

# ELLER



FALL 2019

THE UNIVERSITY OF ARIZONA

ELLER COLLEGE OF MANAGEMENT

**“THE MORE YOU GIVE,  
THE RICHER YOU ARE.”**

*KARL ELLER*

*1928-2019*

# ELLER

Fall 2019

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# CONTENTS

## BRIEFINGS

- 2 **Eller in the News**  
Mentions in the News, Welcome New Faculty
- 4 **Eller Executive Education Now #5 in the U.S.**  
*U.S. News & World Report* Rankings
- 6 **Competitive and Collaborative**  
Eller Teams Compete in Local and National Competitions
- 8 **Eller's Annual Executive of the Year**  
Terry J. Lundgren, Former Chairman and CEO of Macy's is Honored
- 9 **New Program Prepares Future Mexican Female Business Leaders**  
McGuire Center for Entrepreneurship Joins Forces with the U.S. Consulate in Nogales, Sonora
- 10 **Eller Professor Wins Prestigious National Award**  
Yong Ge Awarded a Faculty Early Career Development Program Award from the National Science Foundation
- 11 **Congratulations Class of '19, Welcome Class of '21**  
Graduation and Enrollment Statistics for Outgoing and Incoming Students
- 12 **Eller Students, Programs, Faculty Honored by *Poets & Quants***  
*Poets & Quants* Publication Honors **Robert Llano** '19 MBA, **Samuel Speet** '19, and **Allison Gabriel**
- 12 **Eller Launches New Grad Degree**  
McGuire Center for Entrepreneurship Launches Online Masters program
- 13 **Tucson... on the Sunny Side**  
The EBRC's *Breakfast with the Economists* Forecasts Tucson's Economy

## FEATURE

- 14 **Eller Alumnus Augments Program with Significant Gift**  
A Gift from Walt Zipperman Launches the Advanced Zipperman Associates Program

## COVER STORY

- 16 **REMEMBERING KARL ELLER**  
The Success, the Love Story and the Legacy of Karl Eller

## STUDENT SPOTLIGHTS

- 24 Whitney Nesbitt '19 BSBA (ACCOUNTING)
- 25 Lelan Simpson '19 BSBA (MIS)

## ALUMNI SPOTLIGHTS

- 26 Ron Askew '68 BSBA (Finance)
- 27 Susan Gray '01 MBA
- 28 Class Notes

## LAST WORD

- 32 Vicki E. Panhuse '99 MBA, *President, VePoint Consulting Group*

## UPCOMING EVENTS

# Dear Alumni and Friends of the Eller College,

Back in 2008, I had only been in my new job as head of the Eller College's management information systems department for one month when I met Karl Eller for the first time. Of course, I knew of him, had heard a lot about him, had even accepted the appointment at the University of Arizona, in part, because it meant leading a top-ranked department at a top-ranked business school named after a top-ranked entrepreneur and business leader.



What a pleasant surprise it was at that first meeting to realize Karl already knew about me too. It indicated to me immediately what kind of man he was—he demonstrated a genuine interest in people. He cared about everyone, and he made everyone feel special. He was more than our namesake. He was our friend.

In all the years I was department head and, later, when I became dean, Karl always attended our semi-annual National Board of Advisors meetings. At every one, he remained inquisitive, asking thoughtful and insightful questions, helping us think through strategy and our future. He held an unwavering passion for the Eller College, from its rankings to its programs to its people. He was more than our namesake. He was our guidepost.

Throughout his life, Karl kept a positive, encouraging attitude. With a warm smile and a shine in his eyes, his constant refrain was “Thanks for all you’re doing. You’re doing good. We love what you’re doing.” He said this to me, to our faculty and to our students. He was more than our namesake. He was our champion.

This issue of *Eller* magazine celebrates our namesake, friend, guidepost and champion. Goodbye, Karl. We miss you.

Respectfully,

A handwritten signature in black ink that reads "Paulo B. Goes". The signature is written in a cursive, flowing style.

Paulo B. Goes  
Dean and Halle Chair in Leadership

# ELLER IN THE NEWS

Exceptional Eller faculty regularly appear in exceptional publications, including:

**The Seattle Times**

**The Washington Post**

In January, research on the relationship between gender and humor in the workplace by PhD student **Jonathan Evans**, **Jerel Slaughter**, professor of management, and **Aleksander Ellis**, management and organizations department head, was featured in articles in *The Washington Post* and *The Seattle Times*.

## SCIENCE TRENDS

Research by **Aleksander Ellis**, management and organizations department head, on how to reverse the unethical consequences of sleep deprivation, was referenced in a *Science Trends* article in January.

**CNBC**

**Forbes**

**Joe Carella**, assistant dean of Eller Executive Education, was quoted in *Forbes* and *CNBC* in March on how saying sorry at work might be detrimental to your success.

**WOMEN DELAY SETTLEMENT.**

**MANUFACTURERS READY TO AGREE TO HANDS, BUT GARMENT WORKERS WANT HOLIDAYS.**

The combination is resorting to every means to obtain men to start the Newburg plant. But I do not believe they will be successful. The management has offered roughers \$2 a day with a surcharge of their salary being paid for a year whether they work or not, and have offered the same terms to strikers at \$1 a day, while the scale is only \$2 but have not been successful in getting the men to break away from the Amalgamated Association.

Five thousand cloakmakers were made idle yesterday by the strike of the buttonhole makers. Five hundred more cloakmakers went on strike in the shops of Max Solomon, No. 41 Broadway, for the reinstatement of a number of people who were discharged and for recognition of the union.

A large number of manufacturers were ready to settle with the striking tailors yesterday, but their employers are not willing to go back for a day or two. A number of the strikers said frankly that they did not want to go back too soon. They wanted to hold mass meetings and to make the strike with a flourish of

**EGG TESTERS' STRIKE**

In order to head off a strike for an eight-hour workday, the union egg testers at the Crain's in Frank Goldstein's market at 1000 Broadway, at St. It was reported yesterday that their places were at once filled by non-union candidates. The Egg Canisters' Union yesterday reported the outlook as a strike.

A representative Frank last night a crowd of the union sympathizers threw their hands up and were driven away by the

**NEGRO**

Foltzeman, a colored black man, was arrested by the police think is responsible for a number of "budd ups" which have taken place in Central Park lately.

Miss Lizzie O'Hara, a dressmaker, of No. 23 Eighth-ave., was returning on Monday evening from the Church of St. Jean Baptiste, in East Seventy-sixth-st. At Fifty-ninth-st. and the park she was attacked by a large man, who, with a right hand, causing her to fall. The highwayman and started off. The woman's purse was stolen and she disappeared in the bushes. The woman's outcry, and saw the man run. He started after the woman, but she escaped. The man had a pistol and was armed with a knife. The man had a pistol and was armed with a knife. The man had a pistol and was armed with a knife.

**WOMAN CHARGES BROKER WITH ASSAULT.**

Ellis was arrested on Wednesday night, after a secret conference in the afternoon in Magistrate Peet's office between the magistrates, Miss Hoyt, Assistant District Attorney Train and Detective McConville.

**THE RESULT OF WEST**

An affidavit police court West Eighth-st. or No. 23 W. Jones that the on June 11, 1907, at West Eighth-st. stenographer.

Ellis was arrested on Wednesday night, after a secret conference in the afternoon in Magistrate Peet's office between the magistrates, Miss Hoyt, Assistant District Attorney Train and Detective McConville.

Ellis pleaded not guilty to the charge, and was released on \$2,000 bail. Ellis said his home was at No. 23 Central Park West. He said he was born in Texas. The commercial agent of H. G. Day & Co. says that he is either a Cuban or a Mexican, that his name is Jurimere Enriquez Gilesto, and that he formerly lived in San Antonio, Tex., where he was prominent in politics and identified in many Mexican enterprises. He has been here for five years, as a broker and promoter. The report says further that there are several other persons named him, and that "careful inquiry will result in indicate that he was a man of very little standing

**GeekWire**

**Cleveland Business**

**W** **WalletHub**

*WalletHub*, *GeekWire* and *Crain's Cleveland Business* included perspectives from **Barry Goldman**, associate professor of management and organizations, in a series of articles in March on the most innovative states in the United States.

**Bloomberg Businessweek**

Research by **Kathleen Kahle**, Thomas C. Moses Professor of Finance, was featured in a March article in *Bloomberg Businessweek* on the aging U.S. stock market.

**Los Angeles Times**

*Los Angeles Times* perspectives from **Ricardo Valerdi**, director of the sports management program, in a June article about using baseball to teach math concepts to elementary school students.

# Welcome New Eller Faculty

The Eller College is excited to welcome five new full-time tenured or tenure-track faculty members for the 2019-2020 academic year.



**Xinying Hao**  
Assistant Professor of Marketing

PhD, University of Texas at Austin



**Juan Pantano**  
Associate Professor of Economics

PhD, University of California, Los Angeles



**Muhammad Taqi Raza**  
Assistant Professor of Management Information Systems

PhD, University of California, Los Angeles



**Evan J. Taylor**  
Assistant Professor of Economics

PhD, University of Michigan



**Seokjun Youn**  
Assistant Professor of Management Information Systems

PhD, Texas A&M University



# ELLER EXECUTIVE EDUCATION NOW #5 IN THE U.S.

During a time of great attention being paid to building organizational capabilities for the Fourth Industrial Revolution, the *Financial Times* has ranked Eller's **Executive Education** (custom programs) fifth nationally and fifteenth overall, behind only Stanford University in the Western United States. Among similar programs in public universities in the United States, the Eller College program ranks third.

