After its completion, he started work in public accounting. “Then I left to study for the CPA and started teaching GMAT prep



YALEVA PHOTO

courses,” he said. “I never looked back. I wanted to continue teaching and expand into research.”

In a recent paper, he demonstrates how, once market mispricing is arguably removed from the valuation model, a firm’s taxable income, estimated from the firm’s financial statements, is

better than its book income to explain firm value. “Prior research may have conducted tests of value relevance that are inherently biased in favor of book income,” he pointed out.

▲ Ashley Langer

*Assistant Professor of Economics
Ph.D., University of California, Berkeley, 2010*

Ashley Langer joined Eller as a visiting professor of economics last year. After completing her undergraduate degree at Northwestern, she took a position researching transportation economics at the Brookings Institution. “I found that policy-relevant academic research was something that I liked doing,”



ASHLEY LANGER PHOTO

she explained. She completed her doctoral studies at the University of California, Berkeley, where she continued a research agenda focused on transportation, specifically, how consumers make decisions that affect the environment. Her work has implications for energy policy, including the

optimal level of gasoline taxes or corporate average fuel economy standards and potential incentives for alternative fuel vehicle adoption. One recent paper examines inherited product preferences. Using data from the National Science Foundation-funded Panel Survey of Income Dynamics, she said, “We document a strong correlation in the brand of automobile chosen

“We document a strong correlation in the brand of automobile chosen by parents and their adult children.”

by parents and their adult children.” These findings could influence firm strategy. “If loyalty to a specific brand is person-specific, firms should give younger consumers a discount in order to build

loyalty over time. However, if older consumers are creating brand loyalty in their children, then firms will want to keep prices low even for older drivers.”

▲ Martin Reimann

*Assistant Professor of Marketing
Ph.D., University of Southern California, 2013*

Martin Reimann comes to the Eller College from the University of Southern California, where he earned his doctoral degree. As an undergraduate, Reimann studied marketing and management in his native Germany, then worked for four years as a marketing manager at industrial gas supplier Linde.

“I am interested in positive and negative emotional processing and its role in consumption.”

and its role in consumption,” he said. “I search for common emotional mechanisms that explain a wide array of consumers’ judgments and choices and serve as an overarching framework of how consumers use



MARTIN REIMANN PHOTO

emotional information to make decisions in their everyday lives.” His work at Linde also influenced his research agenda: “I am interested in the differentiation of products that are homogeneous,”

he said. “At Linde, I was in field sales, and our product was hydrogen fuel for zero emissions

vehicles. The core product was the same no matter where you get it.” Prior research, he said, has focused on building strong relationships with consumers as a way to differentiate products of this type. In one recent paper, he and his coauthors investigate the extent to which customer relationship management (CRM) software can be linked to improved performance. “It does pay off,” he said, “but only if the firm uses the information they collect through the CRM system to design a better product.”

1 Sue Brown,
Professor of MIS
Ph.D., University of
Minnesota Brown's research interests focus on the adoption and diffusion of information technology by organizations and individuals.

2 Mei Cheng,
Associate Professor
of Accounting Ph.D.,
University of Southern
California Cheng's research interests include financial reporting and capital markets, market intermediaries, and economic consequences.

4 Eric Kelley,
Associate Professor of
Finance Ph.D., Texas
A&M University Kelley's research focuses on predictability in stock returns and the roles institutional and retail traders play in price formation.

5 Monica Neamtiu,
Associate Professor
of Accounting Ph.D.,
Pennsylvania State
University Neamtiu focuses on financial reporting issues, capital market research, and earnings management.

7 Jerel Slaughter,
Professor of
Management and
Organizations Ph.D.,
Bowling Green State
University Slaughter's research focuses on employee personality, recruitment and applicant attraction, pre-employment selection tests, and decision making in recruitment and selection.

10 Paul Melendez,
Professor of Practice
in Management and
Organizations Ed.D.,
University of Arizona Melendez is assistant dean of Eller Executive Education and the founder of the Center for Leadership Ethics.

11 Bill Neumann,
Professor of Practice
in MIS Ph.D., Arizona
State University Neumann is director of BS/MS professional programs and is a professor in the honors program.



faculty promotions

3 Mrinal Ghosh,
Professor of Marketing
Ph.D., University
of Minnesota Ghosh's research interests include inter-organizational relationships, product form choice, sales force design and compensation, and technology marketing in entrepreneurial ventures.

6 Nathan Podsakoff,
Associate Professor
of Management and
Organizations Ph.D.,
University of Florida Podsakoff studies employee citizenship and prosocial behavior, organizational stress, leadership, and research methods in organizational research.

8 Tiemen Woutersen,
Associate Professor
of Economics Ph.D.,
Brown University, Woutersen's research focuses on the estimation and testing of economic models.

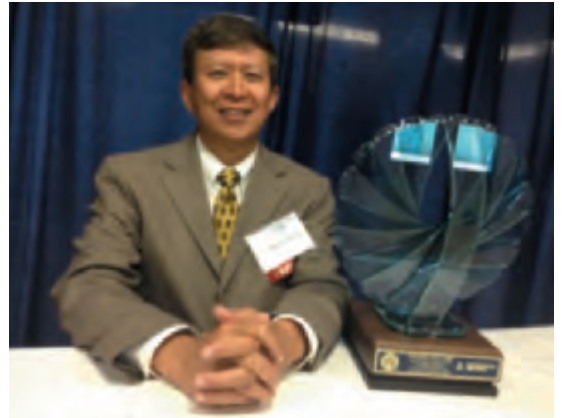
9 Cindi Gilliland,
Professor of Practice
in Management and
Organizations Ph.D.,
Michigan State
University, In addition to her teaching, Gilliland is an advisor for Arizona Refugee Connection, a student organization focused on assisting Tucson's refugee population.

12 Diza Sauers,
Professor of
Practice in Business
Communication MFA
Creative Writing,
University of Arizona Sauers is director of the Eller Business Communication Program.

13 Sue Umashankar,
Professor of Practice
in Marketing Ph.D.,
University of Iowa Umashankar is director of Eller's Global Business Program.

honors & awards

In addition to being named UA Innovator of the Year, **Hsinchun Chen** has been named the Thomas R. Brown Chair in Technology and Management and a Regents' Professor. Scan the code to read more about his recent achievements, as well as his ambitious research agenda in healthcare informatics.



JORGE GONZALEZ-GARCIA PHOTO

Linda Price, outgoing marketing department head and Underwood Family Professor of Marketing, was awarded the Cutco/Vector Distinguished Marketing Award for Lifetime Contributions to Marketing Scholarship, endowed by Vector Marketing Corporation.

The American Marketing Association presented **Robert F. Lusch** with the 2013 AMA/Irwin/McGraw-Hill Distinguished Marketing Educator Award. The award honors marketing educators for distinguished service and outstanding contributions in marketing education. Lusch is executive director of the McGuire Center for Entrepreneurship, the James and Pamela Muzzy Chair in Entrepreneurship, and a professor of marketing known for his pioneering research in the service dominant logic of marketing.

Mrinal Ghosh was presented with the American Marketing Association's 2013 Louis W. Stern Award for his article, "Strategic Fit in Industrial Alliances: An Empirical Test of Governance Value Analysis."

This year, economic historian **Price Fishback** was inducted as a Fellow of the Cliometrics Society. He is the youngest inductee in the organization's history.



transitions

Thank you to **Linda Price** for her service as head of the department of marketing. Price will be succeeded by **Mrinal Ghosh**.

Congratulations to **Dave Pingry**, McClelland Professor of MIS and Economics, on his retirement. Pingry joined the Eller College in 1974 and has served in many leadership roles, including head of the MIS department.

“When they first come to us, many students think of Google as the first stop for research,” said Diza Sauers, director of the Eller Business Communication Program.

She and others in the College aim to change that. Several recent initiatives expose students to analytic tools that increase their research capacity and build experience with in-demand software.

Bloomberg Terminals

Finance students at Eller have access to resources including Value Line, First Call, and Zacks. Two years ago, the department also invested in the Bloomberg Professional service. These terminals bring real-time data, news, and analytics to finance professionals and those training for the field. Undergraduate students can take Bloomberg Essentials—formerly called certification—as an elective course. A self-taught version of the certification is required of all master’s level finance students.

“Bloomberg indirectly helped me in my job search,” said Alexandr Svetnický, Eller Finance ’13. He learned the basics during his internship on the trading floor at Edward Jones. Then he created a municipal bond pricing tool that allowed traders to price pre-refunded bonds within a few seconds. “I was also able to use my Visual Basic skills to create another tool that manipulates Bloomberg data and provides debt breakdowns of individual states to leaders on the floor to better align inventories,” he said. “I shared this

experience during my interview for a full-time operations analyst position with Goldman Sachs.” He got the job.

Business Integration Model

Core undergraduate faculty have come together to provide an integrated learning experience for first-semester Eller students. All entering business majors anchor their learning experience in solving a complex real world problem with the tools they acquire in their core courses of business communication, finance, management, and marketing. Working in small teams, the students study a publicly held company or engage with a live client through a consulting project.

“This gives students the opportunity to deepen their understanding and application of business analytics and models as they shape their findings into action-based recommendations,” Sauers said. Among the tools the students use are Business Source Complete, Mergent Online, NAICS Codes, and IBISWorld. “Learning outcomes include the fundamentals of research, applying core organizational management practices, marketing fundamentals, and the basics of finance,” Sauers explained.

Economic & Business Research Center

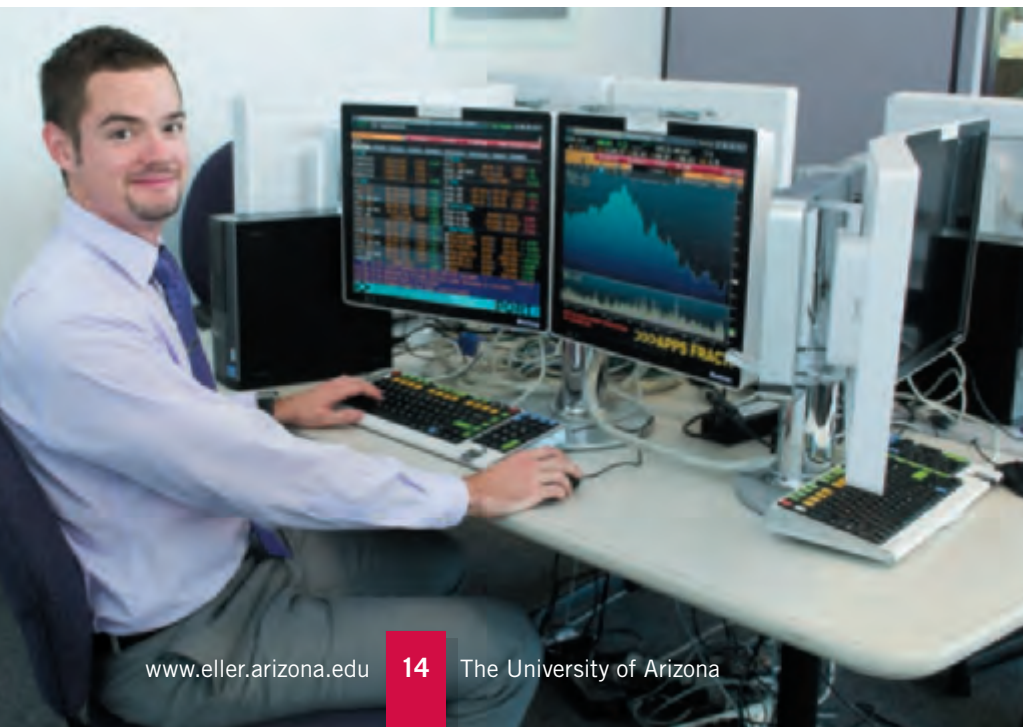
Eller’s Economic and Business Research Center (EBR) has provided Arizona business and public-sector decision makers with applied research and information on economic, demographic, and business trends in Arizona for over 60 years. Earlier in 2013, EBR completed a two-year partnership with Boston-based Leading Market Technologies to help design and test the dataZoa and DataZephyr suite of products. These tools grab data such as home prices by region, employment and occupational data, wage rates by city, and more, to construct historical time series data.

