

**INSIDE
THIS
ISSUE**

How you can
help make Eller
even greater

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Camp builds
pipeline of STEM-
ready students

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The give back/
get back of
service work

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FALL 2014

Progress

News for alumni and friends of The University of Arizona® | Eller College of Management

MOMENTUM

Eller MBA Programs move from Scottsdale to downtown Phoenix

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THOMAS VENEKLASEN PHOTO

Welcome to our latest issue of *Progress*

magazine! True to the name, we have a lot of progress to report. This past year we launched an Online MBA and an Online Master's in MIS. We moved our Eller MBA offerings from Scottsdale to the new downtown Phoenix Biomedical Campus, the beautiful building you can see on our cover. We shifted the Entrepreneurship & Innovation capstone course for our undergrads from their pre-business curriculum to their senior year and we built a state-of-the-art classroom for this initiative. We hired six undergrad

career coaches and launched freshman and sophomore-level courses aimed at career exploration as part of improving professional development and placement. And we built strong upward momentum in both undergraduate and MBA rankings in *U.S. News* (our Evening MBA program jumped 21 spots into the top 25).

In addition, Eller undergrad and grad teams won national competitions sponsored by firms such as AT&T and PwC. Eller faculty such as professors Kei Hirano, Bob Lusch, and Hsinchun Chen earned prestigious national recognition for their work. And the McGuire Center for Entrepreneurship is not only celebrating its 30th anniversary, it was named Innovator of the Year by Arizona Governor Jan Brewer.

They say that the best never rest, and that is clearly true of the Eller College.

So, what's in store for this year? Well, we aim to be one of the best business schools in the world, which means we have to continue to be great in the undergraduate and graduate space, we have to be even more global, we have to be great in the online world, we have to continue to attract great faculty, staff, and students, and we have to continue to be an entrepreneurial, self-sustaining business school.

Toward that end we've identified several critical, strategic milestones for the coming year. You can read about them in the feature section of this magazine and on MakeEllerGreater.com, where we are sharing stories about Eller's role in Arizona NOW, the Campaign for the University of Arizona.

Now is the time...now is our time. I encourage you to join us as we continue to make Eller even greater.

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: In addition to housing the UA College of Medicine - Phoenix, the Biomedical Campus in downtown Phoenix is the new location for Eller MBA Programs in the Valley. Photo by Timmerman Photography Inc.

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

eller mba programs move from scottsdale to phoenix biomedical campus

Eller MBA Programs spent the summer relocating from its satellite location in north Scottsdale to downtown Phoenix, where it will join the UA College of Medicine – Phoenix at the biomedical campus on Van Buren and Seventh Street.

The location will be home to two of Eller’s part-time MBA programs for working professionals: the Evening MBA and the Executive MBA, which are designed for managers with 3-plus years of experience and seasoned executives, respectively.

Between the two programs, the campus will serve about 170 MBA students annually.

“We are thrilled that Eller will be a part of the exciting things happening in downtown Phoenix,” said Len Jessup, dean of the Eller College. “The College of Medicine has established beautiful facilities that will give our professional MBAs access to high-tech working classroom space and a true campus experience.”

City of Phoenix’s Mayor Greg Stanton also supports the move.

“It’s incredibly exciting that Eller is opening its doors in downtown Phoenix, where we continue to offer the highest-rated education opportunities in the state within just a few blocks of each other,” Stanton said. “Eller graduates are top-notch, and exactly the kind of professionals we want as a part of our community.”

“Downtown offers a central location, with easy access for those already working in the area, as well as public transportation options. Our students frequently come together for team meetings, and the medical campus offers great collaboration space,” said Hope Schau, associate dean of MBA programs.

The Eller College began offering its MBA programs in the Phoenix area in 2006, with the launch of the Executive MBA program in Scottsdale. Since 2007, the college has held classes at a satellite campus just east of the Loop 101 in the McDowell Mountain Business Park.

Applications are open now for the new class of Evening MBA students that will begin at the location in January. A new class of Executive MBAs began classes at the location in September.

Current Eller Evening and Executive MBA students meet at the new space. L-R: Sepideh Sefidvash-Hockley, Wendy Armendariz, Caleb Stephens, Courtney Joseph, Travis Pensky, Anthony Wingate.





◀◀◀ ON THE RISE ▶▶▶

The Eller Evening MBA rose 21 slots,
from #46 to #25 nationally,
in the latest *U.S. News & World
Report* rankings, which came
out in March.



predicting (un)ethical behavior

TIM FULLER PHOTO

L-R: Aleks Ellis (Nelson Professor of Management), Mike Mai (doctoral student), and Jerel Slaughter (Robbins Professor of Management and department head)

research unit focuses on triggers of bad behavior

How can an organization predict unethical behavior by its employees?

How can it deter that behavior? The Center for Leadership Ethics (CLE) at the Eller College is answering those questions and more through a growing body of research.

CLE funds ethics-focused research projects across academic departments. "Most of the work is conducted in management," said Aleks Ellis, Nelson Professor of Management and research director of CLE. "But we have funded projects in MIS and marketing. There's a lot of room for multi-disciplinary work in this field."

The work has attracted funding from multiple organizations, including Walgreens, which has made a multiyear commitment to the research arm of CLE, which also hosts the annual Collegiate Ethics Case Competition and the High School Ethics Forum. "What really gets me excited about these programs is that Eller is doing a great job of teaching critical thinking skills," said Matthew Sesto, market VP for Walgreens. "Decisions aren't always black and white, and sometimes it's about making the right business decision versus the easy one."