With its main offices on Eller's downtown Phoenix campus, Eller's Executive Education creates opportunities for business enhancement and leadership development in Arizona, the U.S. and abroad. In fact, one of its highest scores in the 2019 rankings was for overseas programming. Other high scores were for faculty and post-program communications.

## Other Eller Rankings Continue to Rise

Though different rankings reports use a variety of scales and factors to determine how programs are ranked, there is one thing that all sources seem to agree on—Eller programs are on the rise.

According to the 2020 *U.S. News & World Report Best Business Schools Rankings*, released in March, the **Full-Time MBA** has leapt from number 69 overall to number 52 this year, coming in at number 27 among public universities. The **Master's in Management Information Systems** program has moved from number 5 in 2019 to number 3 overall for best graduate information systems programs and is now the leading program among public universities in the United States. Additionally, **Eller's graduate accounting program** debuted in this year's ranking at number 41 overall and number 16 among public universities.



**MASTER'S IN MANAGEMENT  
INFORMATION SYSTEMS**

**#1**  
PUBLIC

**#3**  
OVERALL

**FULL-TIME MBA**

**#27**  
PUBLIC

**#52**  
OVERALL

**EVENING MBA**

**#30**  
PUBLIC

**#52**  
OVERALL

**GRADUATE ACCOUNTING**

**#16**  
PUBLIC

**#41**  
OVERALL

**GRADUATE ENTREPRENEURSHIP**

**#5**  
PUBLIC

**#12**  
OVERALL

*“We are proud that our Full-time MBA program has again been recognized and highly ranked by U.S. News, and that we are now home to the number 1 public management information systems program at both the graduate and undergraduate levels. This significant achievement reflects the strength and dedication of Eller faculty and staff and underscores the positive impact our programs have on students and alumni.”*

**Paulo Goes**  
*Eller Dean and Halle Chair in Leadership*

# COMPETITIVE AND COLLABORATIVE

## Eller Teams Compete in Local and National Competitions

During the spring semester, teams of Eller students traveled far and wide to compete in prestigious case competitions. Here's a snapshot of the competitions they competed in and how they fared.

### NATIONAL INVESTMENT BANKING COMPETITION

Four students in the Wall Street Scholars Program found great success in Vancouver at the **National Investment Banking Competition** (NIBC) in March. Under the guidance of their coach, **Jeff Welter**, director of undergraduate professional development, the team earned second place, beating out 62 teams of both graduate and undergraduate students from across the world.

The team was comprised of **Graham Hutson '19**, **Michael Mendelsohn '19**, **Scott McGill '20** and **Udaivir Singh '19** (Neuroscience).

The NIBC provides hands-on experience and insight into the daily responsibilities of both junior and senior investment bankers. Competitors utilize and develop skills essential for a successful career in investment banking.

"The team built great relationships with executives and recruiters at financial firms during the event," says Welter. "They competed with great professionalism and with advanced acumen. Eller College faculty and staff couldn't be happier with their success."

### CoMIS

In April, a team of undergraduate students majoring in Management Information Systems (MIS) traveled to Minneapolis for **CoMIS 2019** and took second place out of 18 competing teams from around the world.

The team was comprised of seniors **Drew Fabian '19** and **Richie Foitik '19** and juniors **Madison Stidham '19** and **Kaeli Otto '20** (alternate). The four were coached by **Matt Hashim**, assistant professor of MIS, who accompanied the team to the competition.

The case was related to innovative solutions to authentication and related cybersecurity challenges for the sponsor US Bank. Each team received the case materials 24 hours before their presentation and were sequestered to prepare their solution without the help of anyone else.

"We're grateful to the Carlson School at the University of Minnesota for providing this uniquely challenging opportunity for our students," says Hashim. "They did a fantastic job representing our university, the Eller College and our department."





## ELLER COMPETITIONS

On April 18, the McGuire New Venture Development Program's "launch-ready" student teams went head-to-head and showcased their business ventures in front of the most successful entrepreneurs in Arizona during the second annual **Bear Down and Pitch** competition. This year, the judges selected Exakt Technology as the winner of the competition and recipient of the \$5,000 prize. The Exakt team is working to develop a product that will change the diagnostic process for heart arrhythmias. Exakt includes Eller students **Kelly Jiang** '19 and **Mitcheel Torres** '20 as well as **Scott Kottmer** '19 (Optical Sciences and Engineering) and **Taylor Hunter** '19 (Chemical Engineering).

## ELLER COMPETITIONS

**Echo**, a new student venture that aims to revolutionize the concept of a great night out, took the grand prize of \$10,000 at the **New Venture Competition** on April 25. The annual entrepreneurial competition featured 23 student startups competing for \$40,000 in cash and prizes. The Echo team was comprised of students Eller students **Brice Phebus** '19, **Lucas Sam** '19 and **Marianna Martinez** '19 as well as **Austin Conry** '19 (Computer Science) and **Cameron Kurz** '19 (Computer Science). Students in the McGuire New Venture Development Program receive a year of intensive experiential education where they learn the principles of entrepreneurship through the hands-on process of building a venture from early-stage idea to launch-ready business. The New Venture Development Program class of 2019 consists of 104 students hailing from cross-campus colleges including Eller, the College of Engineering and the College of Optical Sciences.



# FORMER MACY'S CEO HONORED AT ELLER'S ANNUAL EXECUTIVE OF THE YEAR

**Terry J. Lundgren, former chairman and CEO** of Macy's, was recognized as the 2019 University of Arizona Executive of the Year on March 29.

Lundgren served for 14 years as CEO of Macy's, operator of Macy's, Bloomingdale's, Bluemercury and one of the largest retail e-commerce businesses in America. He retired from Macy's in January 2018 after serving for 10 months as the company's executive chairman. Prior to becoming CEO of the company in February 2003 and chairman and CEO in January 2004, Lundgren was president and chief merchandising officer since May 1997. (The company's name changed to Macy's from Federated Department Stores in 2007.)

As CEO, Lundgren led Federated's acquisition of The May Department Stores Company in August 2005, nearly doubling the size of the company. One year later, he changed the name of more than 400 regional department stores across the country to the Macy's name, creating a nationwide brand and the largest fashion retail company in America. In fiscal year 2016, the final years of Lundgren's tenure as CEO, Macy's sales approached \$26 billion, with approximately 140,000 employees. In 2015, he was named one of the top 30 CEOs in the world by *Barron's*.

A Long Beach, California native, Lundgren graduated from the University of Arizona in 1975 and is an active supporter of the Terry J. Lundgren Center for Retailing at the University of Arizona.



# NEW PROGRAM PREPARES FUTURE MEXICAN FEMALE BUSINESS LEADERS



**This spring, the McGuire Center for Entrepreneurship and the U.S. Consulate in Nogales, Sonora, joined forces to create the McGuire Mexico Scholars program, a new initiative with the goal of empowering women entrepreneurs in Northern Mexico.**

The program, led by **Carlos Alsua**, senior lecturer of international management and global entrepreneurship at the McGuire Center, consisted of an eight-week workshop series around developing an entrepreneurial mindset and cultivating leadership skills.

Out of 450 applications, 35 women were ultimately chosen as the inaugural class. Participants ranged from young women who dropped out of school to get a job so they can support their families to experienced business owners interested in further entrepreneurial education.

The inaugural class included entrepreneurs such as Dayana Martinez, who wants to develop an event planning business. Martinez initially will focus on children's parties but would like to eventually expand into weddings and quinceañeras.

The program aligns with the United Nations Women economic empowerment program, an initiative designed to increase the number of women in the workforce around the globe to boost economic development and ease the need for economic migration.

Now that they have graduated from the program, the inaugural group will be expected to mentor future participants, as a way to further expand the benefits of the program.