In recognition of EBR’s contribution to the development of dataZoa and DataZephyr, LMT has donated software licenses valued at \$600,000 to EBR, the Eller College, and the UA. Alexandre Sugiyama, a lecturer in the Department of Economics, is among the faculty considering how to integrate access to the software into the curriculum. “I think there’s real potential for it to change how economics is taught,” he said.

« Alexandr Svetnický

data mine

Students get access to analytic tools



YALEVA PHOTO

Eller Exec Ed facilitates visioning

ELLER COLLEGE PHOTOS



↗ The Tucson City Council at work in a Think Tank session.

Eller Executive Education—a startup

organization focused on custom, non-degree continuing education—continued to serve the needs of key partners this spring by using collaboration technology developed in the MIS department.

The City of Tucson and the newly-formed University of Arizona Health Network were among the clients who participated in facilitated strategy sessions using GroupSystems Think Tank, a collaboration tool developed by Regents' Professor of MIS Jay Nunamaker.

Nunamaker originally developed Think Tank as part of a research program to design a facilitated process that would engage all meeting participants to improve decision-making. Think Tank builds on decades of research to run effective meetings. Particularly

in highly political or hierarchical settings, meeting participants may not feel able to speak honestly, or, conversely, have faith that their colleagues are doing so.

“That’s why one of the key components of Think Tank is anonymity,” Nunamaker explained. “Technology allows participants to enter responses to ideas

proposed by the facilitator, and then all participants can see where there is consensus, or which ideas rise to the top.”

“Because you enter your information simultaneously, it’s easy to see when the same idea comes up six or seven times,” said City of Tucson mayor Jonathan Rothschild, who participated in a strategy session with the City Council. “The anonymity also allowed us freedom to be honest and frank.”

“The beauty of the Think Tank technology is it allows everyone

to ‘speak’ at once, but also allows anonymity to those voices,” said Stephen Gilliland, associate dean of executive education, who worked with Rothschild to develop the session. “With open meeting laws, there is no way that elected officials can have such unconstrained brainstorming other than through the use of Think Tank technology.”

Another key to the process is an external facilitator who is well-schooled in the technology: “What works is to have a neutral, third-party facilitator who is an advocate for effective group process, while simultaneously avoiding interventions that would influence a particular group’s decision,” Nunamaker said.

“The process is helpful when you’re trying to bring diverse groups together to drive consensus,” said Michael R. Waldrum, CEO of the University of Arizona Health Network. “The facilitator is very good at picking up themes that are keeping consensus at bay, and is just as important as the technology itself.”

“In our sessions with UAHN, we had two faculty experts on organizational design working with the Think Tank facilitator to run the sessions,” Gilliland said. “That is the difference we can provide with Eller Executive Education—the pairing of faculty expertise with an innovative technology.”

He said that many clients have expressed interest in the process. “We don’t know of any other executive education program that is offering facilitated discussions through the use of electronic brainstorming technology like Think Tank.”

“That is the difference we can provide with Eller Executive Education—the pairing of faculty expertise with an innovative technology.”

Stephen Gilliland,
Associate Dean of Executive Education

helping hands

small business consulting class is a win-win for students and entrepreneurs

When Diana Teran's son experienced

chronic health issues, the family tried a vegan diet. "He got better," she said. Along the way, she developed a recipe for vegan tortillas that she made with olive oil. Teran's vegan tortillas became the basis of the company she and her husband, Francisco Moreno, founded three years ago out of their home.

La Tauna Tortilla has a distribution deal with Trader Joe's and a new commercial kitchen in South Tucson.

At this critical juncture in the company's growth, Teran connected with Poncho Chavez at Eller Economic Development. The program, which launched in early 2012 with support from Chase, aims to foster growth of small businesses in South Tucson. Part of the program connects teams of undergraduate students with small businesses for semester-long consulting projects.

"They've been helping with suggestions for running the business," said Teran. "They're going through the

finances, looking at the structure, and making suggestions for cutting costs."

"We focused on finding solutions for her transition into the commercial building from her home," said Carl Segal (Eller Marketing '13). "It's basically about overcoming startup obstacles."

"We looked a lot at cash flow management," added Mike Harshbarger (Eller Finance '13). "They need to have plenty of cash on hand, especially for wages and as they buy more machines. Production is key for the Trader Joe's contract, and they can produce six times as many tortillas with the machines."

Jan Konstanty taught the *BNAD 455: Small Business Development and Consulting* course that Harshbarger and Segal took. "We had six teams of students working for clients in South Tucson," he said. The students spent the first part of the semester building consulting skills, then were introduced to their client organizations and began scoping problems that they could help solve.

"The objective was for them to integrate the things that they've been learning over the last four years and give them a framework for solving problems," Konstanty said. "Change is tough to implement."

"This was the coolest class I've taken," said Kevin Neman (Eller TBA '13). "It wasn't just sitting in the classroom; we got to come out here and meet Diana and see the business in action."

Segal and Neman are both looking at starting businesses with relatives. "This was a chance to work on a family business, not a big company with tiers of employees," Segal said. "It's make or break for the family, so it was really rewarding. We're here to help."

"We also find that recruiters really value this type of experience on a resumé," said Konstanty. "Experiential learning and internships rank higher than GPA when they're considering a hire."

"This was a chance to work on a family business, not a big company with tiers of employees," Segal said. "It's make or break for the family, so it was really rewarding. We're here to help."



TIM FULLER PHOTO

L-R: Mike Harshbarger, Jan Konstanty, Kevin Neman, Diana Teran, Francisco Moreno, Carl Segal.
Not pictured: Bradley Sherman and Hector Rosales.



Envisioning the Next 100

In 1913

...the University of Arizona began offering a degree in commerce through what would become the College of Business and Public Administration.

Now

100 years later, we have grown into the Eller College of Management, home to 6,000 undergraduate and 800 graduate students, with top-ranked undergraduate and MBA programs and an international reputation for excellence across disciplines, especially in entrepreneurship and MIS.

✓ L-R: A westward look at the UA campus in 1929, McClelland Hall in 1992, an architectural rendering of a proposed additional Eller building north of Helen Street.



Looking ahead

Disruptive forces in higher education mean that business schools need to become entrepreneurial in the way they operate. At Eller, we have a vision to do just that.

L-R: Associate Dean of Undergraduate Programs Pam Perry, Dean Len Jessup, Associate Dean of MBA Programs Hope Schau, Vice Dean Jeff Schatzberg.



The changing landscape of American higher ed

A host of disruptive forces challenges the future of higher education in America.

» For decades, we have been hearing about declining state support for higher education. That shift has resulted in higher tuition—and a greater burden on students and their families. They've responded by demanding more for their tuition dollars: "unbundling" lockstep degrees into more flexible options, hybrid online/on-ground delivery, greater access, and better return on their educational investment. There are more schools than ever to choose from to meet those demands. Growth for higher education in the U.S. is flat, but global growth is at 20 percent, and recently—for the first time—more GMAT test takers reported their scores outside the U.S.

To stay competitive, U.S. schools simply can't continue operating as usual. They must innovate.



ONLINE LEARNING AND THE FUTURE OF HIGHER EDUCATION

Perhaps nothing demonstrates the dramatic shift to online learning better than the advent of massive online open courses (MOOCs), free courses available to anyone online for free and for no credits, many offered through premier institutions. MOOCs have gotten considerable media attention.

“American higher education is at a crossroads today not because of MOOCs, but because of the shifting financial model,” Jessup said. That shifting financial model—with its tuition increases—has created more demand for professional degrees. “Given the high price of education, that is a real issue for areas of study outside of professional programs,” he added.

Jessup characterizes MOOCs as an interesting experiment that has failed. “Tens of thousands of students sign up, but very few finish the classes,” he said. “MOOCs have demonstrated that you can scale higher education, but that model can’t succeed.”

What can succeed, he said, is delivering established degree and certificate programs online. “I’ve been working in online education for 15 years,” he said. “If you create a valuable career-advancing opportunity available online, people will participate, stick with it to complete the degree or certificate, and they will get hired or promoted.”

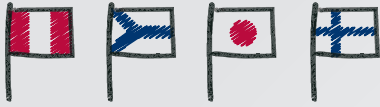
TIM FULLER PHOTO

“With globalization in our industry, intense competition, the changing business model, and a weaker position for the U.S., there is a shake-out underway,” said Eller College Dean Len Jessup. “We believe only a relatively small number of business schools nationwide will thrive, and we are determined to be among them.”

What will it mean for Eller to thrive over its next hundred years? How will business schools have to evolve in order to sustain themselves? “At Eller, we’ve done a lot of soul searching,” said Jessup. “We have focused on the attributes that we believe will carry Eller into the 22nd century and have developed a strategy to get us there.”

See what's next...






GLOBAL

- Attracting top domestic & international students
 - Placing graduates domestically & internationally
- Teaching global concepts
- Engaging domestically & internationally



ENTREPRENEURIAL

- Innovations in the student experience
 - Research at the cutting edge 
-
- Willingness to try new things

COMPREHENSIVE

- Excellence at all levels: undergraduate, master's, MBA, doctoral, executive education



TOP

- Very high quality
- Accredited at the highest levels
- Outstanding reputation for teaching & research
- Programs of choice domestically & globally



Envisioning tomorrow's business school

» Five years ago the economy stalled, signaling the start of the Great Recession. Ten years ago, Facebook and the iPhone had yet to launch. Twenty years ago, Hong Kong was still a British colony and China was far from becoming a major global economy.

Futurists anticipate that technology will continue to change the way that daily life, business, and higher education are conducted. They predict that cloud computing will become so ubiquitous that the term becomes irrelevant. That computational intelligence will be embedded in everything we do. That analytic tools for big data will be available to everyone.

We predict that most public business schools will not be nimble enough to surmount the coming tidal wave of change. Our vision is to be among the few that do.

"We aim to be one of the few top, global, comprehensive, multi-modal, self-sustaining, entrepreneurial business schools in the world," Jessup said.



MULTI-MODAL

- Delivering anytime, anywhere
- Online delivery in whole or in part



SELF-SUSTAINING

- Continuing to rise regardless of state support
- Stronger emphasis on PHILANTHROPIC support

THE CHANGING FINANCIAL MODEL

With tuition dollars at all-time highs, why are public business schools struggling? The answer is not simple. In the traditional model, the university collects all tuition dollars and then allocates operating funds back to its colleges through formulas that are not usually transparent. This model has led some business school deans to talk about going private.