RECENT WORK IN ETHICS AND BEHAVIOR

the slippery slope

Corporate ethics scandals are often described as a slippery slope, in which small infractions gradually escalate. “We wanted to isolate the phenomenon in a lab setting,” said Dave Welsh, assistant professor of organizational behavior at the University of Washington, who did just that with professor Lisa Ordóñez while he was a doctoral student at Eller. “We were able to demonstrate how moral disengagement can reduce ethical behavior over gradually increasing indiscretions,” Welsh said. “We also found that this effect can be moderated to some extent by encouraging people to think about ethics.” The resulting paper was published in the *Journal of Applied Psychology*.

premeditation and perception

“Despite our increased understanding of ethics, there is little reduction in unethical behavior at work,” said doctoral student Mike Mai. His dissertation starts with the assumption that unethical behavior is an immutable fact, then examines its outcomes. “I argue that premeditated unethical acts will result in higher degree of perceived unethicality and more severe punishments,” he said.

have another cup

Lack of sleep can lead to unethical behavior in the workforce, but the equivalent of a large cup of coffee can help sleep-deprived employees control their behavior and resist unethical temptations, according to a new study published in the *Journal of Applied Psychology*. “Our study examines the role of caffeine in self-regulation and the ability to resist the negative influence of others when sleep deprived,” said Welsh, who coauthored the paper with Ellis and Michael Christian of UNC.

Keith Provan, McClelland Professor of

Management at Eller, died in February after a battle with brain cancer. “He was not only was an outstanding scholar and an excellent teacher, but he also had tremendous impact within the health care industry,” said Eller dean Len Jessup.

Provan also held appointments in the School of Government and Public Policy and in the Mel and Enid Zuckerman College of Public Health.

His research focused on inter-organizational and network relationships, especially in the domain of health, mental health, and human services. “He was a scholar of the first order who was able to cross disciplinary lines and make seminal contributions to organization theory, public management, and health care,” said Brint Milward, director of the School of Government and Public Policy.

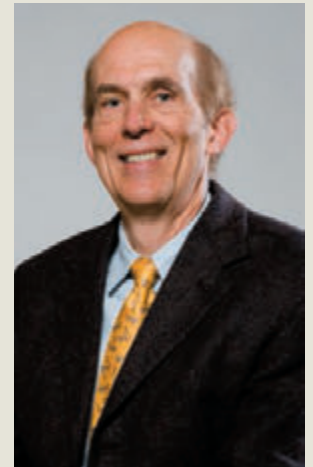
Provan was among the founders of the Arizona Health Care Leadership Academy, and served on its faculty and board of directors. The organization has made a \$30,000 contribution to establish the Keith Provan Memorial Endowment in Eller’s Center for Management Innovations in Health Care. “The endowment will fund research efforts of doctoral students in the area of health care management, with a targeted emphasis on health care leadership,” said Stephen Gilliland, outgoing head of the Department of Management and Organizations.

Throughout his career, Provan mentored dozens of Ph.D. students, who have gone on to successful careers throughout the world. He considered these relationships his most meaningful professional legacy. “Keith was a superb scholar, but he was also a very humble person. He wanted to make a difference, and health care was the industry that he chose to focus on,” said Betty Falter, who served as executive director of the Arizona Health Care Leadership Academy for a decade.

“He was a visionary, and an extremely kind and gentle human being,” said Pal Evans, retired chief medical officer at Tucson Medical Center. “He was also very unassuming, considering the reputation of his work.”

“He was a scholar of the first order who was able to cross disciplinary lines and make seminal contributions to organization theory, public management, and health care.”

Brint Milward, director of the School of Government and Public Policy.



THOMAS VENKELASSEN PHOTO

a new legacy

management
professor Keith
Provan’s work
lives on

DEPARTMENT OF

ACCOUNTING

new faculty

▶ Jeremy Douthit

*Assistant Professor of Accounting
Ph.D., Florida State University, 2014*



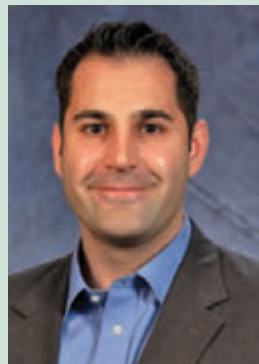
THOMAS VENELASEN PHOTO

Growing up, Jeremy Douthit worked in his father's college bookstore. "I read a bunch of game theory text books and found it really interesting," he said. During his undergraduate years, Douthit tutored students in accounting, and found he really liked teaching. Once he entered his doctoral program, he found his way

back to game theory: "My advisor was doing work in behavioral economics," he said. "I hadn't realized it was a methodology I could apply to management accounting." In a paper forthcoming in *Accounting Review*, Douthit examines dishonesty in budgeting. "Managers have the best insight into their budget needs, but may not be honest when projecting expenses," he pointed out. "What we find is that, in settings where a budget needs to be approved, the manager's honesty does matter. In addition, if the boss is perceived to be fair, it influences the likelihood of the manager to be honest."

▶ Dan Russomanno

*Assistant Professor of Accounting
Ph.D., Pennsylvania State University, 2014*



THOMAS VENELASEN PHOTO

After completing his undergraduate degree at Villanova University, Dan Russomanno earned his CPA license and spent seven years working as an auditor and consultant with PwC, Lehman Brothers, and Barclays. "As a consultant, I interacted a lot with managers responsible for making decisions that

affect the financial statements," he said. As a doctoral student at Penn State, Russomanno continued to build on his work experience. His dissertation examines how the composition of a firm's top management team affects audit related outcomes. "I'm specifically looking at how the addition of a chief accounting officer (CAO) to the top management team impacts firms' internal controls over financial reporting and external auditor fees," he said. "All else equal, I observe a relative improvement in internal controls and a reduction in auditor fees for firms that add a CAO position to the top management team."

research spotlight

▶ are the Gordon Geckos of the world good for debt holders?

"Hedge funds have become huge investors, now that banks don't have the resources to acquire firms under increased federal scrutiny," said associate professor of accounting Shyam Sunder. "But the hunger for returns continues." In a paper forthcoming in *Review of Financial Studies*, Sunder and coauthors Jayanthi Sunder



THOMAS VENELASEN PHOTO

▶ Shyam Sunder

and Wan Wongsunwai examine debt holder responses to shareholder activism. "There's been a lot of debate on activist investing," he said. "The question is, can these Gordon Geckos of the world who sweep in and shake things up do any good?" The answer, he said, depends on the stakeholder. "We find evidence that the idea that activism is bad for debt holders and good for shareholders is not always true. Debt holders can be better off when activists improve firm governance or prevent a bad merger or acquisition from going through."