# ELLER PROFESSOR WINS PRESTIGIOUS NATIONAL AWARD

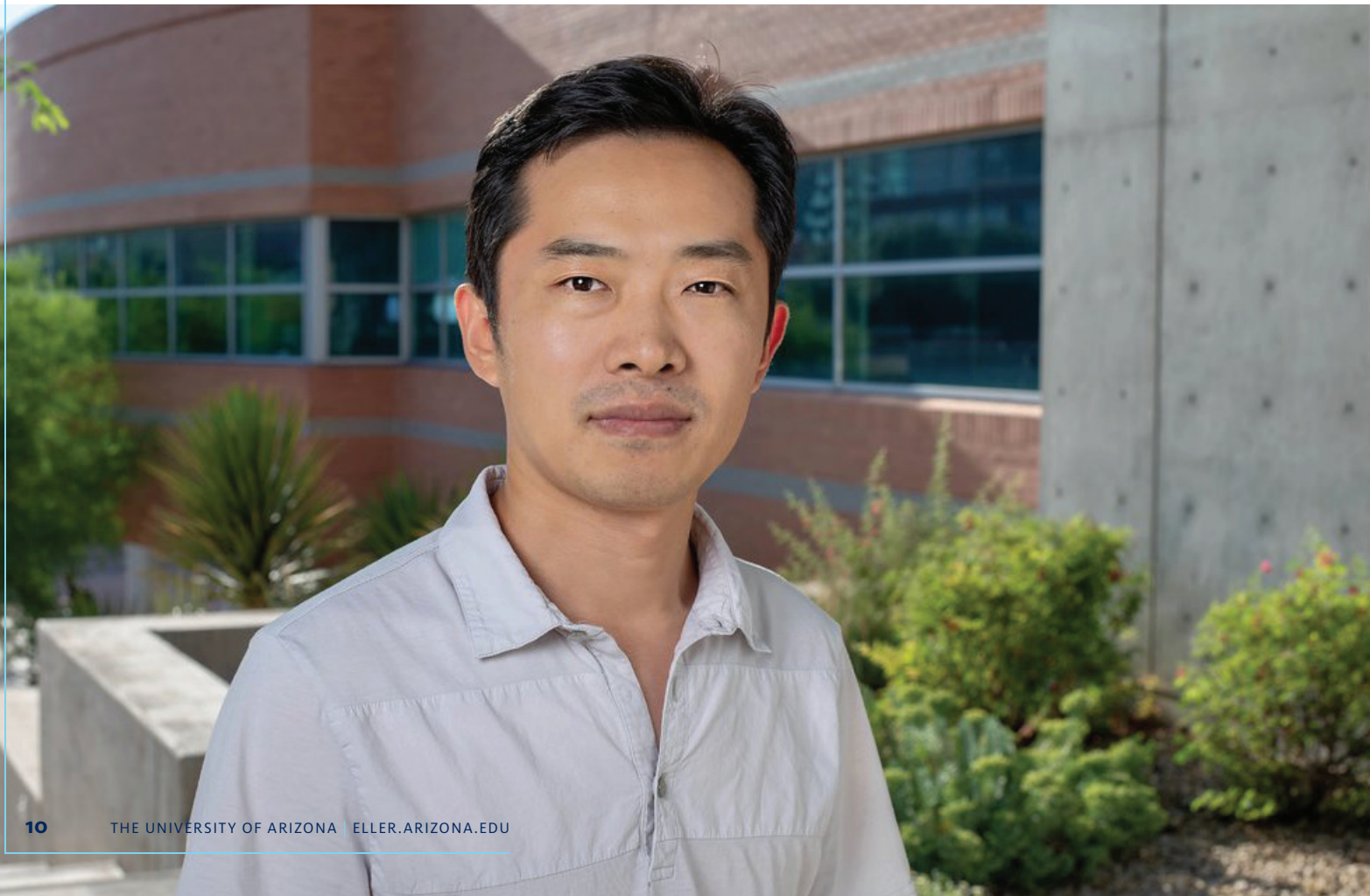


**Yong Ge, assistant professor of management** information systems, was awarded a National Science Foundation (NSF) Faculty Early Career Development Program (CAREER) award. Ge is the first researcher from the Eller College to win the prestigious CAREER award, which supports early-career faculty who have the potential to serve as academic role models in research and education and to lead advances in the mission of their department or organization.

Ge's proposal is to develop advanced machine learning and data analytics methods to address and bridge the talent gap, a mismatch between the workers that employers need and the workforces that labor markets provide. This is an especially critical issue for STEM-related labor markets and minority groups.

The project focuses on three major tasks: collecting and modeling career, education and job data with machine learning methods, measuring and interpreting the latent gap and developing recommendation solutions to bridge the gap.

The award offers \$500,000 over the period of five years. The NSF awards approximately 450 standard grants or continuing grants to early-career scientists and engineers who they believe will build a firm foundation for a lifetime of leadership in integrating education and research.



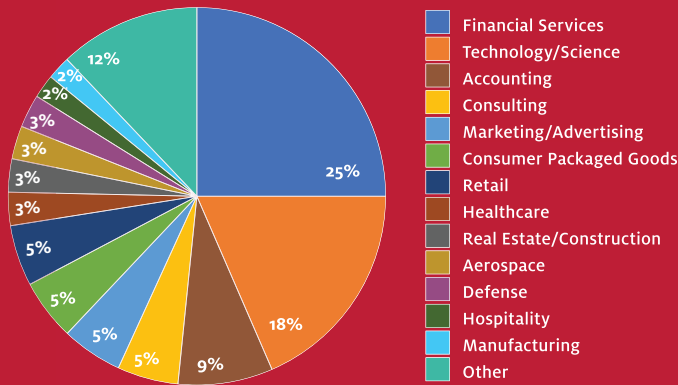
# CONGRATULATIONS UNDERGRADUATE CLASS OF 2018!\*

\*Data as of July 22, 2019; Final data for 90-day placement available on the Eller website

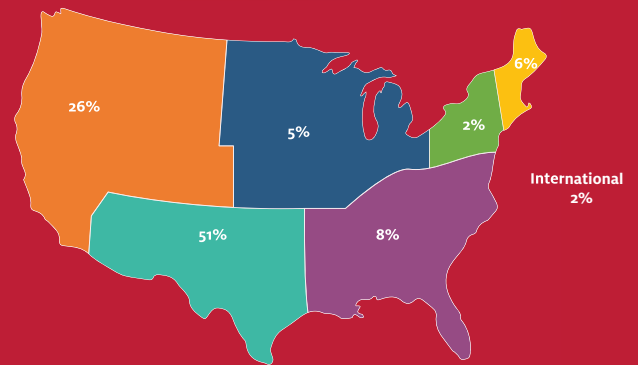
**AVERAGE SALARY**  
**\$56,172**

**AVERAGE SIGNING BONUS**  
**\$5,794**

**BY INDUSTRY**



**BY REGION**



## WELCOME MBA CLASS OF 2021!

	FULL-TIME	EVENING MBA	EXECUTIVE MBA	ONLINE MBA*
Enrolled	26	47	36	99
GPA	3.5	3.36	3.14	3.36
Experience (Years)	4.4	11.6	12.1	9.1
GMAT	659	543	NA	550
Military	15%	17%	0%	40%
Peace Corps	8%	0%	0%	0%
Female	38%	40%	33%	35%
Male	62%	60%	67%	65%
International	42%	7%	3%	0%
TOEFL	108	NA	NA	NA
Age	28	35	41	34
STEM Undergrad	65%	78%	64%	40%
Hold a Graduate Degree	15%	19%	28%	25%

\*Because Online MBA is not a cohort-based program and has multiple starts during the year, data are for those admitted in the past year.

# ELLER STUDENTS, FACULTY HONORED

In June, *Poets & Quants* included Eller Online MBA alumni

**Robert Llano** '19 MBA and **Samuel Speet** '19 in their “Best & Brightest Online MBAs: Class of 2019” list. Recipients of this award were selected from the publication’s top-ranked online MBA programs on the basis of academic performance, critical and consistent contributions, personal narratives and innate potential. The Eller Online MBA program is ranked #15 (public) by *Poets & Quants*.



This news follows **Allison Gabriel**, associate professor of management and organizations, earning a spot on the publication’s list of “2018 Top 50 Undergraduate Professors” late last year. More than 400 professors were nominated and considered for this award.



## ELLER LAUNCHES NEW GRAD DEGREE

In September, the McGuire Center for Entrepreneurship launched the new Online Master's in Entrepreneurship (OMSE) program and welcomed its first cohort of budding innovators and entrepreneurs. The program features self-paced coursework, interactive experiences with other students and successful entrepreneurs and video lectures taught by Eller’s award-winning faculty. With the ability to complete the program in as few as 12 months, OMSE students are prepped to emerge with the skills necessary to transform any organization—from new ventures and early-stage startups to established global corporations and anything in between.

# TUCSON.. ON THE SUNNY-SIDE

In May, the Eller College Economic Business Research Center (EBRC) hosted its annual Breakfast with the Economists event, drawing more than 450 attendees, eager to hear the mid-year economic outlook update for Arizona. The event featured forecasts from **George Hammond**, director of the EBRC, as well as Sylvain Leduc, vice president and director of economic research at the Federal Reserve Bank of San Francisco. Highlights included:

- Tucson continues to generate solid job gains, adding 4,300 jobs in 2018 for 1.2 percent growth, though falling short of state (2.8 percent) and national (1.7 percent) growth rates.
- Construction added the most jobs last year, followed by manufacturing, education and health services, and professional and business services. Only trade, transportation and utilities lost jobs in 2018.
- Tucson is expected to add 4,700 jobs in 2019, followed by 3,500 jobs in 2020 and 2,000 jobs in 2021. That puts Tucson's job growth close to expected national gains, but well below Phoenix and Arizona as a whole.
- While Tucson is expected to continue to expand in the near term, growth is expected to slow. That is driven in part by slower national gains, as the U.S. economy decelerates from above-trend growth to below-trend growth during the next two years. The slowdown means that recession risks are elevated in 2020-2021 for the U.S. and Tucson.
- As we look further into the future, Tucson's labor market will be increasingly affected by technological change. Recent estimates suggest that as many as 154,000 jobs in Tucson (42.4 percent of employment) could be at high risk of automation in the next 20-30 years. These impacts will be unevenly distributed across jobs in leisure and hospitality; trade, transportation and utilities; and natural resources and mining. Jobs in education and health services, and information and government face lower risk.