"The drawbacks of privatization outweigh the benefits," Jessup said. "While it would offer financial and strategic autonomy, it would also mean taking on responsibility for expenses such as building maintenance, security, employee health insurance, and retirement benefits—not to mention losing the all-important connection with the parent university."

Instead, many universities—including the University of Arizona—are in the process of exploring the responsibility-centered management (RCM) model, in which colleges retain their tuition dollars but pay a "tax" to the university to fund central services. "RCM allows university profit centers—often business schools—to sustain themselves through their own tuition dollars, even as state appropriations shrink," Jessup said. "While the business model is shifting, one thing remains the same: philanthropy is essential to creating a margin of excellence."

Jessup was invited to present on the changing financial model at a recent international conference hosted by the Association for the Advancement of Collegiate Schools of Business, the global accreditation body for business schools. You can read more about his presentation in the association's publication, *BizEd*.



Eller aspires

» The heart of the Eller mission is engaging, partnering, and innovating. “Most business schools would say the same,” said Jessup. “What differentiates us is how we achieve that mission and how we must evolve to maintain leadership in a rapidly changing world.”

In a series of annual retreats and ongoing strategy sessions throughout the year, the Eller leadership team has tackled challenges including how to build new revenue streams to sustain its own programs and how to improve the core experiences in the Eller MBA and undergraduate programs. In the most recent retreat, the team focused on how to align its aspirations of becoming a top business school around mission-centric strategic initiatives.

“We’ve already seen a lot of progress,” Jessup said. “But we have a long way to go. Change management is difficult. But we know we can do it, and we are getting ready to ask our alumni and friends to help us get there. Settling for what we’ve already achieved just isn’t an option. We aspire to do more than that, and we think our alumni do, too.”

We aim

TOP | GLOBAL | COMPREHENSIVE

business

Preparing dynamic
leaders with:

- unparalleled classroom experiences
- hands-on learning opportunities
- access to state-of-the-art facilities
- development as global leaders
- the tools to launch successful careers

ELLER
EXPERIENCE

to become one of the few

IVE | MULTI-MODAL | SELF-SUSTAINING | ENTREPRENEURIAL

ss schools in the world

Supporting creative inquiry by:

- attracting and retaining top faculty
- enabling cutting-edge research that solves critical business problems
- incentivizing collaboration across boundaries
- sustaining a rich, diverse intellectual community of grad students



ELLER DISCOVERY & INNOVATION

Making a difference in the community and the world by:

- becoming a go-to source for nurturing small business
- creating innovative continuing education offerings for regional, national, and international organizations
- putting relevant regional data in the hands of key policy-setters and decision-makers through the Economic and Business Research Center
- collaborating with Tech Launch Arizona, the UA unit focused on bringing lab discoveries to the market



ENTREPRENEURIAL ELLER PARTNERSHIPS



ELLER COLLEGE PHOTOS



celebrating milestones

Alumni and friends of the University of Arizona gathered on July 19 in Seattle for Northwest Meets Southwest, a cocktail reception hosted by **Robert and Diana Murray**. Speakers included UA Provost **Andrew Comrie** (top photo), Eller Dean **Len Jessup** (above right), Engineering Dean **Jeff Goldberg**, and **David Allen**, Executive Director of Tech Launch Arizona.



THOMAS VENEKLASEN PHOTOS

The Eller College celebrated a series of landmarks at a gala event in 2012. Among the milestones recognized was the 20th anniversary of McClelland Hall; attendees enjoyed a progressive reception that harkened back to the event that marked the building's opening in 1992. Pictured, from top right: UA President **Ann Weaver Hart** and **Karl Eller**; the Witt Courtyard; **Norm McClelland, Eller**, and **Schyler Linger**; **Hart** (center) and **Jessup** (right) with **Max and Stevie Eller** and friends.



alumnus of the year



« Chris McGuire was recognized as the Eller College Alumnus of the Year at Homecoming in 2012. McGuire is pictured below with UA Alumni Association President Melinda Burke and Eller College Dean Len Jessup.



UA PHOTO

2013 save the date

SEPTEMBER

SEP
28

Professional Admission

SATURDAY, SEPTEMBER 28, 2013 7:15 A.M. AT MCCLELLAND HALL

Volunteer to interview undergraduate students preparing to enter the professional phase of their Eller College experience. Register at eller.arizona.edu/eca.

NOVEMBER

NOV
7-9

Homecoming 2013

NOVEMBER 7-9, VARIOUS TIMES AND LOCATIONS AROUND CAMPUS

See inside front cover of this magazine for a complete description of events!

DECEMBER

DEC
13

Economic Outlook

FRIDAY, DECEMBER 13, 2013 NOON-2 P.M. AT THE WESTIN LA PALOMA, TUCSON

Join us for lunch as UA economist George Hammond and Chase economist Jim Glassman preview what's ahead for the national, state, and metro economies at this annual, must-attend event. Reservations required; details are available at eller.arizona.edu/outlook.

FEBRUARY

FEB
13

Fathauer Lecture in Political Economy

THURSDAY, FEBRUARY 13, 2014, 5:15 P.M., MCCLELLAND HALL'S BERGER AUDITORIUM

Join us for a lecture by Enrico Moretti, professor of economics at the University of California Berkeley, who will discuss the new geography of jobs.

building bridges

“I’ve always been interested in the exchange and flow of people and ideas, of travel and movement,” said Marcos Garay. Though he was born in Mexico City, he grew up in Sonora and attended school in the U.S. He holds two passports, and his professional life has spanned the U.S.-Mexico border and beyond. “Having grown up in two countries, I consider myself bicultural,” he explained.

When it was time to consider college, Garay said, “There are lots of UA alumni in my family. My grandfather graduated with a geology degree in ’36. So it was natural for me to come to the UA.” After completing his degree in operations management, he went on to the Thunderbird School of Global Management, where he earned his MBA.

After a brief stint with NY-based Doubleday & Co. in their Mexican subsidiaries, Garay became a stockbroker in Mexico City; it wasn’t long before he began building cross-border alliances at Mexico’s largest retail bank, which is now BBVA Bancomer. As managing director of the new division, he led strategy and

growth of offices in both brokerage and banking in New York, Los Angeles, Toronto, London, Sao Paulo, Hong Kong, and Tokyo. “It was lots of fun to bring people together and open up the world to Mexican financial institutions,” he said.

From there, he said, “I moved to New York to run a specialized broker dealer.” As president and CEO of Nafinsa Securities, he led a team that produced \$1 billion in hard currency funding for the State Development Bank of Mexico, with the aim of lending capital to small and medium businesses in Mexico. “It was a different angle for me, but very satisfying.”

He left the role just before the recent presidential transition in Mexico. “That was my only time in government,” Garay said. All along, through

the 60 – 70 hour workweeks, he focused on finding balance to keep going, find meaning, and connect to community. “The things we do should not be all about money,” he said. “The world has come much closer together, sometimes in ways that are more stressful overall, but we need to look at the kind of world we are building together.”

Now Garay is continuing to build bridges between the U.S. and Mexico. “There can be such a lack of knowledge on both sides of the border,” he said. He has worked with angel investor groups in both countries and has been consulting. He has served as an Executive-in-Residence at the Eller College, and will teach executive education courses in Mexico and Chile. He is also engaged with the UA Alumni Association as the Eller representative through the Wildcat for Life Leadership Council.

“It’s time to move away from negotiation and into cooperation and collaboration.”

“I don’t want to just be a volunteer and wear my Eller pin,” Garay said. “It’s time to

plant the flag of the UA in Mexico. The UA has been in Mexico for years, but it’s not generally known outside of scientific and research circles, where it is acknowledged as a premier institution. Yet, there are so many more possibilities. It’s time to move away from negotiation and into cooperation and collaboration.”

breaking down barriers

In 1974, after finishing high school in Kentucky, Linda (Rostal) Medler worked a county job while living at home. Then, at a boyfriend’s Marine Corps basic training graduation, she was inspired by the discipline and ethics on display.



MARCOS GARAY PHOTO

▲ Marcos Garay

Operations Management ‘77

“I went to see a Marine recruiter,” she said. “My dad tried to talk me out of it. He said, ‘Talk to the Air Force,’ but I don’t regret it.” She enlisted and began her career as a United States Marine. Along the way, she fell in love, got married, and got pregnant. “I was one of the first women to stay in while pregnant,” she said. “There were no maternity uniforms at that point, so I had to wear civilian clothes.”

The mid-70s were a tough time to balance being a mother and a Marine. “I got an Honorable Discharge,” she said, “and I cried the day I got out.” She worked as a secretary to support her then-husband’s education and began school herself. “I earned degrees in MIS and management at the University of Arkansas at Little Rock,” she said. She went into the Marine Reserves and was offered a direct commission, but she remembered her father’s advice and decided on an Air Force career. She applied for Officer Training School. “I was 30 years old with two kids and separated, basically a single parent,” she said. “The Air Force took a chance on me and I earned my commission in 1987. Then, when I was a Captain, the Air Force selected me for a civilian institution master’s degree program.”

The UA’s MBA program appealed to her because of the MIS concentration. “I saw the rankings and wanted a degree that meant something,” she said. “Plus, my kids were in middle school and high school and there was potential for me to get a follow-on assignment at Davis-Monthan Air Force Base.” Meantime, she’d been dating a fellow airman. “I figured absence would either make the heart grow fonder, or out of sight out

of mind,” she said. It was fonder: they wed while she was mid-program and Medler inherited two more teens, who joined her in Tucson.

After completing the Eller MBA, Medler joined Davis-Monthan. “During my

assignment at 12th Air Force, I was responsible for the computer systems that the Air Force uses in mission planning.” Then she joined the White House Communications Agency as a Major-select. She continued her upward trajectory, which included another master’s degree and commanding the 97th Mission Support Group at Altus Air Force Base, Oklahoma. She deployed to Afghanistan as a Colonel. “We were building organic capability in the Afghan Military Forces,” she said. “It was amazing to witness the first general election and to see the dichotomy between what you read in the news and what you see with boots on the ground.”

She went on to Command the 75th Air Base Wing at Hill Air Force Base in Utah, where she ran an installation of over 24,000 personnel and a million acres. Now Medler is a brigadier general with U.S. Cyber Command, the organization responsible for operating and defending the Department of Defense’s unclassified and classified networks, and when directed, conducting full-spectrum military cyberspace operations. “We now have this man-made domain of cyberspace,” Medler said. “We have to protect the nation and protect our assets in a domain that’s changing every day.”

Medler was recently appointed to the Eller MBA Board of Advisors, and plans to become more involved when she transitions out of the Air Force in December.

“My greatest accomplishment is my family: my husband, our four kids, and our eight grandchildren. My sister kept my kids for three months so I could earn my commission in the Air Force, and my Mom and Dad gave me my patriotism and work ethic. I wear the Air Force uniform with pride, but when I sit down to play with my grandkids, it makes my heart swell. I want to set a good example for them, show them how you can set a goal for yourself and succeed even though there may be barriers in your way. You just break through them and move forward.”