BY THE NUMBERS

ELLER ACCOUNTING
WAS IN THE

TOP 25

IN THE PUBLIC
ACCOUNTING
REPORT 2014.

new faculty

▶ Cihan Artunc

Assistant Professor of Economics
Ph.D., Yale University, 2014



CIHAN ARTUNC PHOTO

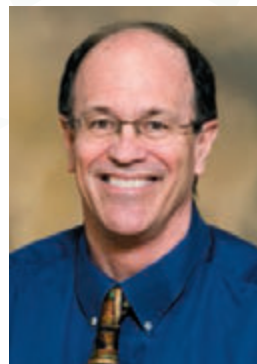
Cihan Artunc came from a family of scholars, and knew from the start that he would follow that path as well. “Being from Turkey, and having grown up in a decade of slow economic growth, I became fascinated with the relationship between legal-economic institutions and development,” he said.

Artunc is an economic historian who focuses on the Ottoman Empire. “Although the Ottoman Empire featured an unusual system of multiple legal systems—where citizens could literally buy access to different kinds of European law in an auction!—legal pluralism appears in a broad number of settings from medieval Europe to the contemporary United States and the European Union,” he said. “Any time agents write contracts that transcend state or national boundaries, they have to choose which country’s or state’s law applies to their contract. The Ottoman experience informs modern economies that legal pluralism can have adverse consequences if there is no commitment across the whole society.”

research spotlight

>>the new deal and home ownership

In the wake of the housing crisis, public policy makers took newfound interest in the Home Owners’ Loan Corporation (HOLC), which bought troubled mortgages from the lender and refinanced them for the borrower. But the only substantial analysis of the program was a 1950s era book. Now Price Fishback, Thomas R. Brown Professor of Economics, has co-authored a new assessment, the book *Well Worth Saving: How the New*



THOMAS VENEKLA SEN PHOTO

▲ Price Fishback

Deal Safeguarded Home Ownership. “We wanted to provide a primer on HOLC,” said Fishback. Among their findings, he said, is that “The HOLC prevented housing prices and home ownership rates from dropping more than they already had. The HOLC would have drawn more lenders to do it than the Obama administration’s Home Affordable Modification Program, but it also would’ve cost a lot more money.” The reason to study history, he said, is that it helps you understand past policies and how they work. “But you also have to pay attention to the context of the time. You need an accurate picture to draw better lessons from what was going on.” —Jessica Wilson

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faculty promotions & notes



THOMAS VENEKLA SEN PHOTO

▲ **Keisuke Hirano, APS Professor and head of the Department of Economics, has been elected a fellow of the Econometric Society. He is also the recipient of the 2015 Nakahara Prize by the Japanese Economic Association.**



DIRK MATEER PHOTO



CHARITY-JOY ACCHIARDO PHOTO

▲ **The Department of Economics is pleased to announce the appointment of G. Dirk Mateer, the first holder of the Gerald Swanson Chair in Economic Education, and Charity-Joy Acchiardo, lecturer.**

> BY THE NUMBERS

#12

AMONG PUBLIC GRADUATE PROGRAMS, ACCORDING TO U.S. NEWS AND WORLD REPORT

DEPARTMENT OF FINANCE

new faculty

▶ David Brown

*Assistant Professor of Finance
Ph.D., University of Colorado Boulder, 2014*



THOMAS VENEKLASSEN PHOTO

After completing his undergraduate degree, David Brown spent five years working in high-frequency trading and the student loan industry. It was great experience, but, he said, "I wanted to set and pursue my own interests, and research allows me to do that." Much of his work focuses on the

information content of stock prices and how firms use their prices in decision making, and also how institutional investors help to make prices more informative. In one recent paper, he looks at the role of underpricing a firm's initial public offering. "Stocks tend to pop on the first day of trading," he said. "It's not just because investment bankers are giving their buddies a good deal." Increasing underpricing strengthens institutional investors' incentives to learn about a firm's value, increasing post-IPO price informativeness, and thereby, firm value.

▶ Mihai Ion

*Assistant Professor of Finance
Ph.D., Indiana University, 2013*



THOMAS VENEKLASSEN PHOTO

Math was a natural for Romanian-born Mihai Ion, who completed his undergraduate program in the subject at an American program in Germany through Jacobs University Bremen. "I realized that I needed something more applied, and started looking at finance and economics," he said. Ion tested the

waters with an MBA and decided to focus on finance. "My research looks at how uncertainty in the economy affects firms' decisions," he said. One recent paper looks at policy uncertainty and corporate investment. "We look at how uncertainty about future policy and regulatory outcomes affects investment decisions," he said. "What we find is that when businesses face higher uncertainty, management delays decision making until the uncertainty is resolved, creating short term delays in investment plans." He pointed out that some firms are more affected by the phenomenon, such as those with a higher reliance on government contracts or high levels of fixed assets.

▶ Aazam Virani

*Assistant Professor of Finance
Ph.D., University of Toronto, 2014*



THOMAS VENEKLASSEN PHOTO

Aazam Virani grew up in Kenya and attended the University of Toronto for both his undergraduate and doctoral degrees. "My interest in finance evolved, during my undergraduate studies, from my interest in applied mathematics," he said. "My research area is corporate finance and I am particularly interested

in understanding how corporations are governed." In one recent paper, he and his coauthors looks at the role of institutional investors in shaping corporate governance. "We assess the ability of institutional investors to coordinate their efforts and act collectively and find that, by doing so, they can drive changes in governance in individual firms as well as the overall market," he said. "We examine the activities of a coalition of institutional investors in Canada and find that firms that are privately lobbied by the coalition subsequently improve their shareholder democracy and compensation practices substantially." They also documented that the coalition's influence spread to non-targeted firms through their relationships with directors of targeted firms, as well as through the publication of governance scores.