FEATURE

# WE ARE ZIPPERMAN SCHOLARS



Zipperman Scholars Jacob Brandt and Schuyler Germann participated in the program in 2018-19.



# ELLER ALUMNUS AUGMENTS PROGRAM WITH SIGNIFICANT GIFT

With a gift from CEO of DAZ Systems [Walt Zipperman '69 BSBA](#) (Marketing), the Eller College of Management is now launching the Advanced Zipperman Associates Program, a new component of the existing Zipperman Scholars Program.

Established in 2008, Eller's Zipperman Scholars Program is a competitive program designed to give freshman and sophomore pre-business majors additional exposure to management information systems and job opportunities in the field. Students in the program are awarded \$100 scholarships per semester and gain access to a variety of opportunities, including an exclusive pre-business elective, networking events with business professionals and opportunities for MIS-related internships and IT training programs. As of fall 2018 there were more than 180 active Zipperman Scholars, and more than 70 percent of Zipperman scholars chose MIS as a major upon admission to Eller.

The new Advanced Zipperman Associates Program builds on the Zipperman Scholars Program by offering an advanced two-year track focused on professional preparation for careers in tech consulting. The program has space for up to 40 Zipperman Scholars with double majors in MIS and accounting or finance during their junior and senior years at Eller. Each student in the program will receive a yearly \$1,000 scholarship. The program includes a variety of upper-division courses and offers numerous extracurricular activities like clinics in app development and artificial intelligence.

"Over the past decade, the Zipperman Scholars Program has been transformative in the lives of hundreds of students at the Eller College of Management," says Paulo Goes, Dean and Halle Chair in Leadership of the Eller College. "We are grateful for Walt and his continued support to our school and to the development of tomorrow's business leaders, especially in the fields of MIS, Finance and Accounting."

Zipperman is currently the CEO of DAZ Systems, recently acquired by Accenture, which specializes in Oracle Cloud ERP SaaS Implementations worldwide to provide mission-critical business solutions to medium and large enterprises. With more than 450 successful implementations, DAZ is Oracle's number one partner for Oracle Cloud ERP implementation worldwide. DAZ has a large development center with more than 200 employees.

## Zipperman Scholar's Program

FOR FRESHMAN AND SOPHOMORE  
PRE-BUSINESS MAJORS

AWARDED PER SEMESTER  
**\$100**

ACTIVE SCHOLARS IN 2018  
**180+**

## NEW Advanced Zipperman Associates Program

TWO-YEAR TRACK  
FOR JUNIORS AND SENIORS

AWARDED PER SEMESTER  
**\$1,000**

SPACE FOR UP TO  
**40**  
DOUBLE-MAJOR SCHOLARS

## THANK YOU, WALT!

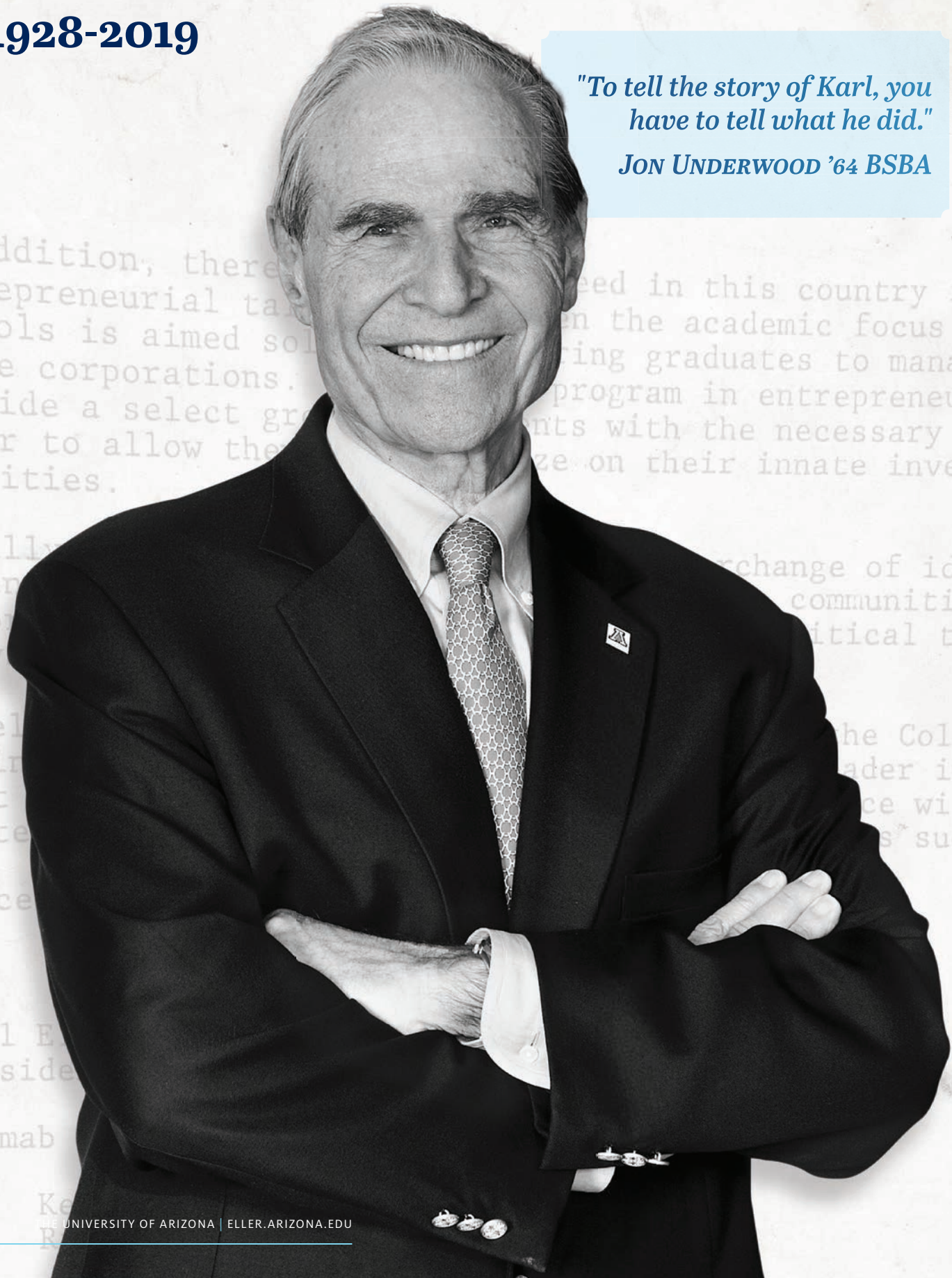
Each year, the Eller College recognizes the contributions of one outstanding alum for distinguished service in the business world and contributions to the college. We are proud to name [Walt '69 BSBA](#) (Marketing) as the 2019 Alumnus of the Year. His successful career and commitment to providing Eller students with outstanding experiential education are an inspiration.

# REMEMBERING KARL ELLER

1928-2019

*"To tell the story of Karl, you  
have to tell what he did."*

*JON UNDERWOOD '64 BSBA*



The tributes to Karl Eller came in by the dozens—from students, alumni, friends, family, people who spoke regularly to Karl and people who never met him personally. They all told the same story: he was thoughtful and caring and genuinely interested in other people. He was full of grace. And he was the kind of man who always stayed humble despite his tremendous success.

We remember and honor our friend and benefactor, a noble man full of integrity and grit who loved all things University of Arizona and who left behind an enduring legacy.

#### The question is—what didn't Karl Eller do?

He started earning his own money at age eight with a newspaper route.

From there, he went on to deliver prescription medicine for a local pharmacy.

He was a star athlete at Tucson High School and later at the University of Arizona. In college, he sold soda and programs to fellow students during registration.

After graduation, he served in the United States Army and when he returned, he started as a sales representative at Foster and Kleiser.

Eventually, he launched Combined Communications Corporation (CCC), building it, over the years, into one of the largest and most profitable media companies in the country, operating seven television stations, 14 radio stations, 14 outdoor advertising companies and two daily newspapers.

Some people might have stopped after selling CCC to Gannett. But Karl?

He went on first to be president of Columbia Pictures Communications, then chairman of the board of Swensen's Ice Cream and finally CEO and chairman of Circle K.

He tried his hand at owning a brewery, an eyeglass store and 49,000 acres of cotton. He wrote a book: *Integrity Is All You've Got and Seven Other Lessons of the Entrepreneurial Life* (McGraw-Hill).

He even auditioned to be the Marlboro Man. (He gagged on the cigarettes so didn't get the role.)

And after all that, he went back to his first love, launching Eller Media Company in 1995—at one time, the largest single holder of billboard inventory in the world.

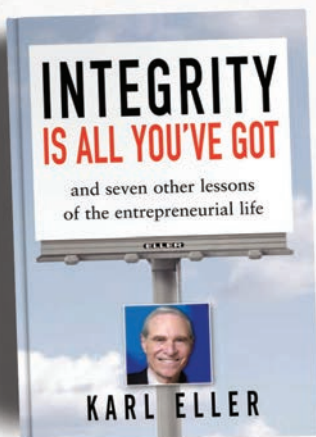
He was always thinking of new directions, sleeping only a few hours every night and carrying a yellow notepad around with him everywhere he went to jot down his ideas. He was the “entrepreneur’s entrepreneur,” the epitome of success, even when he failed, because he never let failure sway him.