LINDA MEDLER PHOTO

▲ Linda Medler

MBA '93

Director, Capability and Resource Integration, U.S. Cyber Command

“You can set a goal for yourself and succeed even though there may be barriers in your way. You just break through them and move forward.”

leading in the field

Four years into his five-year

commitment as an officer in the U.S. Army, Joe Munko was at a crossroads. “I had the realization that I had no idea what I wanted to do with myself.”

He’d completed his undergraduate education at West Point, but he didn’t think he wanted to be career military. “I started looking at business schools,” he said. “I figured that an MBA would give me two years to transition out of the Army and enter the civilian business world.”

Munko was also interested in technology, so he applied to schools with top MIS programs. He had to choose between Eller, UT Austin, and Washington. “Chris Puto [then Associate Dean of MBA Programs] personally called me,” Munko said. “That phone call really clinched the decision for me.”

“The two years that I spent at Eller were transformative for me,” he continued. “I felt so prepared going into the civilian business world, and I give the school a lot of credit for that.” As a combat officer, he was well-qualified for roles in supply and logistics. “My two best offers were at

Intel and Deloitte,” he said. While the Intel offer was the best, it focused on logistics, and he wanted to focus on technology. He accepted the lower Deloitte offer. “For me, what they say about consulting was really true,” Munko said. “Three years felt like nine years. I learned so much, and I was doing well at the company.”

But then an old friend of his lured him away to Washington Mutual. “At Deloitte, I was working on core technology implementations,” he said, “but the bank job was pure information systems work.” One of his big projects was transitioning Washington Mutual

from installing software directly on ATM machines to installing remotely across the nationwide ATM network. “Then I was promoted to a technology architecture role in the commercial lending division, designing systems for the 1,000 mortgage lenders so they could operate efficiently.” Washington Mutual did not survive the financial crisis and was acquired by JP Morgan Chase, and though Munko’s division was healthy and maintained as part of the acquisition, he began looking at other options.

“I started networking with friends and was connected with a general manager at Microsoft,” he said. “He brought me in for an interview—it was the classic Microsoft interview, I was an ‘opportunity hire.’” When Munko reported for his first day of work, “I said, ‘What’s my job?’, and was basically told, ‘We don’t know yet, but we’ll figure it out.’”

It didn’t take long: that year, the company was preparing to launch Kinect for XBOX 360, which enables voice and body-activated interaction with the XBOX. They needed someone to lead a field

“My two years at Eller were transformative.”

research project, and Munko stepped up. “Preparing for the Kinect launch was the largest field research project XBOX had

done,” he said, “and Kinect went on to be the most successful electronic product launch ever, in terms of speed of sales.”

Volunteering for the enormous project led him to a greater opportunity. Now he heads up XBOX Design Research, which focuses on field, lab, and product research with consumers across the XBOX platform. “I spend a lot of time with people as they interact with products,” Munko explained, most recently as Microsoft prepares for the launch of XBOX One. “Yes,” he said. “I have the best job ever.”

“Working at the bank was all right,” he continued, “but it wasn’t something I woke up every day excited to be a part of. I love working in the gaming and entertainment industry, and spending most of my time with consumers. XBOX One is the biggest, and best endeavor our division has worked on.”



JOE MUNKO PHOTO

Joe Munko

Eller MBA '99

Director, XBOX Design Research

seizing opportunity in China

Desmond Fang grew up in Sacramento

in a traditional Asian family. “My parents were very involved with my education,” he said. His father wanted his son to study technology, so Fang entered the University of California, Irvine as a computer science major. But he wanted to learn how people think and how businesses operate, so he transferred to the UA as an MIS major.

After graduation, he joined Accenture. A few years into consulting, he reconsidered his focus. “I’ve always enjoyed international relations,” he said. “My dad would always talk about his time growing up in 1960s Taiwan and I was fascinated with the politics surrounding Taiwan and mainland China. In business school, they teach you about negotiations at the individual and corporate levels. I wanted the opportunity to be involved in discussions at the international level. And as an ethnic Chinese, things kind of fell in place for me, because at that time China was starting to position itself as the primary counterweight to the U.S. on the world stage.”

He got an internship at the U.S. Trade Representative in Washington and later, a position as a trade policy specialist at the U.S. Embassy in Beijing. “Working at the embassy was informative,” he said. “I got to sit in on trade disputes, and it was a real introduction to how Chinese people think and the complexity of U.S.- China relations.”

He began to see a niche for himself. “It was apparent to me early on that China’s government was focused on creating a service sector-driven economy,” he explained. “China may have gotten to where it is today by being the world’s factory floor, but what it

is really after is transforming Shanghai and Beijing into the next New York and London. To succeed in China, I needed to play a part in this transformation. But I didn’t have a background in finance, so I would have to go back to school.”

Fang was accepted in to the Nitze School of Advanced International Studies at Johns Hopkins University. He completed a year of study in Nanjing then finished his master’s degree in Washington, D.C. “One of my professors got me into private equity,” he said. “After all those years in China, seeing how businesses worked and how people made money, finance made sense to me in a way that just hadn’t clicked when I was an undergraduate at Arizona.” He joined New Asia Partners in Shanghai, where he was responsible for the origination and execution of investment opportunities in mainland China.

Fang later joined Kamsky Associates, a U.S. consulting firm, where he worked with U.S. companies and investment groups in fundraising in China. He is currently a consultant with AKP Capital, and has taken on a new role for the UA in China. “I want to give back,” he said. “I have a lot of colleagues who came from the Ivies, and they have regular alumni events. Arizona is home to one of America’s best business schools. The UA is underselling itself in this part of the world.” After making a career helping government groups and U.S. private companies get established in China, he said, the logic is that he can help do the same for the UA.

“We’ve just begun to scratch the surface with China,” he said. “Business leaders over the next 50 years are definitely going to need to understand how this country works.”



DESMOND FANG PHOTO

▲ Desmond Fang

*Eller MIS and Operations Management '01
Consultant, AKP Capital*

“The UA is underselling itself in this part of the world.”

alumni notes

1980s

Matt Noble (Eller Marketing '86) is president of Fraternity Management Group in Tucson. Having spent nearly 25 years consulting fraternities and sororities in the areas of alumni/parent relations, fundraising, and volunteer management, he has now co-founded Greek Ladders (www.greekladders.com), a company focused on career preparation, leadership development, and internships/full-time jobs for the Greek community.

Kris Kohlhoff (Eller MBA '89) is a contracting officer with the Department of the Interior in Billings, Montana. He is planning on to retire next spring, complete his wild sheep Grand Slam, and have fun on the farm and in the mountains.

1990s

Philip Horowitz (Eller Accounting and Finance '99) is a financial advisor with Morgan Stanley Wealth Management in Menlo Park, California. He is married with a five-year-old daughter and another daughter on the way.

Linda Medler (MBA '93) is director, capability and resource integration with the United States Cyber Command in Fort Meade. She is responsible for developing cyber security requirements and capabilities acquisition and financial management for the Command.

Kevin Woon (MBA '98) is an application architect - search with Apple Inc. in Cupertino, California. In that role, he designs search solutions for Apple's online store and other Apple departments.

Arrion Rathsack (Eller General Business '92) is manager of sponsor relations and programs with Forte Foundation in Austin, Texas.

2000s

Julia Shawn Page (Eller Business Administration '00) is owner and director of Cross Cultural Services LLC.

Benjamin Hoffman (Eller Accounting '01) is an assistant professor with Kent State University.

Angela Campbell (Eller Business Management and Marketing '02) is a contract manager with the Boeing Company in Mesa.

Shaun Halbert (Eller Business Management '03 and MBA '07) is a senior financial analyst with Johns Manville.

Edward Diaz (Eller Marketing and Business Management '03) is an applications developer with Pima County IT, where he is working with Pima County Government to update their website to make it easier for constituents to find local government services.

Theodore Stark (Eller MIS '04) is a user experience architect with Cachematrix Holdings LLC in Denver.

Jeff Swanson (Eller Finance & Management '07) is president of OneTwoTen LLC in Bangkok.

Eric Vorrie (Eller MBA '09) is with Raytheon Missile Systems in Tucson.

Paul Leong (Eller Business Management '09 and MS-MIS '12) is a systems analyst with the University of Arizona Health Plans in Tucson.

Ilan Fehler (Eller Marketing and Entrepreneurship '09) is a category leadership analyst with Nestle USA. He is engaged to fellow Arizona alumna Megan Berlin, class of 2012.

Stefanie Espino (Eller Business Management '05) is people services partner with California Pizza Kitchen in Playa Vista, California.

Timothy Shelton (Eller Marketing '06) is manager of negotiations with Freedom Financial Network in Tempe. He has moved up the ranks quickly, and says he could not have done so without the cross-functional knowledge he received at the Eller College. He is now a home owner, husband, and a proud father of two.

Leroy Walters (Eller MIS '06) is a network manager with Navajo Nation Office of Broadcast Services in Window Rock. This is his first position in management after working for five years in the IT field.

Andrew Schneider (Eller Marketing '06) is a pricing analyst with Digital Management Inc. (DMI) in Bethesda, Maryland. He is engaged to USAF Capt. Jessica West (UA alumna '06, and Sigma Kappa/ ROTC/Womens Waterpolo.)

Amy Myers (Eller Marketing & Accounting '06) is a tax manager with the San Diego Chargers.

Nicollette Daly (Eller Accounting '08 and Master's of Accounting '10) was named CFO of the Community Food Bank of Southern Arizona in April. She said her first major move as CFO was to hire fellow Eller alumna Heather Larson as lead accountant.

Jessica Anderson (Eller Marketing '09) is a marketing manager with Microsoft in Seattle and president of the Alumni Association 'SeaCats' Chapter.

Stephanie Bankemper (Eller Marketing '09) is a business account executive with Cox Communications in Tucson.

Carlos Lopez-Ramos (Eller Business Management '09) is in the process of moving to San Antonio, Texas, from Guadalajara, Mexico. In San Antonio, he plans to open a sales training and consulting business under the franchise of Sandler Training.

2010s

Robert Mayer (Eller Marketing '10) is president of Pedal Crawler LLC.

Donald Cooley III (Eller Business Economics '10) recently moved back to the Phoenix area after

completing his juris doctorate at Ohio State. He is currently preparing for the bar exam.

Jason Rejebain (Eller Accounting '10) is audit senior with Deloitte and Touche LLP in San Francisco.

Lisa Malecky (Eller Finance and Management '11) is a global compensation and benefits analyst with Intel in Hillsboro.

Rory Staiger (Eller MIS and Operations Management '11) is an operations leadership development program associate with Lockheed Martin, and is transitioning to a new management role on the F-35 assembly line.

Alex Williams (Eller Marketing and Accounting '11) just started his first season with the San Diego Padres as a programs coordinator in the brand development department. He relocated to San Diego in March 2013 after spending a year with the Atlanta Braves organization.

Jennifer Duttler (Eller MIS '11) is an analyst software quality assurance with Walmart Information Systems Division in Bentonville.

Melissa Shanahan (Eller Business Management '11) is a procurement specialist with State Farm in Bloomington. She began her career in the executive development program at Macy's in Texas and has with State Farm for one year.

Ha Lam (Eller MIS and Operation Management '12) is a software engineer with Sunquest Information Systems in Tucson.

Stephanie Cunningham (Eller MBA '12) is a business manager with University of Arizona.