▶ BY THE NUMBERS

#1 MOST CITED PAPER IN
THE JOURNAL OF FINANCE
IN THE LAST FIVE YEARS

"WHY DO U.S. FIRMS HOLD SO MUCH MORE CASH THAN THEY USED TO?" BY KATHY KAHLE, TOM BATES, AND RENE STULZ.

faculty promotions & notes



THOMAS VENEKLASSEN PHOTO

▲ **Rick Sias**, Tyler Family Endowed Chair in Finance and head of the department of finance, has been appointed associate editor at the *Review of Financial Studies*.



THOMAS VENEKLASSEN PHOTO

▲ Congratulations to **Kathy Kahle**, who has been promoted to Professor of Finance. She is also the Thomas C. Moses Professor of Finance.

MANAGEMENT INFORMATION SYSTEMS

new faculty

▶ Bin Zhang

Assistant Professor of MIS
Ph.D., Carnegie Mellon University 2012



THOMAS VENEKLASEN PHOTO

After earning his undergraduate degree in computer science in his native China, Bin Zhang worked for an international bank as an information systems engineer. "I thought that the efficiency of using information technology to improve organizations' performance was surprisingly low, and

that the bottleneck was on the technical side." He came to the U.S. to finish his graduate studies and realized that the bottleneck on organizational performance was actually on the managerial side. "We need to have administrators who know how to best use technology for specific processes," he said. His research focuses on large network analysis, particularly social networks. One recent paper looks at content creation on YouTube. "All of the social media platforms are interested in monetization," he said. On YouTube, that takes the form of advertising. "What I looked at was how to use social influence to affect upload rates." By breaking down the types of social influence friends have on each other and predicting behavior, Zhang documents mechanisms for YouTube to incentivize content creation. "Peer influence can definitely plan a role in revenue generation for companies," he said.

▶ Junming Yin

Assistant Professor of MIS
Ph.D., University of California – Berkeley, 2011



THOMAS VENEKLASEN PHOTO

"I was trained as both a statistician and a computer engineer," said Junming Yin. His expertise is data analytics. "I've worked with different types of data, including ones from biological science as well as social science; there are underlying principles in conducting data analysis." Yin comes to Eller from

Carnegie Mellon University's school of computer science, where he held a Lane post-doctoral fellowship. "The Eller MIS department has a reputation for being very technical and interdisciplinary, and I look forward to applying my skills to business analytics," he said. Some of his recent work focuses on uncovering the overlapping community structure of large-scale networks in nature and society. He and his coauthors have developed an efficient computational algorithm to analyze networks of a million nodes within just a few hours on a multi-core computer. "If you can figure out the common interests of individuals in a few top communities, you could use that information for identifying new products and advertising opportunities, and more." he said.

faculty promotions & notes



THOMAS VENEKLASEN PHOTO

▲ **Hsinchun Chen**, Regents' Professor and Thomas R. Brown Chair in Management and Technology, has been appointed program director of the National Science Foundation's Smart and Connected Health Program. In that role, he will coordinate over ten program directors and 100 current research projects, overseeing \$100 million in program funding.

BY THE NUMBERS

#3

PUBLIC UNDERGRAD PROGRAM IN THE COUNTRY U.S. NEWS AND WORLD REPORT 2015

DEPARTMENT OF

MANAGEMENT AND ORGANIZATIONS

faculty promotions & notes



THOMAS VENEKLASSEN PHOTO

▲ **Nathan Podsakoff**, associate professor of management and Eller Fellow, is the 2014 winner of the Academy of Management Research Methods Division's Early Career Award.



THOMAS VENEKLASSEN PHOTO

▲ **Jerel Slaughter**, Robbins Professor of Management, succeeded Stephen Gilliland as head of the Department of Management and Organizations this year.

new faculty

▶ **Oliver Schilke**

*Assistant Professor of Management
Ph.D., University of California Los Angeles, 2014,
and Witten Herdecke University, 2007*

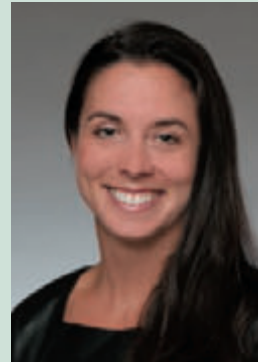


OLIVER SCHILKE PHOTO

Oliver Schilke started his career in his native Germany as a management consultant before earning the first of his doctoral degrees. "I felt there was not that much separation between industry practice and academia," he said. "The questions I was asking as a consultant were not that different from the questions I'm asking in my research." During his time as a consultant with DaimlerChrysler, for example, he worked on a project with the California fuel cell partnership. "I noticed how hard it can be to manage boundaries between firms that collaborate in strategic alliances," he said. Some of his recent research explores firms' alliance management capability. "One thing we look at is how firms can develop habitual alliance routines around things like communication practices," he said. "In most cases, the more institutionalized the routines are, the better a firm's alliance performance." The exception? "In high-velocity, IT-based industries, for example, the routine-based route is comparatively less effective," he said.

▶ **Elizabeth McClean**

*Assistant Professor of Management
Ph.D., Cornell University, 2014*



THOMAS VENEKLASSEN PHOTO

Elizabeth McClean was planning to go to law school, but during her junior year of undergraduate studies, she got involved with a faculty research project. "I discovered that I really liked the process of finding a research question, figuring out how to get an answer, and testing results," she said. She spent two years with global HR firm Mercer, but said, "After just six months, I was ready to come back for my Ph.D. I wanted more flexibility and creative control over the types of projects I was working on." At Mercer, she focused on how to transfer performance management systems to company strategy. She now focuses on employee voice. "I'm interested in how different aspects of leadership can affect employee voice," she said. In her dissertation study, she looked at different levers for increasing employee voice in an IT firm in India. "Employees don't speak up for a variety of reasons, some individually-based, and some situational," she said. "I ran a series of interventions with leaders and employees, and while the interventions helped employees increase their voice, engaging leadership in that type of workshop didn't appear to have any effect."

research spotlight

>>ads we see as children shape our beliefs as adults

Even when we think we're making adult choices at the grocery store, those beloved tigers and rabbits from childhood commercials may still be pulling strings. "A lot of children's advertising has been around for more than half a century," said Merrie Brucks, Robert and Kathleen Eckert Professor of Marketing. "Parents should consider that their judgments about products that had ads they saw as children might be clouded." Along with Eller associate professor of marketing Jesper Nielsen and Paul Connell of State University of New York at Stony Brook, Brucks has conducted a landmark series of studies on the topic, described in a paper in the *Journal of Consumer Research*.