# THE SUCCESS



*"I never saw him happier than when he was launching a new venture or starting a new business."*

**STEVIE ELLER**



# THE LOVE STORY



*"How lucky I was to have chosen this guy and have him choose me. Because we had a spectacular life."*

**STEVIE ELLER**

"Karl is the consummate University of Arizona supporter. Whether it's giving of his resources or time, he has lead, from the front, the efforts to make Eller and the University of Arizona great, enviable institutions."

—Olden Lee '68 BSBA (Management)

"My grandfather showed me how important family is by always being present during the important times of my life. He always let me know how proud he was of me. He showed me how important it is to believe in what you're doing and to show respect to all people. He always greeted everyone with a warm smile and was willing to give away everything he had. He was patient, kind-hearted and had a generous spirit."

—Elissa Heller

**The venture Karl Eller loved most was the one he and Stevie created.**

Joan “Stevie” Stevens drove by herself from Illinois to Tucson in the late 1940s, and once she stepped onto the University of Arizona campus, she thought she’d died and gone to heaven. When she met Karl Eller, she felt even more connected to her new desert home.



“Everyone knew Karl,” Stevie says. No surprise, then, that she should run into him one day at an ice cream parlor. The fact that Stevie was on a date with the head of the men’s honorary did not stop Karl from asking her out anyway. They met for sodas a few days later.

“I thought he was a hunk,” says Stevie. From that moment on, they were always a pair—for the next 70 years.

With a home base in Phoenix, Karl and Stevie traveled the world to build CCC—forming partnerships all over the United States and networking in Japan, England, China and elsewhere.

Karl couldn’t wait to have kids, and once the kids were old enough, they often joined their father when he went to strike outdoor media deals. During some of their lean years, Stevie did everything she could to help—making the kids’ clothes, hosting dinner parties, holding down the fort. For Karl and Stevie Eller, the ventures were always a family affair.

“Poppy was a grandfather and a mentor all in one,” says Max Eller. “We would go from playing backgammon at the beach to life lessons about perseverance and integrity. He taught me that it’s not about what you accomplish but how you accomplish it. He taught me to always do things the right way and never give up. I am forever grateful to have had the relationship we did.”

*“Karl was building businesses since the day I met him.”*

**STEVIE ELLER**



“I have known Karl Eller for more than 70 years, as we both grew up in Tucson. Karl represented all the good things in life. He was always kind and thoughtful to everyone and was a great role model for us to follow.”

—Tom Hassey ’63 BS, Chair and CEO of United Business Holdings

“My grandfather taught me that success is no accident. It is hard work, perseverance, learning, sacrifice and, most of all, love. Love what you’re doing or learning to do.”

—Brianna Hughes

# THE LEGACY

*"When he offered his advice to students, it was like gold. You could hear a pin drop when he spoke. What he said resonated."*

*JON UNDERWOOD '64 BSBA*

Karl Eller believed in the importance of learning, and his own experiences at the University of Arizona inspired him to make sure others had the preparation they needed to enter the work world. With students, his goal was always to spark ideas, to spur them onto a path forward.

The creation of what later became known as the McGuire Center for Entrepreneurship was like taking a page out of his own life.

He and Stevie went on to continually support the University that brought them together and helped give them their start, including creating the Stevie Eller School of Dance, supporting Arizona Athletics and endowing the College of Business and Public Administration, which, in 1999, officially became the Eller College of Management.

"He cried very few times in his life," says Stevie. "He cried when the Eller College was named after him."

After his death, Stevie received letters far and wide from people who said they wouldn't be where they were or who they were if it hadn't been for Karl Eller.

Every year, thousands of students learn about Karl Eller and become part of his vast and enduring legacy of inspired business leaders who always act with integrity, think entrepreneurially, embrace change and transform their challenges into opportunities.

We are so grateful for his vision and leadership, and we will miss him dearly.

In addition, there is a growing need in this country for trained entrepreneurial talent. Too often the academic focus of business schools is aimed solely at preparing graduates to manage within large corporations. The honors program in entrepreneurship will provide a select group of students with the necessary tools in order to allow them to capitalize on their innate inventive abilities.

Finally, the Center will promote the interchange of ideas between the academic and professional business communities, thereby promoting mutual understanding of issues critical to effective private enterprise.

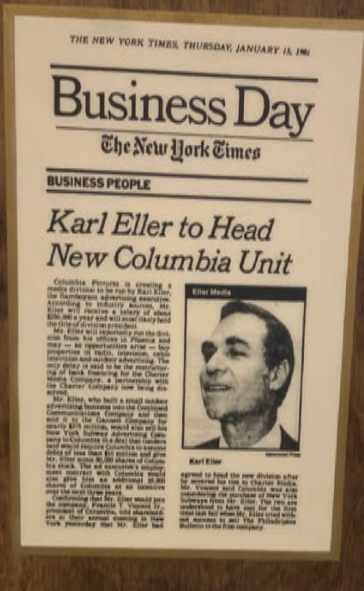
I believe the Center will contribute to making the College of Business and Public Administration a national leader in management research and education and a valuable resource within the State, and I look forward to working to achieve its success.

Sincerely yours,

Karl Eller  
President

KE/mab





*"If we can see further, it is because we stand on the rungs of a ladder built by those who came before us."*



# Just a Few of Karl Eller's Awards and Accomplishments

**FOUNDED PHOENIX SUNS BASKETBALL TEAM**  
1968

**FOUNDING MEMBER OF THE FIESTA BOWL; FIESTA BOWL PRESIDENT**  
1974

**ARIZONA MAN OF THE YEAR**  
PHOENIX ADVERTISING CLUB  
1977

**MEDIA PERSON OF THE WEST**  
MARKETING AND MEDIA DECISIONS MAGAZINE  
1980

**PRESIDENTIAL APPOINTEE TO THE CORPORATION FOR PUBLIC BROADCASTING**  
1983-1987

**TUCSON HIGH SCHOOL HALL OF FAME**  
1986

**BILLBOARD HALL OF FAME**  
1991

**FATHER OF THE YEAR**  
AMERICAN DIABETES ASSOCIATION  
2000

**LIFETIME ACHIEVEMENT AWARD**  
OUTDOOR ADVERTISING ASSOCIATION OF AMERICA  
2001

**AMERICAN ADVERTISING HALL OF FAME**  
2004

**ARIZONA SPORTS HALL OF FAME**  
2013

# THE ELLER PROFESSORS

Part of the endowment Karl and Stevie created in the Eller College goes every year toward supporting the best minds in research. In this way, Karl's legacy will live on through the scholarly contributions of Eller faculty that impact our shared community, such as:



## MARTIN DUFWENBERG ELLER PROFESSOR OF ECONOMICS

"I have had the fortune of being supported by a Karl and Stevie Eller Professorship since I came to Eller in 2003. Recently, former Eller College PhD students Maros Servatka and Radovan Vadovic and I published the article "Honesty and Informal Agreements" about the nature of deals struck by honest folks. We reference Karl Eller's Book *Integrity Is All You've Got* and a quote about 'the happiness that comes with knowing you'll never be ashamed to face yourself in the mirror,' which motivated a key modeling assumptions. Thank you for writing your book which inspired us greatly, Karl!"

## Economics and Psychology

**Psychological game theory is a mathematical framework pioneered in the late 1980s**, which extends traditional game theory and allows for incorporating how emotions, reciprocity, image concerns and self-esteem affect decision-making, when many people interact.

Now, **Martin Dufwenberg**, Eller Professor of Economics, working with **Pierpaolo Battigalli** of Bocconi University, has been a key player in this development. Together, they are exploring how to model emotions such as guilt, anger, frustration, regret and disappointment. They tease out economic implications, and they sometimes also run lab experiments to test these theories.

To give an example, anger can help explain road rage, marital conflict, financial stress, bargaining outcomes and many other phenomena. Angry individuals may become aggressive to the extent that they hurt others and themselves, but it's also true that if this is anticipated the person prone to anger may gain an advantage. If someone is easily angered, this may lead others to offer that person better deals in negotiations. Also, the effect of anger in such a context may be very different from that of different emotions, like guilt or disappointment, so it is important to understand how different emotions get triggered.

"Traditional economic approaches to decision making typically focus on what we stand to gain or lose in material terms," says Dufwenberg. "But human beings make decisions based on a variety of desires. By including psychology in the framework, we can get a more accurate account of human interaction."





**HOPE SCHAU  
ELLER PROFESSOR OF MARKETING**

“Karl Eller left an enduring legacy at the University of Arizona and the Eller College. His commitment to education, responsible business practices and the scientific research enterprise that scaffolds a world-class business school can be felt throughout the Eller College community. Karl had a significant impact on my career, encouraging and enabling me to pursue research that has led to top tier business publications that are the bedrock of my academic reputation and help me bring emergent market insights into the classroom. As an Eller Professor of Marketing, I hope to continually contribute to his legacy.”