Brandon McBrien (Eller Business Management, Architecture, and Regional Development '12) recently joined Gensler in Los Angeles as a job captain—his self-described dream job.

Yeenkie Situ (Eller Marketing '13) is a sales associate with EMC Corporation in Franklin.

Dennis Schwiebert (Eller Economics '13) is a revenue support analyst with Canyon Ranch in Tucson.

Kiley Gasparovic (Eller Marketing & Entrepreneurship '13)

is a marketing and communications manager with Vive Innovations in Tucson. Vive Innovations is a biomedical startup that launched from the McGuire Center for Entrepreneurship at Eller College. www.vive-innovations.com



PHOENIX REGIONAL SPORTS COMMISSION PHOTO

⚡ On May 9, **Karl Eller** (pictured with wife **Stevie**, left, and grandson **Max**) was inducted into the Arizona Sports Hall of Fame. 1968, Eller became a founding investor of the Phoenix Suns. He hired Jerry Colangelo, then an assistant coach, away from the Chicago Bulls and he named him the team's first general manager. In 1971 he helped establish the Fiesta Bowl, and in 1988 helped attract the NFL's Cardinals from St. Louis to Arizona.

➤ Submit class notes to progress@eller.arizona.edu.

from the chair of the board



TERRY VALESKI PHOTO

Dear Friends of the Eller College,

The Eller College of Management is celebrating a series of major milestones. This year marks the 100th anniversary of business education at the University of Arizona. Next year will be the 40th anniversary of our MIS department and the 30th anniversary of our entrepreneurship program, both of which continue to dominate rankings of undergraduate

and graduate business schools across the country. Next year too will mark the 70th year that we have been accredited by the Association for the Advancement of Collegiate Schools of Business.

Behind all these milestone years is a team of people, including our dean, Len Jessup, and about 200 faculty and staff. They are to a one dedicated to creating an exceptional Eller experience for the 6,000 undergraduate and 800 graduate students who make up our community. These students get hands-on learning experiences, like the students in the small business consulting class [see page 16] or the newest class of entrepreneurs [see page 4]. Starting this year, our undergraduates will also focus on career preparation beginning their freshman year [see page 7], so that they know sooner what field is right for them and get the coaching they need to set and achieve their professional goals, and carry our reputation for developing real leaders out into the broader world.

These are the types of activities that keep us in the company of the best business programs in the country.

But the field of higher education is undergoing major changes. How will MOOCs affect traditional on-ground programs? What do rising tuition costs mean for students? Our team at Eller is looking at these questions and asking many more. It's a time for soul-searching. It's a time to chart a new course, for the next 100 years of business education. You can see our thinking on our future on page 18 of this magazine.

Our alumni and friends are essential to achieving our vision of the future. This year, private support and commitments to the Eller College are approximately \$5 million. This support is from you, donors, alumni, friends, and institutions. We thank you for that and challenge you to continue to do more. Welcome our students into your company for informational interviews, externships, internships, and full-time employment. Attend our events. Show your Wildcat pride. And, of course, reinvest in the future of the institution that played a role in your own development as a professional.

On behalf of the National Board of Advisers, we thank you.

Terrence Valeski
University of Arizona '68
Chair, Eller College National Board of Advisers

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Ryan Adkins '11	Michael Bell '12	James Brennan '89	Stacey Cato '08	Nicoll Daly '08, '10
Sandra Afarin	Scott Bell '79	Michele Brennan	Jim Cavanaugh	Matt Damiano '97
Sara Aivazian '86	Sharon Bell	Robert Bretz '67, '69, '72	'65, '66, '67	David Damron
Hussain Al Ali '12	Larry Bello	Derek Briese '09, '10	Mary Cavanaugh	Kelly Damron
Saada Alenizi	Michael I. Bellovin '09	Gerri Bringman	Louis Cerato '02	Julie Danielson '97
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Roger Bamberger '69	Bret Borg '82	Cheryl Caballero '98	Rod Corson '70	Daniel Douglass '08
Monica Banyl '04	Nancy Borg	Mike Calegari '96	Eva Cota '61, '75, '77	Mari Downey '93
Nancy Barber '83	Leonard Bower '64	Trent Cameron '96	Charles Coury	Samuel Drake '86
Steve Barber	Cephas Bowles '92	Aron Canton	Mona Coury	David Dreibelbis '74
Christine Barnes '01	Colin Bowling '08	Emma Carlson '82	Jamie Cox '75	Sean Drew '93
Nicholas Barnes	Robert Bowron '08	John Carlson	Jed Coxon '84	Maria Drummond '89
Anna Barraza '04	Diane Bradley '94, '99	Pat Carlson '58	Kelly Crandall '91	Alexandra Duby '12
John Barrett '76	Maria Bradley	Randy Carlson	Bill Crary '54	Gary Duffy '73
Debbie Barrie '86	Neil Bradley '82	Elaine Carlton	Mary Crary	Mindy Duffy '73
Michael Barrie '86	Dave Brady '86	Rich Carlton '74	Joe Crawford '64	Gregory Dunford '92
Maria Barton '89	Megan Brady	Amanda Carr '99	Serge Crawford	Bob Dunham '56
Jeremy Bates '06	Patricia Brailey '99	Matt Carr '06	Cheryl Creagh	Mary Durham-Pflibsen
Kevin Bates '05	Mark Brandow '00	Ryan Carr	James Crotty '31	Kent Dussair '62
Joseph Baugh '00, '04	Fred Brandt '68	Tony Carrelli '98	Ruth Crotty	Linda Dussair
Paige Bausman '84	Henry Brandt '08, '09	Adam Carroll '07, '12	Graham Crouse '87	Rhonda Dwyer '02, '08
Paddy Baysinger '69	Kirk Brandt '76	Jodi Carroll	Ginny Culhane '49	Corey Eck '12
Ryan Beall	Jeannette Brauchli	Joan Caruso '69	Albert Cummings	Hannelore Eckert '91
Chad Becker '97	'95, '05, '09	Gina Carvajal	Virginia Cuning	Peter Economidis
Dena Becker '97	Robert Brauchli	Joel Carvajal '83	Glenn Cunningham '91	'63, '65
Bonnie Bedillion '73	Martha Braun '81	Patrick Casey '12	Bruce Cutting '74	Ashley Eden '06
Stephanie Beery '03	Stephen Braun	Carol Catherall	Holly Daetwyler '99	Eva Edwards

Jim Edwards '02, '02	Mary Franckle '85	Michael Grant	Trucynda Hawkins '83	Jayne Hyatt '07, '08
Robert Edwards '93	J. Nicholas Frei '00	Armella Grebb	Corey Hawley '06	Eric Iffrig
Bill Einecker '72	Ernie Friend '89	Kim Green '99	Zhou He '06	Tamara Iffrig
Mary Jo Einecker	Laura Friend	Audrey Greenberg '94	Will Hefter '61	Julia Ingall '11
Emilia Eldridge '07	Gene Fujii '67	Debra Greene '79	Chuck Heimerdinger	Leslie Inskeep
Karl Eller '52, '81	John Fung '87	Jonathan Greene '08	Chris Heinfeld '07	Grant Isakson '10
Stevie Eller '52, '99	Sally Fung '92	Hans Gregg '83	Dave Henrich '58	Josue Izabal
Clyde Elrod '66	Stephen Fung '87	Melanie Gregg	Marge Henrich '60	Brian Jackson '02
Paul Enegren '99	Greg Furrier '85	Ralph Gregg	Matthew Herbert '10	Dick Jackson '60
Scott Erickson '00	Jennifer Furrier '90	Krista Gregory '83	Dena Herbolich '92	Elayne Jackson
Roman Eskue '07, '08	Mark Fusler '03, '04	Rebecca Greving	Drew Herbolich '93	Pat Jackson
Tanya Eskue '07, '08	Debora Gage '02	Stephen Greving '75	Lawrence Herman '59	William Jacobs '83
Jerry Espevig	Neil Galassi '00	Ken Griggs '89	Patricia Herman	Peggy Jacobsen '89
Bettina Esselen	Ashley Galeski	Mark Grillo '88	Jay Hernandez '98	Jean Jacobson
Gomori Esselen	Charles Gannon	Eric Groff '09	Paul Herrera '76	Ronald Jacobson '70
Jose Esselen '83, '85	Karen Garcia '12	Charlie Groombridge '56	Courtney Heyda '10	Clint Jameson '97
Gina Ezratty	John Gardner '53, '58	Grace Groombridge	Matt Hienton '05	Crystal Janes '05
Ilona Fague '83	Russell Garner '11	Jessica Grout	Marilyn Hill '96	Bryan Jaret-Schachter '07
Frank Fahey '66	Becky Gaspar '81	Britta Grubin '02	Jacob Hiller '11	Rollie Jarmusch '67
Bob Fannin '63	David Gaspar	Peter Grubin '03	Diane Hillman '80	Gampolage Jayasuriya '10
Lisa Fannin	Loren Geesey '83, '90	Josette Guajardo	Jeff Hinds '88, '93	Jeffrey Lee
Attri Farahzadi '12	Susan Geesey	Robert Guajardo '88	Sandra Hinds	Benjamin Jimenez
Thrithi Farahzadi	Elizabeth George '90	Brad Guenther '81	Judith Hines '84	Jong Jo
Julie Farber	Elizabeth George	Dave Guest	Lin Hines '61	Kuk Jo '80
Mark Farr '87	Louis George '77	Lindsey Guest '04	Timothy Hinkel '10	Joseph Jochen '09
Tanya Farr	Sally Gestautas '08	Katherine Guilmart '10	Colby Hinkson '12	Mitchell Joffe '69
Tammy Farris '04, '08	Demi Giannini '11	Eric Gumbs	Melinda Hinkson	Vicki Joffe
Margaret Feinsinger	Patsy Gibb '89	Sharon Gumbs '04	Matt Hobbs '02	Curtis Johanssen '07
Rick Feinsinger '62, '66	Matt Gilbreath '00	Carole Gurgone	Michael Hoerig	Andrea Johnson '89
Bill Felix	Christine Gilmore	Darlene Gustafson '82	Brad Hoge	Danny Johnson '87
Darlene Felix	Pat Gilmore '74	Brian Hack	Brandon Holdridge '11	Eleanor Johnson
Brandon Felming	Rusty Girdner '48, '50	Cindy Hack '90	Helen Holmes	Elizabeth Johnson '02, '03
Adam Fenster '92	Gary Gitlitz '73	Chris Haggerty '91	Jim Holmes '51	Gabrielle Johnson
Lori Ference '83	Sandra Gitlitz	Shirley Hairston '80	Sue Holstad '77	Gary Johnson
T. Carson Finical '76	Jay Gjurgevich '02	Jane Hale	Rumi Hong	Gale Johnston
Meredith Fioretti	Katie Gjurgevich '02	Jim Hale '76	Speed Racer/GQ Hong '97	Courtney Jolicoeur '05, '06
Ashley Fischer '07	Lorraine Glazar	Andrew Halpert '03	Tom Hood '64	Jeremiah Jolicoeur '06
David Fischer '88	Audra Glines '94	Sue Hamlin '90	Tim Hooker '84	Christopher Jones '12
Jared Fischer '07	Matt Glines '99	Mary Handley	Richard Hoppe '72	Gretchen Jones '49
Kyla Fiske '97	George Glover '91	Paul Handley	Aaron Horita '89	Nancy Jones '78
Olivia Fleck '10, '11	Holly Glover	Pam Hankins	Cheryl Howard '95	R. Bryan Jones
Craig Fleischer '01	Daniel Goldsticker '10	Julia Hannah '05	Cheryl Howell '70	Russ Jones '48, '50
Vicki Fleischer	Amy Gomez '00	Matt Hannah '04	Dan Howell '76, '91, '94	Billy Joplin
Gary Fletcher '85, '89	Jaclyn Gonzales '12	Jill Hansen '89	Christy Howells '99	Maxine Joplin '86
Maria Fletcher '89	Mendy Gonzales '95	Cassandra Hanson '12	Marla Hoyle '96	Craig Jordens
Daniel Fleury '90	Yvonne Gonzales '12	Lesley Hanson '79	Zhao Hu '12	Kara Jungbluth '10, '11
Laura Flores '96	Ruben Gonzalez	Gina Harbour	Holley Huang '01, '02	Dianne Jurica '65
Patrick Foley '07	Madero '88	Kevin Harbour '00	Bradley Huber '07	Richard Kalenka
Joe Fonte '01	Casey Good '09, '10	Paula Haren	Michael Hudson '02	Tom Kalinske '68
Say Kin Foo '71	Deborah Goodman	Jeff Harris '82, '90	Mikaela Hudson '09	Jacob Kaliszewski
James Ford '73	Douglas Goodman '72	Heather Harrison '08	Julie Hughes '04	Guinnevere Kappler '99
Karen Ford '80	Harris Goodman '72	Truitt Hartle '12	Stacy Hughes	Nate Kappler '98
Tom Ford	Steve Gottlieb	Carolyn Harvey	Gloria Hula '86	Bryan Karas '07
Mitchel Forney '09	Allison Grace	Pat Harvey '66	Darrel Hund '76	Andra Karnofsky
Ted Fotinos '87	Chuck Gracey '70	Gary Harwin '60, '62	David Hund '64	Greg Karnos '05, '06
Brad Fox '94	Colleen Gracey	Lucinda Harwin	Edie Hund '86	Shirley Karnos '06
Marty Fox '02, '04, '09	Gene Graham '82	Ilona Hatch	Harry Hunt '52	Stuart Kasdin '90
Maureen Fox '77	Ginger Graham	LaMonte Hatch '66	Janette Hunter '85, '91	Sue-Ann Kasdin
Robin Fox	Pete Graham '62	Carol Hausler	Jim Hunter	Eric Kawamoto
Fran Foy	Stan Graham '67	George Hausler '72	Sean Huston '92	Stacie Kawamoto