THOMAS VENEKLASEN PHOTO

▲ Merrie Brucks

Among their findings: when thinking about two sugary cereals—one with a character we remember from childhood and one after our time—we see the one from our own childhood as healthier; that favoritism persists, even after our "adult brains" are primed to think about things like nutrition, exercise, and even how children are especially vulnerable to advertising. The biases are so ingrained that we bring them to thoughts about new products in the same brand family that might emerge at some point down the road. —Eric Van Meter

>>trust and second chances

Let's say in 14 years your accountant has never steered you wrong. Then you realize he made a costly mistake on your last tax return. Do you go back to him this year or ask around for someone new? Chances are, he'll be sorting your receipts once more, according to research by assistant professor of marketing Martin Reimann. The



MARTIN REIMANN PHOTO

▲ Martin Reimann

"These findings have clear implications for people working together, whether within a company or in a client-vendor relationship," Reimann said. His results were published in *Proceedings of the National Academy of Sciences*.

—Eric Van Meter

>>learning from nature's networks

Much of how we think about business today was shaped by the industrial revolution—130 years before we put a man on the moon. Now a new framework for thinking about organizations draws parallels between the business world and systems found in nature. "Plant and animal ecosystems either function or collapse without conscious interventions from the species within them," said Bob Lusch, professor of marketing. "People, on the other hand, can invest foresight to nurture favorable,



THOMAS VENEKLASEN PHOTO

▲ Bob Lusch

supportive conditions in organizational ecosystems that already exist and those we recognize as they emerge." For example, two qualities often observed in stable, biological ecosystems are a high level of diversity—lots of different flora and fauna—and a high degree of redundancy or "nestedness," which describes to what extent a system has players with overlapping roles. These same qualities can be seen in more stable organizational networks, suggest Lusch and UA scholars Matt Mars and ecologist Judith Bronstein. —Eric Van Meter

critical variable in two studies conducted by Reimann and Oliver Schilke [see profile on page 10] and Karen Cook of Stanford University was experience: When we have limited experience with people and they let us down early on, we're a lot less likely to forgive that breach than if we'd had a history of good relations.

faculty promotions & notes

▲ **Bob Lusch**, professor of marketing and James and Pamela Muzzy Chair in Entrepreneurship, has been named to the Thompson-Reuter Highly Cited Researcher list, highlighting the top 1% of researchers in the field of business and economics. He joins about 95 researchers in this category worldwide.

▲ The Department of Marketing is pleased to announce the appointment of two senior lecturers: **Michael Harvey** and **Roberta Schultz**.

BY THE NUMBERS

ELLER'S MARKETING DEPARTMENT HAS BEEN RANKED

#1

IN CONSUMER BEHAVIOR & MARKETING MANAGEMENT/ STRATEGY RESEARCH CITATIONS GLOBALLY

Journal of Marketing Education



“We want to give them a chance to learn about STEM in general, MIS in particular, and the various careers that are out there.”

Bill Neumann, Professor of Practice in MIS

TIM FULLER PHOTOS

cyber track

MIS department hosts area high school students at biosphere2



Students were challenged with a Jefferson cypher. They picked up code from descriptive signage around the Biosphere2, then took the code to their counselors to decode the message.

Fifty high school students received full

scholarships sponsored by the National Security Agency (NSA) and the National Science Foundation (NSF) to attend the residential MIS GenCyber camp at the Biosphere2 this summer.

The GenCyber camps, developed by professor of practice in MIS Bill Neumann, were funded by the NSA through the NSF. The UA STEM Center, MESA (Math Engineering Science Achievement), and the Girl Scouts, partnered with the MIS department on the program.

“The problem with reaching students for the STEM fields is that we’re a fixed pie,” said Neumann. “MIS, engineering, computer science—we’re all competing with each other for students. What we need is a bigger pie.”

Neumann aims to grow that pie by focusing on underserved students. “There are students who live two miles away from the UA who might as well be two million miles away,” he said. “We want to give them a chance to learn about STEM in general, MIS in particular, and the various careers that are out there.”

In addition to covering topics in cyber security such as computer and network basics, threat assessment, and defending personal computing, the GenCyber camps brought in professionals from the FBI and Raytheon to talk about career paths, offered students an insider’s look at the Biosphere2, and posed encryption challenges and a computer programming instructional competition.

Taking on all of that—while living in the residential casitas at the Biosphere2—offered an immersive experience for the students and their teachers. The Eller MIS Zipperman Scholars and the electrical and computer engineering majors who helped run the camp also got real-world experience.

“We don’t necessarily expect all of these kids to come to the MIS program, though that would be great,” said Neumann. “What we want is for them to come out of the program and be viewed as knowledgeable persons in their families and their community, and for them to understand what possibilities are open to them.”



TIM FULLER PHOTO

Decoding the cypher.

here to serve

college outreach mission resonates throughout tucson

This semester, 200 Eller undergraduates completed consulting projects for 19 nonprofit client organizations in Southern Arizona.

And that is just one example of the type of community outreach that's part of the Eller experience.

"Not only is Eller a nationally recognized, highly-ranked business school, it is also an organization that embeds service throughout its mission," said dean and alumnus Len Jessup. "It's why we're here: to serve the community, our region, and the state, on a daily basis."