## The Real Reason You Can't Quit A Brand

**If you've found yourself unexpectedly loyal to your Mini Cooper or Rip Curl sunglasses, there's a reason for that.** It's called brand reflexivity and new research by Eller Professor of Marketing **Hope Schau** shows that savvy brands are using it to keep you engaged beyond point of purchase. Schau and her co-author Melissa Archpru Akaka from the University of Denver found that companies that apply moments of reflection are able to broaden their story, align themselves with their customers' values and therefore create a lifetime bond that ultimately increases the demographics of their customer base.

For example, although Mini Cooper's demographic skews as young, speed-loving and Brit-friendly, by creating baby books of new Minis on the production line and sharing these images with Mini owners on an annual basis, the brand is able to stay connected with its consumers even as they move into a different demographic. This practice also provides the opportunity for additional revenue as customers come back to Mini for service or accessories like checkered door handles or duffle bags—which further extend the brand.

“For brands like Mini, reflexivity is all the more important because their consumers are typically not purchasing a new car every year,” says Schau. “So car brands, luxury brands, lifestyle brands and brands that create custom products have to find ways to create lifetime customers. Ultimately, that's less expensive than new customer acquisition.”

The research was published in 2019 under the title “Value Creation in Consumption Journeys: Recursive Reflexivity and Practice Continuity” in the *Journal of the Academy of Marketing Science*.



**JEREL SLAUGHTER  
ELLER PROFESSOR OF MANAGEMENT  
AND ORGANIZATIONS**

“Karl Eller was a business icon and a pioneer in the fields of entrepreneurship and advertising. Of course, he is also the most important person in the history of the Eller College of Management. All faculty, staff and students of the college have benefited from Karl's enduring generosity.”

## Testing the Impact of Preferential Treatment

**In the real world, preferential selection is, in most cases, illegal, but** given the increasingly diverse workforce in the United States, there is value in researching how such preferential selection impacts White, Asian, Hispanic and Black individuals.

**Jerel Slaughter**, Eller Professor of Management and Organizations, used laboratory simulations to test the effects of preferential selection on performance quality and quantity. He and his co-authors, Edgar Kausel from Pontificia Universidad Católica, Joel Evans from Prince Mohammad Bin Salman College of Business and Entrepreneurship and Jordan Stein from Mather LifeWays Institute on Aging, found no significant differences in either performance quantity or quality between stigmatized (Hispanic and Black) and non-stigmatized (Asian and White) individuals when they were selected on the basis of merit or gender.

But when the selection was based on race, stigmatized participants reported being more prevention-focused—that is, more focused on their worries and concerns instead of their ambitions and goals. Further, they were slower but more accurate on cognitive tasks after being told that they had been preferentially selected based on race, in comparison to their non-stigmatized counterparts.

“Our research may help identify conditions in which negative stereotypes unequivocally have negative effects on performance,” says Slaughter.

The research was published with the title “Do Findings from Laboratory Experiments on Preferential Selection Generalize to Cognitively-Oriented Tasks? A Test of Two Perspectives” in the *Journal of Business and Psychology*.



ELLER ACCOUNTING  
STUDENT FINDS  
STRENGTH IN  
COMMUNITY

**Whitney  
Nesbitt**

**'19 BSBA  
(ACCOUNTING)**

*Before  
graduating,  
Nesbitt had  
already  
accepted a  
full-time  
position with  
the Downtown  
Tucson  
Partnership.*

**Whitney Nesbitt '19 BSBA (Accounting)**

self-identifies as a completionist. She likes to be on one path, doing everything in her power to achieve one goal.

This attitude helped her land on the Nike All Star team as a volleyball player while at Cienega High School in Tucson, and she leveraged that into playing volleyball at Pima Community College. But when the growth spurt she'd been hoping for didn't materialize, she realized she would need to pivot from her "one path."

She'd always wanted to go to the University of Arizona—and her mom told her she'd be good at business—so when she transferred, she tried her hand at a 200-level accounting course.

"I did really well with the material," says Nesbitt, "and I realized that was unusual among my classmates. Then I talked with Nancy Meech [accounting career coach at Eller]. She told me all the things I could do with an accounting degree and I thought, 'Wow, someone will pay me for doing this?'"

After that initial class, however, it wasn't a perfect set—Nesbitt experienced more than one challenge while at Eller. Multitasking and high pressure deadlines sometimes flagged her determination, but, she says, "Given how much we learn here, all that stress definitely feels as though it was worth it."

Mostly, she credits her involvement with the Eller African American Honorary as the main reason she was able to succeed. The other members provided a supportive environment where Nesbitt was able to share some of her experiences with peers going through the same things.

"Being a woman of color, my battles are different," says Nesbitt. "I often feel as though I have to work twice as hard to get the same result as my peers. These battles were openly discussed among Honorary members in a way that gave me support I didn't get elsewhere."

Nesbitt acknowledges how conversations around diversity and inclusion seem at the same time increasingly critical and insurmountably impossible. Even though she has heard discriminatory comments and observed biased behavior within McClelland Hall, she credits Eller for making strides in the right direction.

"The leadership in Eller are asking all the right questions," she says, when it comes to attracting, retaining and including more students of color. But it's frustrating when answers aren't readily available.

"In the end, I want to be part of a big solution," says Nesbitt, "and I think continuing to have difficult conversations around these issues is the only way we'll find a way to spark that solution."

Before graduating, she had already accepted a full-time position with the Downtown Tucson Partnership, a nonprofit dedicated to revitalizing downtown Tucson into a premier urban hub alive with economic development and cultural activities.

"Now, I'm excited to focus my energy back into the community in which I was raised," Nesbitt says, "and where I can hopefully help facilitate an environment in which we'll all succeed."

### “I WASN’T GOING TO LET THIS SHIP SAIL WITHOUT ME”



Somewhere in his junior year at Eller, Lelan Simpson '19 BSBA (MIS) thought he wasn't going to graduate.

“I was very stressed, and my grades weren't lining up,” he says. “I didn't know whether to cry, yell or sit still. When I look back at it now, it may have been an exaggerated response to a challenging time.”

He sought support—especially from Veronica Atondo, Eller's coordinator for leadership and engagement—and once he started feeling better, he remembered a promise he'd made to himself long before: nothing was going to get in his way.

Because in truth, that wasn't the first time Simpson had struggled. In high school, he planned to play sports both collegiately and professionally. But then a torn ACL and MCL plus two meniscus tears got in his way.

So he enrolled in a community college...and then another community college...And even after he finally settled on technology as his path and transferred to Eller, things were getting in his way.

“Everything was a shellshock when I first got to Eller,” he says. “From roommates to class load, it was all new to me, and, as it pertained to my grades, I did not feel like my good was good enough.”

Before he left for his first winter break, he made a promise to himself—from that moment on, he was going to make sure that his good was good enough.

He returned to Eller in the spring, asked for guidance from his professors, worked like he'd never worked

before—including taking some classes over again—and raised his GPA from a 2.1 to a 3.7.

His determination and resilience shone through in other ways. At the Spring 2018 University of Arizona career fair, he approached Textron, a \$14-billion global network of aircraft, defense, industrial and finance businesses, just as they were packing up to leave. They interviewed him on the fly, and Simpson thought that would be the end of it—only to get asked for a second interview....and then an internship during Summer 2018 in Tampa, Florida.

On the first day of his internship, he was flown to Charleston, South Carolina, and met with company executives, including the chief financial and chief technology officers. Toward the end of his internship, under the mentorship of the CTO, he ended up being the go-to IT person for his designated business unit, responsible for setting up computers and hosting conference calls.

“They entrusted me with a lot of responsibility,” Simpson says, “and it helped me see how things could be in my future.”

Before he graduated, Textron offered him a full-time position in its two-year Leadership Development Program. His first stop will be at Textron Aviation in Wichita, Kansas, working in IT risk management and security.

Simpson describes his college graduation as “a long time coming,” and he's grateful to have made it. “I wasn't going to let this ship sail without me,” he says. “And graduation is not the end. It's the beginning.”

## Lelan Simpson

'19 BSBA (MIS)

*Before he graduated, Textron offered Simpson a full-time position in its two-year Leadership Development Program.*



## FAILED COWBOY, SUCCESSFUL CEO

### Ron Askew

'68 BSBA  
(FINANCE)

*"I chose finance because it was a big picture area where I could really get my hands around what it takes to run a company."*

**Ron Askew '68 BSBA (Finance)** may come from a town of only 400 people but his career has him thinking on a global scale.

Adopted into a family living south of Birmingham, Alabama, Askew spent his early years on the family farm. With his mother's reluctant approval, Askew left home at the young age of 16. "I moved to Cheyenne, Wyoming to become a cowboy," he says.

Unfortunately, Askew's dreams of life on the ranch didn't quite come to fruition. "I just couldn't find a job as an apprentice cowboy and I think it might have had something to do with my accent," he says. "I would walk up to the rancher's door and they would laugh in my face."

Accepting life as cowboy wasn't in the cards, Askew decided to enter the military. The United States Navy, where he completed his tour of duty, gave Askew his first view of the world at large. "I travelled from Southeast Asia to the Philippines to Hawaii to San Diego," he remembers, "and that was all just to make it to Tucson in time to register for classes."

With some real-world experience under his belt, Askew began as a student at the University of Arizona. "I chose finance because it was a big picture area where I could really get my hands around what it takes to run a company," says Askew, "and I excelled."