LISTING REFLECTS GIFTS RECEIVED JULY 1, 2012 - JUNE 30, 2013

Stacie Kawamoto
Joshua Kay '10
Ryan Keefer '02, '07
Barb Keeler '82
John Keeler '71
Robert Keeler
Kathy Keller '68
Richard Keller '68
Bill Kelley '78
David Kelley '70
Jamie Kelley '79, '82
Christopher Kennedy '05
Frank Kennedy '12
Jason Kennedy '05, '07
Jordan Kennedy '07
Greg Kilroy '92
Peter Kim
Jeff King
Sue King '76
Jennifer Kingsley
Green '96
John Kjelstrom '04
Stephanie Kjelstrom
Lori Klauber
Adam Klein '90
Stacy Klein

Linnette Klinedinst
'06, '07
Steven Klinger '79
Devin Knauff
Rachael Knight '04, '09
Joseph Knoblock '94
Carter Knowles '95
Shannon Knowles
Scott Koenig '03, '09
Monica Koestner '11, '12
Jimi Kogura '10
Kelly Kokot
Dennis Kong '96
Wiran Korala '08, '09
Naresh Kotacherry '10
Bill Krahn '73
Connie Kraska '88
James Kraska
K Krishnan '92, '94
Andrew Kroese '82
Frederick Kuhm '78
Dave Kulze '11
Hareesh Kumar
Brandon Kunz '09
Kerry Kurisu '78
Stephanie Lackenby '02

Riea Lainoff '76
Steven Lainoff '77
Samantha Lambert
Pam Lambros '90
Ira Lamkin-Rocchi
David Lamp '95
Ellyn Langer
Harold Langer
Jai Larman '94, '97
Heather Larson '09, '10
Marla Larson
Peter Larson
Steven Larson
Tim Laskoski
Janelle Lavoie '96
Ben Lawrence '01
Andrea Lawson
Emily Lawson '12
Jim Lawson
Lorri Lawson
Paige Lawson '09
Cynthia Lazarz '82
Michael Lazarz '81
Jim Lee '73
Kathy Lee
Marie Lee
Richard Lee '65
Alan Leiwant '63
Carol Lemon '87
Sara Leone '77
Tony Leone
Bryan Leong '09
Christine Levenda
Carol Levey '82
Lawrence Levey '79
Lance Levi '92, '94
David Levie '05
Michelle Levie '07
Chrissy Levin '99
Hope Levin '80
Michael Levin
Randy Levin '80
Bruce Levy
Marion Levy
Marty Levy
Saundra Levy '69
Alyssa Lew '01
Dave Lew '02
Odell L'Heureux '83
Wayne Liao '04
Chienting Lin '95, '04
Dale Lin '01
J. Adam Lin '90, '94
Yonggu Lin '91
Frank Linebaugh
Debra Linzer
Eric Lituchy '91
Leslie Livingston-Alfano
Ed Lobdell '54
Patsy Lobdell '54

Patrick Loftus '02
Stacy Loftus '02
Jack London
Anna-paula Lopez '12
Benjamin Lord
Vince Lotti '88
Andrew Lowden '00
Karen Lowe '81
Tom Lowe '80
Alison Lucht Grinney
'10, '11
John Luciani '92
Laura Luciani '92
Roland Lufkin '65
Victor Lui '12
Stephanie Luke '08
Adam Lundquist '09
Larry Luter '77
Nancy Luter
Lori Lyons-Williams
Jeff Mace '78
Aida Madero '77
Ajay Madhvani '03
Howard Malley
Ninfa Mamenta
Reynaldo Mamenta '78
Ryan Manacheril '12
Marie Mandel
Melissa Manson '98
Alexander Manuel '08
Alexandra Manuel
Tony Marcotte '00
Irving Marcus
Robin Marcus
Geoffrey Margow '98
Marsha Markle '80
Nikita Markov '12
Eugene Marsh
Mason Marsh '09, '10
Jennifer Marshall '02, '03
Keith Marshall
Carol Martella
Wayne Martella
Barbara Martin '76
James Martin '80
Charles Martindill '75, '76
Adair Martinez '12
Desiree Martinez '08
Matt Masters '78
Monica Mastin '09, '10
John Mather '75
Roberta Mather
Sukanya Mathur '06
Kasey Matsumoto '05
Mark Matthews '87
Mark Mattis '85
Bob Maynard
Sue Maynard
Daniel McBride '08
Jordan McClaren

Julia McCoy '06
Steven McCoy
Diana McCutchen '93
Matt McCutchen '92
Caitlin McDavid '12
Cathy McDavid
Denise McDonald
James McDonald
Lois McDonald
Mark McDonald '92
Phil McDonald '80
Eva McDonough '00
Jim McEntire '00
Tammy McEntire
Brian McEvoy '83
Becky McGlensey '10
Kenneth McGovern '11, '12
April McGuire '92
Ted McGuire '92
Andrew Mcinerney '05
Donna McKee
Ron McKee '86
Peggy McKennon '83
Robert McKennon
Deborah McLaughlin '90
Louise McLeod '58
Neil McLeod
Tim McManus '94
Matt McWenig '83
Bob Mead
Dan Medina '81
Nancy Meech '80
Todd Mello '90
Ryan Mendenhall '98
Marvin Mendieta '04
Valery Meusburger
Jena Michels '09, '10
Mark Midgley '70
Troy Mihalek '06
Bob Miller '83
Carolyn Miller '72, '90
Karen Miller
Leonard Miller '82
Patrick Miller '67
Stojce Milosevski '12
Julian Mintzis '09
Jeff Mitchell '96
Brett Mittelstaedt '08
David Monheit '91
Mary Montague
Sabrina Montano '00
Michael Monterrubio '09
Bert Monteverde '93
Michael Montroy '03
Edward Moran '75
Nancy Moran
Douglas Moreen
Lynn Moreen '77
Megan Moreno '07
Stephen Moreno '12

Giving for Today, Tomorrow, and Forever

If you are committed to supporting the Eller College, consider establishing a new endowment or contributing to an existing fund with a gift of cash, securities, or other appreciated assets.

There are many ways to design a planned gift, depending on your personal and financial goals. We can confidentially discuss ways to create a legacy to support the area or areas of the College that are most meaningful to you, while providing details about how you can:

- ▲ Support Eller after your lifetime
- ▲ Supplement your income with steady payments that may be partially tax-free
- ▲ Secure a fixed or variable income stream for life
- ▲ Avoid taxation on IRAs or other tax-deferred plans
- ▲ Give your personal residence, ranch or farm now, but continue to live there
- ▲ Make a gift of property no longer needed and generate an income tax deduction
- ▲ Leverage a large gift with little cost to yourself

Contact Vicki Fleischer at 520.626.0052.