Close to 70 undergraduate marketing students, for example, worked throughout the spring semester to develop and execute a campaign to build awareness of Tucson's Modern Streetcar. Eleven teams of master's of accounting students, trained by accounting faculty and Protiviti, worked with small businesses including Monkey Burger and Faith Community Academy to assess internal control structure, identify strengths and weaknesses, and recommend improvements. MBA students scoped and tackled complex organizational challenges for nine clients over the spring semester, including Sunquest and La Posada Senior Housing. Through the Chase-supported

Eller Economic Development program, 36 undergraduates worked with eight South Tucson entrepreneurs to identify challenges and support growth through a small business consulting course. An MIS masters course completed projects for Pima County, the City of Tucson Fire Department, and Vantage West. And the 41 students of an MBA operations management class took on seven projects involving process improvement, cost savings, and access to care for their client, UA Health Plans. >

◆ ◆ ◆
"Not only is Eller a nationally recognized, highly-ranked business school, it is also an organization that embeds service throughout its mission," said dean and alumnus Len Jessup.
 ▼ ▼ ▼



MISSION VIEW
ELEMENTARY SCHOOL

MYERS-GANOUNG
ELEMENTARY SCHOOL





UNIVERSITY OF ARIZONA PHOTOS

MYERS-GANOUNG ELEMENTARY SCHOOL



▶▶▶ economic outreach

The Economic and Business Research Center (EBR) at the Eller College also has a service-focused mission. In addition to being the region's key provider of economic forecasting, EBR also launched the free Arizona's Economy app for iPhone and Android in December to provide leaders in government and public policy with real-time, dynamic data about the region. EBR is also collaborating with Southern Arizona Leadership Council and United Way on a dashboard project that will track the health of the region's economy through an accessible, real-time data visualization interface. Find out more at ebr.eller.arizona.edu.

Eller students also logged hundreds of volunteer hours. On April 25, 74 Eller undergraduates served at Myers-Ganoung Elementary School during Spring Junior Achievement Day; students involved with Arizona Refugee Connections secured 21 bikes for local refugees at their annual drive on April 5; 35 MBA students spent a Saturday cleaning up Mission View Elementary School in January; 400 accounting students provided free tax preparation service through the United Way and the VITA program; 900 undergraduates volunteered throughout the community in October as part of Make a Difference Day; and many more gave back through their student organizations and Greek life.

"I believe in servant leadership," Jessup said. "Service is part of my personal mission in life. When I get to the end of my path, I want to know that I have had the best impact on the most people I can in life. That's why Eller's service emphasis is so important to me and why I'm so proud of the tremendous impact that Eller and its students have in Tucson every single day."

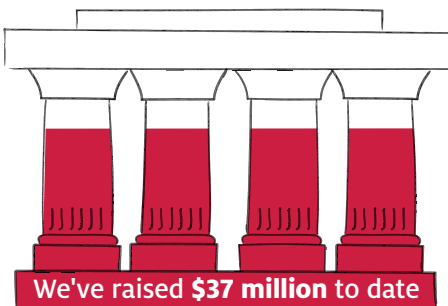
Eller students coordinated and volunteered throughout Tucson as part of Make a Difference Day (top two photos). Diliansa de la Torre and Natalie Amine were among the 74 students who participated in spring Junior Achievement Day.

Whether you attended when we were known as the College of Business and Public Administration or the Eller College of Management, you know that there is something special about the business school at the University of Arizona.

MOMENTUM

who we can be **TOMORROW**

Our campaign goal is **\$65 million**



Join us as we continue to make Eller even **greater**.

IT IS NOT JUST OUR RANKINGS,


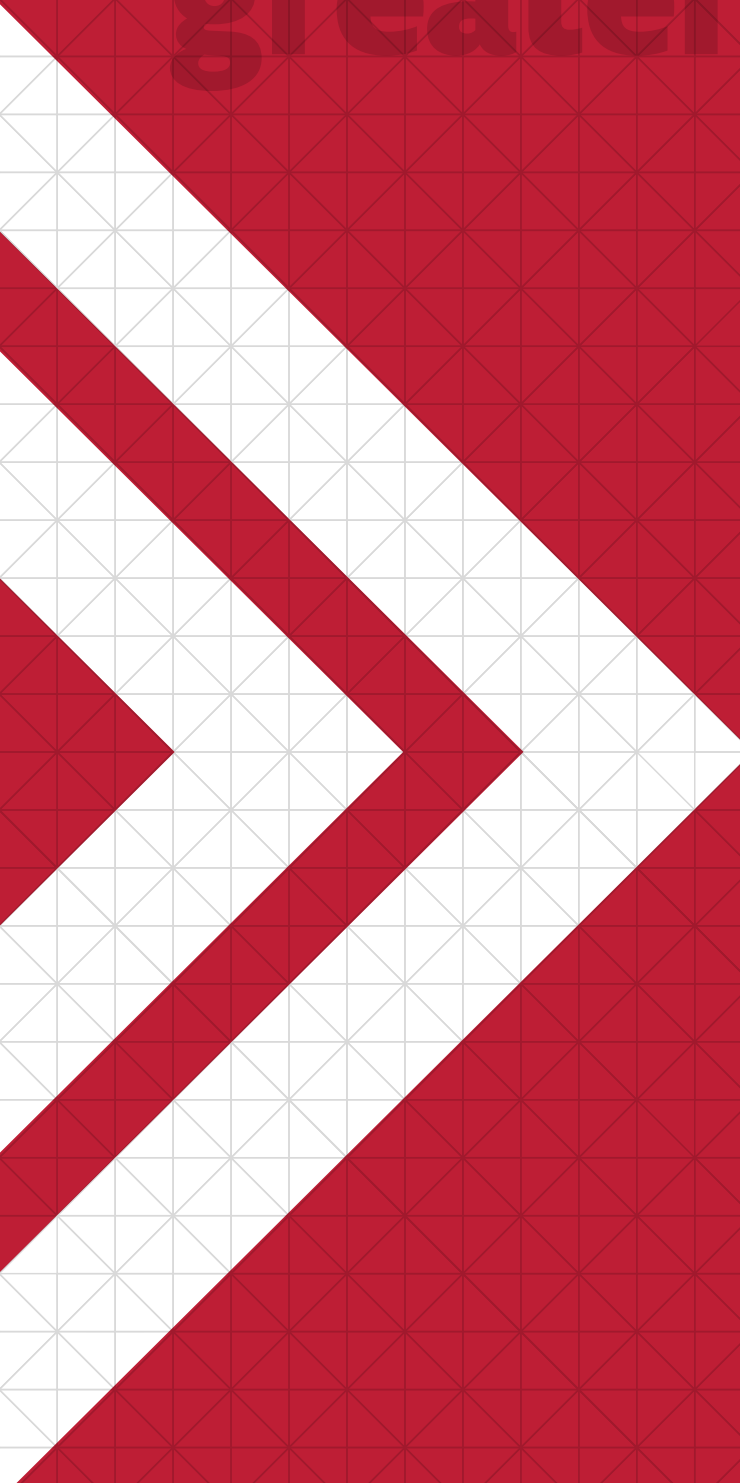
though our reputation is strong. It's not just our alumni, though they build that reputation by making our name synonymous with success. It's not just our faculty, though our researchers and teachers make an impact on lives and industry every day. And it's not just our exceptional students, who this year won three of the University's six senior awards.