Askew has pleasant memories of his time as a student at Eller (besides the classrooms sans air-conditioning at the time). "I remember studying with friends, going to the old library and spending lots of time chatting with faculty and other students about financial concepts and scenarios."

When campus recruiters started to come to campus, Askew met with a number of big banks, including Wells Fargo. "They invited me to San Francisco and offered me a job within a management program," he says. "It was a no-brainer for me."

While working for Wells Fargo, Askew obtained his MBA from Golden Gate University and Wells Fargo in turn moved him to Anaheim, California, to serve as a branch manager, but his career was only just beginning to take off.

By age 39, he was appointed to his first role as CEO of an independent bank, which he understandably credits as a highlight of his career... along with the second time he was appointed CEO. (Both banks have now been acquired.)

Now, a few years later, Askew has transitioned to investment banking and uses his work as a ticket across the globe. "I love international work," he says. "I own my own company and have done a lot of international transactions including with Asia, South America and Europe. In many ways, this great world of ours is becoming more of an international economy."

When Askew isn't busy with his impressive international career, he loves to come home to connect with his family. Two of his four granddaughters are students at the University of Arizona. "I'm very proud of my two little Wildcats," he says. "I remember the incredible life experience and education I got as a student and can only hope they'll go just as far."

## DEEP ENGINEERING BACKGROUND, BRIGHT OPERATIONS FUTURE

**Susan Gray '01 MBA is a third-generation electrical engineer.** Following in the footsteps of her father and grandfather and now senior vice president and chief operating officer at Tucson Electric Power (TEP), Gray takes pride in being the first female electrical engineer to come from her family, and being a minority among her college peers.

"I only remember two other women in my graduating class," says Gray, who left the University of Arizona with an undergraduate degree in electrical engineering in 1996.

While still at the University, she participated in a summer internship at TEP and grew to love the company. She hoped for a full-time offer upon graduation, but unfortunately at that time, TEP was experiencing a year-long hiring freeze, so she instead moved to Denver and did consulting work within the power industry. TEP, however, hadn't forgotten about her: a year later, TEP called and asked her to come back.

Gray began working as an engineer but she knew there was more out there for her. "At that time TEP was offering tuition reimbursement for employees looking to further their education," she says. "I was already managing a small group of engineers, and I thought getting an MBA would make me more well-rounded as a leader."

In the second year of the program, Gray and a team of MBA classmates participated in a consulting project with TEP. "I contacted the vice president of operations and found out that they were working on a leadership development program and needed help identifying their core values as a first step," she says. The team

facilitated a discussion with the TEP operations leadership group about their core values and had great success.

After earning her MBA, Gray moved into a project manager role and began working her way up to her current leadership position. As senior vice president and chief operating officer, she's leading efforts to modernize TEP's grid to support greater use of renewable energy.

Gray has built a reputation as a collaborative leader who prioritizes employee engagement. "It's important for employees to feel valued, respected and heard," Gray says. "You get better business results when employees can see a clear connection between their specific work and the success of the organization."

Gray also is the founding executive sponsor of TEP's Women in Energy program, which seeks to expand opportunities for women as part of the company's overall commitment to inclusion and diversity.

As a guest lecturer for engineering leadership courses, Gray speaks to the importance of thinking beyond the scope of an engineer. "The pure engineering look is not always practical," she says. "We must balance the best design from an engineering perspective with a business perspective so that you're considering whether the design is also economically feasible."

Gray also mentors female engineering students and always encourages them to think big picture about what they're trying to accomplish and where they want to go. "The MBA experience was completely transformational for me," she says, "I definitely exceeded where I thought I would ever get to."

## Susan Gray

'01 MBA

*As senior vice president and chief operating officer, Gray is leading efforts to modernize TEP's grid to support greater use of renewable energy.*

# CLASS NOTES

## 1970s

In April, Hampton University recognized the generosity of its 1958 alumnus and Board of Trustee member **James T. George** '72 MBA with the dedication and naming ceremony of the James T. George School of Business. George founded MSTI, a small business, in 1990 after serving for 27 years as an active duty officer in the U.S. Army. Retiring as a colonel, he served in a variety of infantry and comptroller positions both overseas and in the United States, including two tours in Vietnam and tours in Korea and Europe. MSTI has grown from one person to approximately 300 employees. George and his wife, Juliette, have been married for more than 50 years and have two children and two grandchildren. They currently reside in Fairfax Station, Virginia.

## 1980s

In March, **Teresa Briggs** '82 BSBA (Accounting) was appointed to the board of directors for ServiceNow, a cloud computing company with headquarters in Santa Clara, California.



**Margaret Beck** '85 BSBA (Accounting), BHP's vice president of finance—minerals (Australia), was voted a director

of Endeavour Silver Corporation. She joined BHP Minerals after graduating and steadily moved up to more senior positions in the company, working in treasury operations, minerals marketing, financial analysis, mines management, accounting, reporting, forecasting and finance in the United States, Chile, Singapore and Australia.

## 1990s

**Dan Peterson** '90 BSBA has been selected as the CEO of Valor Health, a palliative and hospice care company headquartered in Tucson with more than 50 employees. He previously served as the vice president and general manager for CareMore, a Medicare advantage program. He was the first CareMore employee in the Tucson market and built the organization to include five clinics and more than 200 employees. Prior to CareMore, Peterson served as the vice president of Tucson Longterm Care, a company he also assisted in launching and growing in Southern Arizona. He is married to fellow Wildcat, **Lea Marquez Peterson** '92 BSBA (Marketing and Entrepreneurship). Their daughter, Emma, is currently a sophomore at the University of Arizona.

**Lea Marquez Peterson** '92 BSBA (Marketing and Entrepreneurship), former president of the Tucson Hispanic Chamber and former U.S. congressional candidate, has

launched the Marquez Peterson Group, a public affairs firm specializing in government and community relations in Arizona. The services provided by the firm are aligned with her strengths and experience in community engagement and business advocacy. The firm works with a variety of private and public clients to build relationships within the Southern Arizona business community and to engage with leaders throughout the state. Additionally, in May, Governor Doug Ducey appointed Marquez Peterson to the Arizona Corporation Commission, a seat vacated by outgoing commissioner Andy Tobin.

**Neil Hicks** '94 BSBA (General Business), founder and CEO of Pandesco, writes to say his company will soon launch a retail technology application focused on enhanced data and collaborative business solutions. Additionally, Hicks recently wrote *"The Lifecycle of Fashion Technology"* with fellow UA alum **Charlene O'Hanlon** '89 BA (Journalism). He also teaches at the Fashion Institute of Technology.

**Corey Saba Basha** '96 BSBA (Accounting and Finance), senior vice president, Wells Fargo Commercial Banking, and **Calline Sanchez** '01 BSBA (MIS) '05 MBA, Tucson site leader, IBM Worldwide System Lab Services have both been named 2019 Most Influential Women in Arizona Business by AZ Big Media.



**Joe McLean** '97 BA (Sociology) '01 MBA was featured in a June 6, 2019 *New York Times* article titled "Meet the Money Whisperer to the Super-Rich NBA Elite." McLean is managing partner at Intersect Capital.

Split Engineering, a company co-founded by **Brian Norton** '97 MBA, was acquired by Hexagon Mining. Split Engineering is a leader in coarse rock fragmentation size measurement systems, software and services.

**James Walbom** '97 BSBA (Entrepreneurship) '98 BSBA (MIS) was recently recognized as Entrepreneurial CFO of the Year for 2018 in Arizona by AZ Big Media.

## 2000s

**Scott Witeby** '01 BSBA (Finance and Accounting) has been named chief financial officer with D.A. Davidson and is now a member of D.A. Davidson's executive leadership team. Witeby joins D.A. Davidson from Lincoln Financial Group, where he served as CFO of Lincoln Financial Network, Lincoln's retail wealth management business. D.A. Davidson Companies is an employee-owned financial services firm offering a range of financial services and advice to individuals, corporations, institutions and municipalities nationwide. Founded in 1935 and headquartered in Montana, with corporate offices in Denver, Los Angeles, Portland and Seattle, the company has approximately 1,400 employees and offices in 25 states.



**Keysha Webb** '02 BSBA (Accounting) '17 MBA has been promoted to vice president of retail delivery at Vantage West Credit Union, where she is now responsible for developing and driving a service delivery model that includes digital banking, member solutions center, retail sales and deposit operations.

**Danielle Bridges** '04 BSBA (Finance and Business Economics) '10 MBA was promoted to chief revenue officer at Vantage West Credit Union. She first joined Vantage West in 2006 as senior internal auditor. She was promoted to vice president of the loan center in 2008, and in 2017, she earned another promotion to vice president of retail sales and operations.



At the 17th annual AMA Phoenix Spectrum Awards, **Lindsay Morris** '00 BSBA (Marketing and Entrepreneurship), founder of Creative Mindset, won Best Integrated Marketing Campaign Event and Best of Category Marketer of the Year. At the same event, **Elyse Meyer** '07, president and founder of Prism Global Marketing Solutions, won Best Interactive/Online Marketing Automation Company. Meyer also recently published a career development book, *Brand YOU, Brand NEW, a Step-by-Step Guide to Take Your Career to the Next Level* with her mother, Joanne Flynn.