Carla Morgan '03	Scott Olney '99	Danny Powers '81	Megan Robertson '95, '98	Mark Saunders '87
Alicia Morse '10	Nancy Olnick '76	Angel Hsu Prentiss	James Robinson	Mary Saunders '87
David Morthland	Tim Olson '82	Wayne Prentiss '97	Maria Robinson '98	Kody Sawyer
Virginia Morthland	Anthony Orlich '72, '76	Julia Preston-Olson	Al Robles '72	Michael Schaiberger
Angie Mucha '94	Ileana Orlich	Jack Prestwich '64	Holly Robles	Courtney Schatzberg
Emily Mueller '06	Deb O'Shaughnessy '88	Amber Price '06	Jennifer Robles '96	'10, '11
Teresa Munoz '94	Taylor Otstot '08, '09	Heather Prouty '01	Stefano Rocchi '97	Doug Scherer '73
Gabriel Munoz-Fitch '09	Karen Pacheco	Jonathan Prouty '02	Jodi Rocha	Teresa Scherer
Aaron Munro '11	Matthew Pacheco	Daniel Pszanka '92	Charles Rochman	Gail Scherr '81
Whitney Munroe '09	Steven Packer	Danielle Puente '12	Nancy Rochman	Craig Schill '89
Larry Murakami '75	Annette Pagaduan	Bob Quimby '78	'76, '80, '88	Tamara Schill '90
Benham Murphy '03	Sean Pagaduan '11	Jaye Lynn Quimby	Robert Rodgers	Leah Schindler '07, '08
Ann Murray	Michael Paglia	Barbara Quinn	Robert Rodrigues '07	Angela Schkud
Joe Murray	John Painter	Howard Quinn '85	Mike Rohe '12	Henri Schkud
Linda Mushkatel	Barbara Palmer '69	Theodore Rabban	Susie Rojas '89	Bert Schneider '00
Regeanna Mwansa '99, '11	Dave Palmer '70	Margaret Raihl '88	Bob Rombough '59	Hank Schneider '68
Donald Myles	Kathy Palmer	Stephen Raibovsky	Deborah Romero '78	Jackie Schneider
Maureen Myles	Steve Palmer '77	John Ralph '63	Walter Romero '77	John Schneider '75
Alex Nagtalon '71	Dan Paluselli '64	Alyse Ramirez '10, '11	Jamie Rose '07	Michael Schneider '01
Camillo Napolitano '03	Eileen Paluselli	Daniel Ramos '12	Jeffrey Rosen '89	Paulette Schneider
Marti Nathan '72	Bill Parker '72	Bob Randall	Jan Rosenberg '79, '80	Peggy Schneider
Steve Nathan '70, '74	Dave Parmenter	Robin Randall '85	Elliot Rosenfeld	Matt Schnider '01
Merle Nathanson	'80, '83, '92	Kirsten Randolph '85	Drew Rosenthal '11	Samuel Schnoor '11
Stephen Nathanson	Marianne Parmenter	David Rapp	Burke Rosenzweig '64, '67	Donna Schober
Gavin Neenan '02	Jigar Patel '03	Anna Rascon	Mark Ross '96	Frank Schoonover '70
Nicole Nehrbas	Leigh Pattalochi '78	Ricardo Rascon	Melanie Ross '87	Kat Schuknecht '00
Kristina Nelsen-Bouck	Valerie Pearson '03	Ricardo Rascon '12	Robert Ross '88	Andrew Schultz '10
Herman Nelson '65	Gary Pederson '76, '81	Brianna Reams '08	Mirta Rothacher	Matthew Schulz
Patricia Nelson	Jane Pederson '83	James Rebenar '05	Ron Rothacher '64	'06, '08, '09
Virginia Nelson '44	Lorna Pederson '78, '81	Steven Reff '77, '82	Patricia Rothwell	John Schutter '99
Janet Neuenschwander '73	Jessica Penman '02	Steve Reichling '01	Logan Rouse	Heather Schwamb '02
Paul Neuenschwander '73	Laura Penny	Joshua Reifman '11	Mark Rouse	Deborah Schwiebert
Lenore Neuweg	John Penry '01	Micah Reinhold '01	Randy Rubin '89	Ash Scorsatto '99
Dave Newark '79	Raynolde Pereira '99, '01	Scott Remington '91	Butch Ruhl '71, '93	David Seeger '85
David Newberg	Amanda Perkins '03	Bev Rench '85	Sandy Ruhl '71, '82	Michelle Seeger
Pauline Newberg '83	Brian Peters	Robert Reynolds '10	Rip Rundle '50	Pamela Seiler '63
Greg Newsome '83	Jody Peterson '91	Dick Rice '53	Candice Rupprecht	Steven Seiler '63
Julianne Newsome '83	Ken Peterson	Lynne Rice	'04, '09	Nicole Setherley '00
Nancy Nichols '84	Paige Peterson '91	Brandon Richman '05	Kevin Rupprecht '04	Darlene Seufert
Gregg Nicklaus '91	James Petrie '02	Linda Rickabaugh '81	Christopher Russell	Neil Seufert '72
Adam Niederberger '12	Michael Petrilak '12	Ronnie Rickabaugh '82	'09, '10	Monte Shaffer
James Nikas '56	Frank Peugh '65	Cori Rico '07	Henry Russell	Michael Shannon '01
Terry Nikas	Sophie Peugh	Rick Rielly '83	Holly Russell	Stella Shanovich
Andy Nixon '89	Kent Pflibsen '80, '84	Kenneth Riley '85	Sue Russell '56	Michael Shelton '07
Roxanne Nixon '91	Dien Phan '90	Lisa Riley '84	Tim Russell '92	Jonathan Shepley '98
Amy Noble	Alvan Phillip	Henry Rillos '02	Rob Russin '91	Alisa Sherbow
Katherine Noonan '84	Victoria Phillip '84	Kara Rillos	Jonny Sabbath '05	Jen Shields '94
Mike Noonan	Timothy Phillips '91	Brian Ritter '04	Robert Sabochick '09	Hyewon Shin '07
Christina Nordvall '04	Cydney Pierce '11, '12	Danielle Ritter '02	Dino Sakellar '76	Liz Shlapack '06
Debbie Norris	Kristen Pierson '05	Karina Rivera '03, '04	Munesh Sakhrani '05	Jeff Shockley '98
Virginia North	Nick Pierson '05, '12	Larry Robbins '62	Joyce Salata '89, '99	Mike Shoemaker '03
Adams Novak	Alex Pilar	Aimee Roberts '07, '08	Patrick Salata	Darrell Shurley '87
Steve Novak	Ron Pimentel '97	Chris Roberts '91	Dominic Salazar '12, '12	Lise Sieber '81
Kimberly Nowlin '09	Sarah Pimentel	Gloria Roberts '85	Peter Salazar '94	Lara Siegle '91
Kevin O'Connor '86	David Platt '08	Mark Roberts '74	Krishna Sammeta '83	Anthony Silvagni
Michael O'Connor '04	James Ploski	Monica Roberts '93	Cindy Samuel-Zulch	Dianna Silvagni '78
Nancy Oder Vincent '80	Rick Ploski	Nathan Roberts '06	Elena Sanwick '96	Diane Simmons
Sue O'Hearn '81	Jane Polson	Sarah Roberts '04	Jeff Sanwick	Paul Simmons '70
Yewande Olabumuyi '12	David Powelson '82, '90	Angela Roberts-	Chris Satchell '02, '09	Alan Simon '82
Chris O'Leary '79, '86	Brianne Powers '12	Campbell '02	Lindsey Saul '11, '12	Jitendra Singh '01

LISTING REFLECTS GIFTS RECEIVED JULY 1, 2012 - JUNE 30, 2013

Mai Slater-Brown '90	Don Stratz '89	Clyde Turpin '89	Janet Williams	Alaine Zachary '01
Jerel Slaughter	Barbara Straub	Ann Ubietta '80	Jeff Williams '85	Faham Zakariaei '05
Rosemary Slavin '65	Elissa Stremmlau '11, '12	Ray Ubietta	Keith Williams '12	Lori Zaleski
Steve Slavin '66	Ann Stussie	Ashley Upchurch '08	Kurt Williams '88	Tom Zaleski '84
Ilan Slovin '12	Bill Stussie	Tara Usrey '06	Pat Williams '99	Risa Zemel-Brown '01
Bill Smith '68	Matthew Suckle '07	Drew Vactor '69	Steve Williams '66	Kaitlin Zemitis '12
Brad Smith	Barbara Sudlow	Kandie Vactor '69	Brittney Williams	Noe Zepeda '10, '11
Dale Smith	William Sudlow	Andrea Valdez '07	Spross '00, '04	Limin Zhang '06
Danielle Smith '09	Julie Suess '87	Cheryl Valdez '78	Patricia Williamson '81	David Zigrang
Jason Smith '08	Christopher Suggs '81	Jennifer Van Polanen '87	Ethan Willinger	Tammy Zigrang
Karin Smith '97, '08	Alexandre Sugiyama	Jody Vandiver '45	Bill Willis '76	Eldon Zimmerman '53
Katherine Smith '11	'94, '98	Thomas Vandiver	Alexander Wilson	Daniel Zinger
Kelli Smith '12	John Sullivan '89	Krissel Varela '10, '11	Christine Wilson '84'	Adam Zloto '08
Kerry Smith '77	Lindsay Sullivan '02	Jean Vargas '01	Hendalee Wilson '00	Leland Zulch
Kristy Smith	Teri Sulser	Linda Velasquez '06, '10	Jeanette Wilson	Frank Zunno '67
Mary Jayne Smith '87	Weiyuan Sun '03	Betty Vest '82	Leroy Wilson '85	Mark Zupan
Susanne Smith	Dean Sweeney '82, '84	Marshall Vest '75	Jim Wingrove	Diane Zuspenn
Trent Smith '94	Janet Sweeney '83	Joel Vigil '07, '08	Mary Wingrove	Gene Zuspenn '71
Justin Snell '11	Ray Tank '84	Duane Vincent	Donald Winter '75	Andrea Zwerdling-
Zachary Snickles '04	Debra Tapley	Ben Vinzant '04	Kathryn Winters '94	Linebaugh
Nancy Snowden '74	Richard Tapley '85	Zalina Visentin '97	Lee Winters '12	Caryn Jung '96
Edward Soens '60	Dan Tarico '87, '90, '07	Jeri Vitello '82	Melinda Witmer '84	David Tansik
Jessica Solis	William Tarrab '06	Margaret Voге	Tory Witt '12	
Marvin Sondag	Bill Taylor	Tobin Voге '86	Aaron Wixom '05	
Julia Song Collins '04	Darcie Taylor '96	Elroy Voss '68	David Wohlleben '10	
Tom Sonneleitner '99	Dwianna Taylor '57	Julia Voss	Jennifer Wolert	
Doug Soren	Greg Taylor '09	Julia Wada	Marek Wolert '11	
Lori Soren '78	John Taylor '95	John Wagner '89	Betty Wolf	
Gabriel Soto '03	Julie Taylor '94	Allen Wang '05, '11	Joe Wolf '60	
Gregory Soyka '93	Leslie Taylor '90	Luyao Wang '12	Matt Wolf '99	
Angela Soyring '88	Megan Taylor Shockley '00	Brad Warezak '98	Jonathan Wolfert '07, '08	
Gerald Spaniol '77	Gary Terlisner '75	Hugh Warren '75	Kim Wolfson '74	
Pat Spaniol	Bruce Thoeny '52	Janette Warren	Mary Anne Wolfson	
Walter Spector '79	Scott Thomas '84	Wayne Warren '93	Anne Wood	
Alan Speert	Caitlin Thorn '11, '12	Phyl Wason '69	Heather Wood '98	
Marilyn Speert '68	David Thorson '84	Norma Watson '63	Jan Wood	
Elizabeth Spencer	Kathy Thull	Ted Watson '71	Mike Wood '66	
Thomas Spencer '85	Todd Thull '83	Tijuana Watssen '01	David Woodruff '08	
Trey Spiece '11, '12	Pam Tims	Dixon Weaver '77	Eleanor Wrenn	
Melanie Spiegelman	Stan Tims '79	Keith Weaver '10	Kevin Wrenn	
Eric Spitzer '90	Melissa Tirendi '11, '12	James Webb '05	Cherie Wright '89	
Susan Spitzer '94	Christopher Todaro '06	Jeremy Weed '00	Jeff Wright '98	
Sandra Staats	Jim Tolley '51	Steve Weil '76	Wes Wright '95	
Bridget Standing	Pat Tolley '52	Allison Weinstein	Xiaohui Wu '99	
Tom Standing '92	Diane Tolmachoff	Susanne Weir Johnson '59	Chris Wurm	
Christopher Stanley '03	Al Touche	Sally Welborn	Rod Wyse '62	
Paul Stary '67	Rita Touche	Pete Wentis '81	Vera Wyse	
Terry Staten	David Townley '66	John Werden '62	Yang Xiang '00, '02	
Desiree Steele-Zinger '82	Phyllis Townley	Susan Wescott '84, '87	Martin Yadegar '91	
Kathy Steffens	Nha Tran '12	Secret Wherrett '96	Jenny Yang '12	
Skip Stegman '68	John Travis	Darren Wherry '01	Meagan Yannitelli '07, '08	
Chris Stephens '00	Terri Travis	Clarity White	Ed Yasko '84	
Meagan Stephens '01	Craig Trimmings '10, '11	Kenneth White	Craig Yeager '00	
Rebecca Stephens '88	John Truitt '81	Kimberly White '86	Kimberly Yin	
Jack Stewart '72	Stephen Tucker '95, '98	Sandra Widmer '00	Steve Yin '88	
Beverly Stockdale	Brad Tuffs '00	Amy Wilcox '86	Erica Yngve '00	
Perry Stockdale	Tom Tunncliffe '85	David Wilhelm	Rick Yngve '99	
Chris Stoltz '74	Doug Turner '78	Anne Williams	Martha Young '48	
Bev Stotz '82	Douglas Turner	Betsy Williams	Jay Yparraguirre '93	
Scott Stout '02	Gayle Turner	Fred Williams '71	Jiao Yu '03	