It's something in our community, an entrepreneurial spirit that drives us to push boundaries to innovate, to make a difference.

The Eller College is by every measure a very good business school. But we have a vision to go beyond very good. We aim to become one of the few top, global, comprehensive, multi-modal, self-sustaining entrepreneurial business schools in the world. We aim to make Eller greater. And we're well on our way to doing just that.


greater than

This year, we are working toward several critical milestones in our strategy, and we need your help to get there. In the following pages, you'll see how some of our key initiatives tie in to the bigger picture:




How a new **Professional Development Center** in McClelland Hall will enhance the Eller experience for undergraduate students and ensure that they get great jobs.

who we are **TODAY**



How **all of our undergraduates will get the know-how** to turn business problems into new opportunities so they can manage change and add value to firms or to their own ventures.



How the **best faculty** is the cornerstone of everything we do.



And how **support of students** helps them surpass their own expectations.

greater learning environment

Give our students access to high-tech collaboration spaces that meet the demands of our curriculum. Help them gain insight into their own talents through an expanded **Professional Development Center**.



ELLER HAS AN AMBITIOUS VISION

to facilitate growth and reimagine our learning environment into a two-building Eller campus. The long-term plan includes an additional building with state-of-the-art space for MBA programs, Eller Executive Education, and the McGuire Center for Entrepreneurship, as well as innovative new classrooms.

Phase one of the plan? Extensive renovations to our existing home, McClelland Hall.

“Our students need a collaboration hub with 24-hour access where they can hold team meetings and practice their presentation skills,” said Pam Perry, associate dean of undergraduate programs. “They also need space to interview with recruiters, attend employer preview programs, and meet with their career coaches.”

The new Professional Development Center (PDC) will be home to all of those activities.

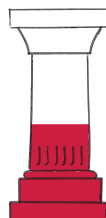
The PDC will occupy first- and second-floor space on the south side of McClelland Hall, fully enclosing the building, which is constructed around a central courtyard and currently open on one of its four sides. The first floor will include offices for the team of coaches who work with business students to co-create their career plans, as well as interview rooms for use by recruiters. The second floor will include classroom space, a seminar room, and that all-important collaboration space for students. “We’re imagining about 10 team rooms, plus an open workspace that conveys the kind of energy you’d find in a start-up,” Perry said.

a home for professional DEVELOPMENT

“This project is about preparing our students to enter the professional world successfully after their academic careers at the UA,” said Jon Underwood (Eller Marketing ’64). “The more help we can give students, the more effective they will be as they compete for internships and full-time employment.” He and his wife, Tammy, have pledged their support to the PDC project through an estate gift.

“It takes more than good grades to succeed,” said Rob Matteucci. Matteucci and his wife, Carla, have also committed to the PDC project. Matteucci teaches required one-credit pre-business courses that expose students to the language and context of business and help them understand where they fit. “Most freshmen don’t have the language of business on the tip of the tongue,” explained Matteucci. “What is an income statement? What is consulting? We help tie all these concepts together.”

The College, in collaboration with UA’s Planning Design & Construction team, has engaged an architect and aims to break ground in 2015.

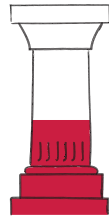


help eller’s learning environment be even **greater**.

Your support of the Professional Development Center will give students the resources they need to launch successful careers. Vicki Fleischer can help you direct your gift—connect with her at vfleischer@eller.arizona.edu or 520.621.0052.

entrepreneurship education for

ALL



help eller *academics* be even **greater**.

Your support of academic programs at Eller has the power to transform the experience that students have in college. Tammy Farris can help you direct your gift – connect with her at tkfarris@eller.arizona.edu or 520.621.9954.

ELLER IS HOME to one of the first—and still one of the best—entrepreneurship programs in the country. When our namesake, Karl Eller, bought his first company in the 1950s, he wished that he'd been exposed to entrepreneurial education in school. He made that possible for future generations when he made a gift to the UA to create what is now the McGuire Center for Entrepreneurship.

Thirty years on, the McGuire Center is itself continuing to innovate, thanks to leadership gifts from Chris and Carol McGuire and the Berger Foundation, as well as alumni Jim (Eller Business Economics '62 and MBA '64) and Pam (Eller Office Administration '64) Muzzy, and Ed Eisele (Eller Personnel Management '61).

The Muzzys supported the McGuire Center from its infancy under Gary Libecap's leadership through to its modern era. "I've always felt it's important to support young people and develop their understanding of what it takes to make a company," said Jim Muzzy. "A great idea is just the beginning."