# CLASS NOTES

## 2000s



**David Martinez** '04 BSBA (Business Management and Entrepreneurship) participated in the Atlantic Council Millennium Fellowship, a two-year program that allows fellows to meet world leaders and senior experts, learn in a hands-on environment through master class sessions and study tours and lead the debate on key global issues.

**Rebecca Lundberg** '05 BSBA (Marketing and Entrepreneurship) was promoted to PulteGroup's division president of Arizona operations.

**Melissa Mulloy** '05 BSBA (Marketing) joined Towering Pines Real Estate. She and her husband Pat married in 2011 and have moved several times, including overseas, as Pat currently serves in the U.S. Army. They have two children and when Melissa isn't working, she does volunteer work, event planning and loves to learn new things. Towering Pines Real Estate, located in Southern Pines, North Carolina, is an independent brokerage firm offering residential, commercial and property management services.

**Will Froelich** '06 BSBA '07 MSF was promoted to partner at MRA Associates.

Spinnaker Investment Group, a privately owned boutique investment firm, has expanded and relocated its headquarters to the Koll Center Newport campus in Newport Beach. According to company president **Joseph Stapleton** '06 BSBA (Finance and Entrepreneurship), the new location offers an integrated campus with amenities that further enhance the Spinnaker client experience.

**Courtney Williams** '06 BSBA (Marketing) was featured in the March 17 edition of the *Arizona Daily Star* for her startup company Emagine Solutions Technology, which has developed software to allow use of common ultrasound probes, or transducers, with smartphones to view, save and transmit images and is now developing its VistaScan ultrasound system in partnership with an undisclosed ultrasound equipment maker and is beta-testing its system with physicians.

**Ryan Brown** '08 BSBA (Finance and Entrepreneurship), vice president at Goldman Sachs, has been selected to this year's *Investment News* 40 under 40 list.

## 2010s

**Evan Judge** '10 MBA/MSF was promoted to partner at MRA Associates.

## POST. BID. SHIP.

In April, PostBidShip, a company started at Eller by **Jarret Hamstreet** '10 MBA, Micky Thompson and Cody Nicholls, released a new version of its application that supports API integration with any transportation management system. Subscription-based PostBidShip hosts reverse auctions for spot market freight, creating a marketplace for shippers and carriers but is not involved in the transactions as a broker. The new system will replace manual bidding and acceptance, allowing enterprise shippers to capture data from every bid, not just winning ones. Shippers are able to build analytics from their spot shipping offers that show how many carriers bid, how fast the carriers responded, the spread of the bids and other intelligence.

**Branden Morrell** '12 BSBA (Business Management) is a cleared management and program analyst supporting the U.S. Navy's Space and Naval Warfare Systems Command (SPAWAR) in San Diego, California. He is always interested in chatting about opportunities either domestically or internationally, and also looks to "pay it forward" for anyone locally who may be interested in entering the defense contracting industry.



**Sarah Hupp** '11 BSBA '20 MBA (Business Management/Marketing), vice president of account strategy with Madden Media, won the 2019 American Advertising Federation Tucson Next Generation Award, which recognizes advertising professionals under the age of 40 who are making a significant impact on the industry through their leadership, career achievements and personal qualities.

**Eric Smith** '12 BSBA (Business Management and Entrepreneurship) '18 MBA has been named the new executive director for the University of Arizona Center for Innovation.

**Madison (Carrol) Waggoner** '13 BSBA (Business Management and Entrepreneurship) launched a new venture—called Veda Jar, a mobile crockpot that allows your food to cook while you work, jog, hang out with friends or other activities.

The Innova Group announced the addition of **Bryan Hannley** '13 MBA, who will serve as the company's new senior consultant for clinical planning and strategy. Hannley brings more than 20 years' experience in the medical industry as a clinician, sales professional and manager. He will focus on answering clients' challenges from strategic vision through care delivery and space planning, with services addressing strategy and planning, within both clinical and capital realms. Hannley serves on both the Pima Community College Foundation Board and The Centurions of Southern Arizona. He is a founding member of The Vecinos supporting El Rio Foundation.



**Chaz Weiner** '15 BSBA (Finance) is featured on the cover of a recent issue of *Careers and the Disabled* magazine. He's currently at Bloomberg in New York.

In May, **Miles Cahill** '17 BSBA (Business Management), partnership marketing coordinator with the Los Angeles Clippers, was selected as one of the "Rising 25" (25 up-and-comers under 25 years old in the sports industry) by Front Office Sports.

**Eric Katz** '18 MBA was appointed chief medical officer of Banner Estrella Medical Center in Phoenix. A medical doctor, Katz is a dual-boarded physician executive and has served as chairman of the Emergency Medicine Department at Maricopa Integrated Health Systems (MIHS) and as executive chairman of emergency medicine at the University of Arizona College of Medicine—Phoenix.



**Rebeca Lopez** '19 MBA just celebrated the grand opening of the third location of her company, Milestone Pediatrics, which provides therapy services to children with developmental disabilities.



## Last Word on

# DIVERSITY AND INCLUSION

In my early school years, I never heard the topic “diversity and inclusion” or read articles about gender or minority bias. However, I do have vivid memories of struggling with non-inclusive decisions regarding my educational opportunities. For example, I wanted to take a drafting class in high school due to my interest in engineering but the class was only for boys. After persisting, the principal decided I could take the class if I found another girl to take it with me—well, I did (thank you, Denise). Over my more than 40 years as an engineer and business leader, I encountered many more incidences—including some of my own making.

Diversity and inclusion initiatives, stories both positive and negative and employer efforts and responses continue to increase every year. In June 2019, Sephora shut down their stores for an hour to address diversity and inclusion issues. Starbucks closed its doors for a four-hour afternoon training session to deal with implicit racial bias in 2018.

Current business efforts around creating a diversity and inclusion initiative typically are led by a vice president of diversity and Inclusion. There are required reports on the underrepresented groups that provides some accountability. However, these initiatives disenfranchise some employees and progress continues to be slow. Diversity must include all groups and without “real inclusion,” any progress will not be sustainable.

Currently, the role of training on inclusive behaviors is primarily the responsibility of employers. Diversity and inclusion leaders identify training focused on micro-aggressions, raising awareness around subtle behaviors, and unconscious bias training. While this training provides value, the change process is slow.

So how do we proceed to drive real change and provide value to employees, customers and employers?

- Business-driven diversity and inclusion initiatives led by Diversity and Inclusion Champions set the example for your employees. Business leaders must communicate the top priority for Diversity and Inclusion and emphasize that all employees’ voices must be included in the discussion.
- Initiatives and champions at colleges and universities set the educational path for all students to understand the benefits of diversity and inclusion. The need for inclusion-based curriculum development to embed fundamental understanding before students enter the workforce provides significant opportunity to change the outcomes.
- Fund research to identify “bias interrupters” that introduce unconscious bias into workplace processes, websites, forms and other experiences for all employees and families.
- Initiate communication challenges within your organization to spark thoughtful conversations with someone different from you to learn about their history, their values, their concerns and their ideas. Promote negotiation through consensus versus compromise.

During my career, I had many opportunities to experience the true benefits of diversity and inclusion. Today I teach classes at the university-level on strategic and project management. Every day I encounter students struggling with non-inclusive behaviors but I also see bright spots, bringing me hope for a lasting inclusive and innovative world.



## Vicki E. Panhuse

'99 MBA

President, VePoint Consulting Group

Now president of VePoint Consulting Group, Vicki Panhuse

is the former CEO and president of testing of National Technical Systems, the leading independent provider of environmental simulation testing, inspection and certification solutions in the United States. She spent more than 30 years in a variety of leadership roles in both the aerospace and defense industries. She began her career at General Electric as a nondestructive test engineer before joining Honeywell International, where she held a number of senior executive positions, including serving as vice president of regional aircraft, vice president of commercial and military helicopters and vice president of military aircraft. After leaving Honeywell, Panhuse served as president of Airborne Systems Group, the world's largest manufacturer of high-performance personnel and cargo parachutes, which she led through the sale of the business to TransDigm Group in 2013. As a Six Sigma Leadership Black Belt, she has also advised aerospace and defense companies on change management, acquisition integration and program management best practices.

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## Upcoming Events

- SEPTEMBER 11:** Eller Evening NYC\*  
New York City, New York
- SEPTEMBER 18:** Eller Career Expo 2019  
Tucson, Arizona
- SEPTEMBER 27-28:** 2019 Eller Accounting Reunion  
Tucson, Arizona
- OCTOBER 17-19:** 17th Annual Collegiate Case Competition  
Tucson, Arizona
- OCTOBER 18:** Suit Up Sales Challenge  
Tucson, Arizona
- OCTOBER 27-  
NOVEMBER 2:** Homecoming  
The University of Arizona
- NOVEMBER 19:** Eller Evening Austin\*  
Austin, Texas
- DECEMBER 6:** Economic Outlook Luncheon  
Westin La Paloma Resort, Tucson, Arizona
- DECEMBER 20:** Undergraduate Winter Commencement  
Centennial Hall, Tucson, Arizona
- DECEMBER 21:** Graduate Winter Commencement  
Centennial Hall, Tucson, Arizona

*\* subject to change*

View all events at [eller.arizona.edu/events](http://eller.arizona.edu/events)



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