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 Tyler Family Charitable Gift Fund

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 Community Foundation for Southern Arizona
 Hsinchun Chen and Hsiao-Hui Chow Fund
 JP Morgan Chase
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 The Muzzy Family Foundation
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 Ernst & Young Foundation - Matching Gifts
 Sanofi-Aventis

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 Merchants Information Solutions, Inc.
 Microsoft Corporation
 Navex Global
 Robert & Kathleen Eckert Family Fund
 William E. Schmidt Charitable Foundation

\$10,000 - \$24,999

Anonymous
 Arizona Building Officials
 BeachFleischman PC
 CBIZ
 CliftonLarsonAllen
 Emerson Charitable Trust
 Ephibian
 ExxonMobil Foundation - Matching Gifts

Huber CPA, P.C.
 Morris A. Hazan Family Foundation
 Paul Lindsey and Kathy Alexander Charitable Fund DAF
 PriceWaterhouseCoopers
 PricewaterhouseCoopers - Matching Gifts
 Robert & Virginia Lusch Family Fund
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 Sprinkles Cupcakes Inc
 The Coleman Foundation
 The Gissing GABE Group Fund
 Truist
 Vanguard Charitable Endowment Program
 Walgreens

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 Dream Careers Inc.
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 Payne Family Foundation
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 R & A CPAs
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 Russo, Russo & Slania, P.C.
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 Wells Fargo Foundation - Matching Gifts

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 Hammel & Company P.C.
 Harry Grodsky & Co., Inc.
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 Heinfeld, Meech & Co, P.C.
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 Microsoft - Matching Gifts and Giving Campaign
 Regier, Carr & Monroe
 The Johnson Foundation, Inc.
 The Laurie and Thomas Fusco Family Charitable Fund
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 Baxter International Inc. - PAC Matching Program
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 The Scholarship Foundation for Lockheed Martin Corporation
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A Legacy of Mentorship: New commitment honors Dave Sitton's memory

The Eller College of Management has received an anonymous commitment that honors the memory of Dave Sitton, a UA and community leader who died August 12.

The **Dave Sitton Student Mentorship Grant** will support mentorship in the top-ranked McGuire Center for Entrepreneurship. "We believe that with the active guidance of our mentors, the graduates of the McGuire Entrepreneurship Program will launch successful careers, many of which will serve to strengthen our community and our region," said Len Jessup, Dean of the Eller College. "We can't think of a more fitting way to honor Dave's legacy."

Sitton had a 35+ year relationship with the UA, as a student, coach, administrator, broadcaster, fundraiser, and lecturer. He was a giant in the community, actively involved with numerous charities and civic organizations. He was most passionate about his role as a mentor to young people, and believed that character was the cornerstone of achievement in business and in life.

"Hundreds of people have sent me letters, cards and emails telling me what Dave meant to them and how much he will be missed," said Margie Sitton, his sister. "Almost all referred to him specifically as their 'mentor' who had such a positive impact on their lives. His daughters and I can't think of a more fitting tribute to his memory than having this



SITTON FAMILY PHOTO

mentorship grant named for him. He dedicated his entire life to helping young people. He approached everything that he did, whether working on the Rugby program, his various business endeavors, radio show or teaching, from an entrepreneurial perspective. That is why this tribute is such a perfect match and we are thrilled."

The McGuire Entrepreneurship Program serves close to 100 students each year. The students form teams around new venture concepts, and all teams receive personal mentoring from assigned mentors-in-residence, experienced entrepreneurs who also have roots in the regional investment community. The Dave Sitton Student Mentorship Grant will support the mentor-in-residence program.

Björgvin Benediktsson, a graduate of the McGuire program, describes the mentor-in-residence relationship as "the most important component of the McGuire Center's program."

"Our mentors help make the McGuire experience what it is today," said Bob Lusch, McGuire Center Executive Director. "We hope too that this grant will inspire others to help build his legacy."

For more information about how you can grow the impact of the Dave Sitton Student Mentorship Grant, contact Tammy Farris at 621-9954 or tfarris@eller.arizona.edu

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THOMAS VENELASEN PHOTO

last word on diversification

On April 19, Larry Baer addressed a crowd of students, faculty, and community members as the 2013 University of Arizona Executive of the Year. The following is edited from his talk on diversification in the sports industry.

▲ Larry Baer President and CEO, San Francisco Giants

A fourth-generation San Franciscan, Larry Baer has a reputation as a visionary in professional sports. A limited partner of the Giants' ownership group, he was named team president October 1, 2008 and CEO on January 1, 2012. In his first year as President and CEO, the Giants won their second World Series Championship in three years and extended the team's home sellout streak to 165 regular season games by drawing over three million fans.

His initial tenure with the Giants began in 1980, when he joined the club as marketing director after earning Phi Beta Kappa honors at the University of California. In 1983, he left the Giants to attend Harvard Business School, followed by four years at Westinghouse Broadcasting in San Francisco and New York. In 1992, he left CBS to be part of an ownership team that bought the Giants and kept them in San Francisco. He was named chief operating officer of the Giants in May 1996. That same year, he was named president of a private entity formed by Giants investors to finance and build a new ballpark, which opened in April 2000.

Our accomplishments on the field are important because

we're in the baseball business, but we're in other businesses, too, and in many ways, we're not viewed as a business at all. The fact that we wear San Francisco across our chests suggests that we're bigger, or different, than other businesses. We're viewed as a quasi-public utility, and much of that thematic governs the way we operate.

I think we're in about six different businesses right now. Those businesses maybe don't hold equal weight, but if we ignored any one of them, we wouldn't be successful. Number one, obviously, we're in the baseball business. We need to win games, and we have to have an apparatus to do that. My role is to provide the funds to the general manager to make the right decisions, and we can see our report card every day in the newspaper.

But in the Eller context, I want to talk a little about some of these other businesses. The second is the entertainment business. To go to a Giants game—from your home or office and back—that's a four-hour commitment. In today's world, that's asking a lot. When you get to the ballpark, you need to be entertained. It needs to be compelling.

A third business we're in is content. We've got to distribute our content to the world as much as we can, and we have to figure out how to monetize that. We have to generate revenue from other sources. We own a third of our television network, and that's been a big, big thing for us.

A fourth business we're in is technology. On the business side for us today, the most important thing we're doing is dynamic pricing. No ticket to any two games are priced the same. We have 1,800 different ticket prices now and they change hourly. That might sound consumer unfriendly, except that 75 percent of the games are actually at the old static price or less. We get good upside on the 25 percent that aren't there—opening day, Sunday Dodgers—but the rest of it allows people to get in with decently-priced tickets.

Another business we're in—customer service. At the end of the day, we can't control the outcome of the game. But we can control the cleanliness of the ballpark, the service approach from our workers, the ease of getting in and out of the park. What we've found is that if you can deliver an experience where the service folks go the extra mile for the customer, they will absorb the 9-1 loss, or the 58-degree windy night.

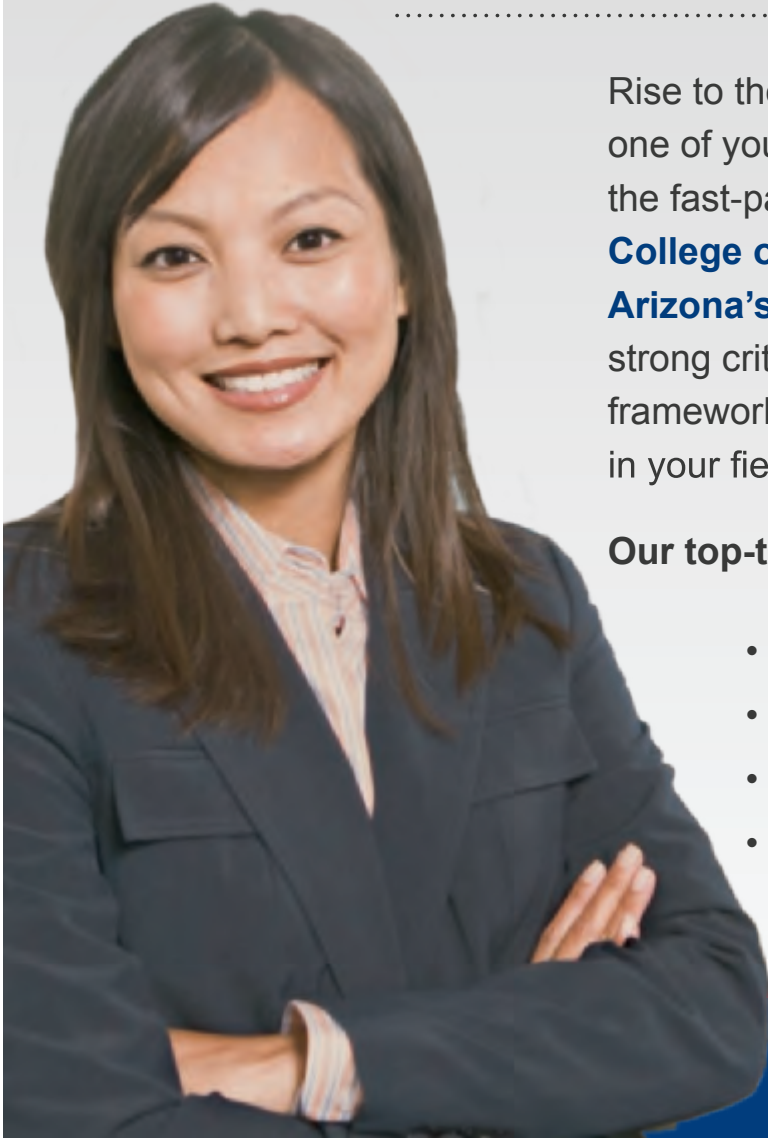
My favorite is the community service business, and the reason I say business is that it's a dedication to community service. You hear "doing well by doing good," but I see that ballplayers are role models for kids, and kids are more than ever in need of role models. I see that older folks may not be able to get to the ballpark, but the games on the radio and television become the background music of their summer. Sports in general, and certainly baseball, can provide an escape for everyone.



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the art of connectivity

This data visualization of how information spreads on Twitter was included in a recent art exhibition at the UA. It was created by **Sudha Ram**, McClelland Professor of MIS and Anheuser-Busch Chair in Entrepreneurship Studies, and grad student **Devi Bhattacharya**. Read more about Ram's work in Twitter analytics by scanning this QR code.