Several years ago, the McGuire team brought a new concept to the Muzzys: the Entrepreneurship and Innovation (EI) initiative was a bold plan to give all undergraduate students access to entrepreneurship education. "Wherever you turn in the world, in all walks of life, you'll hear that mantra about the importance of entrepreneurship and innovation. It is essential that we embed that mindset in our graduates," said Bob Lusch, executive director of the McGuire Center.

At first, Muzzy wasn't sure about the plan. "You don't teach someone to be an entrepreneur, it's innate," he said. But he and Pam decided to give the McGuire Center a chance to bring the project to life. "We looked at it like an angel investment," he said. The Muzzys' gift funded curricular development for the course. The EI initiative launched four years ago, initially as a pre-business course. "We started too broadly," Muzzy said. "Now it's a capstone class for seniors, with a focus on developing critical thinking skills."

"Entrepreneurship education gives students a set of tools to identify problems and see opportunities, then find and use evidence to make a persuasive case for innovation," said Jane Robbins, director of the EI Initiative. "They'll use those tools whether they go to work for a Fortune 500 company, a small business, a nonprofit, or their own venture."

Those tools also reflect leadership principles that Muzzy championed in the entrepreneurial culture of PIMCO, the global investment management firm he cofounded in the 70s. "We honed in on five words to describe a successful person in our culture," >



THOMAS VENEKLASEN PHOTO

Jim and Pam Muzzy



greater academic programs

Give our academic departments the freedom to think big with beyond-the-classroom experiences that connect our students with recruiters and alumni, send them to case competitions, engage them in faculty research, and more.

Muzzy said. “That’s focused, solutions-oriented, and results-driven. Successful people pursue opportunities in a focused way. When they identify problems, they find solutions, and they don’t pass the baton—they make sure it gets done.”

The Muzzys have not only supported the curricular initiative, they are also funding a dedicated home through the comprehensive remodel of a first floor classroom in McClelland Hall that will become a high-tech teaching and collaboration space. Construction will be complete for the beginning of the fall semester.



Over the summer, a standard classroom transformed into the Muzzy Lab, a high-tech collaboration space for students.

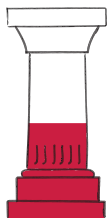
greater knowledge & influence

Attract the most agile minds of our time for inspired teaching and influential discovery and innovation that makes its mark in the business world.

an extraordinary faculty TEAM

help eller faculty be even greater.

Your support of academic programs at Eller has the power to transform the experience that students have in college. Vicki Fleischer can help you direct your gift—connect with her at vfleischer@eller.arizona.edu or 520.621.0052.



FACULTY NOT ONLY CREATE rich academic and mentoring experiences for students, they also shape a school's reputation and identity through research. The work of our faculty in marketing earned us a top ranking in consumer behavior and marketing strategy research citations [see page 11]. Our excellent reputation in tax is thanks to the work of our accounting faculty. Our MIS faculty is known for big data analytics; our management faculty for judgment and decision making; our economics faculty for experimental economics; our finance faculty for work in corporate finance and governance.



THOMAS VENEKLASEN PHOTO

Our students' success is tied to those influential professors who help them prepare for their careers. Donor support of faculty and research ensures that Eller can attract the best and brightest—individuals who inspire students and put forward new knowledge.

UA Regents' Professor of MIS **Hsinchun Chen**, the Thomas R. Brown Chair in Management and Technology, is best known for his work in the Artificial Intelligence (AI) Lab, where he developed the Dark Web project to track terrorism online and a crime-fighting product,

COPLINK®, that was acquired by IBM Corporation.

But he's also a mentor.

Haily De La Cruz (Computer Science and Eller MIS '14) interned with the AI Lab during his junior and senior years. He opted to work on the lab's new health care focus, since there was a project related to diabetes care, a disease his grandmother lives with. "Two months after I joined, Dr. Chen asked in a meeting if anyone was interested in taking the time to develop an iPad application for DiabeticLink," he said. "I raised my hand and volunteered. I was clear that I didn't know how to develop for the iPad, but I always wanted to learn. Dr. Chen not only entrusted the project to me (and my team's product manager), but he also gave me the tools necessary for developing on an iPad."

"Haily's DiabeticLink tracking tool is highly innovative for patient support," Chen said. "An earlier version has been in test use by 200+ diabetes patients in Taiwan, in collaboration with the National Taiwan University Hospital."



HAILY DE LA CRUZ PHOTO

"My work with Dr. Chen helped me to refine my interests in both software development and product design," said De La Cruz. "He continuously challenged me by not only asking 'how can I build this?' but also asking 'why am I building this?' and 'for what am I building this?' Dr. Chen didn't only want someone who could write code. He wants his developers to also have a mind for business-level thinking about what they are building. There is no doubt that my upcoming opportunity with Microsoft as a program manager is in part a result of Dr. Chen's mentorship during the last two years."

Chen's work is supported by the Thomas R. Brown Foundations, which fund his professorship. "His innovations will surely benefit mankind in important ways, and there is no doubt in my mind that were my father alive today, he would be honored to be associated with this creative work," said Sarah Smallhouse, president of the Brown Foundations.

greater student support

Send our students over barriers and around the world to expand their perspectives and build leadership capacity and innovation.

direct student SUPPORT

SCHOLARSHIP SUPPORT makes a material difference in the lives of students—making study abroad possible, for example, or allowing an MBA candidate to step away from a career for an immersive two-year graduate experience. Student funding helps us attract the best students to Eller, but it can also open up innovative opportunities for those students within their Eller experience.

The Will and Catherine Jenkins Leadership Scholars Program for Finance does just that.

The program provides growth opportunities for five students who have already demonstrated leadership potential, supporting them through team and mentoring exercises. “It’s one thing to have the knowledge, one thing to have the experience, one thing to accomplish things on your own,” said Will Jenkins (Eller Master’s of Finance ’76). “But collaborating within teams and leading teams is a much more important factor today than the past in a successful career.”

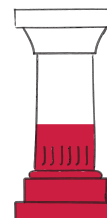
Jenkins, president of Exxon subsidiary SeaRiver Maritime, Inc., and his wife, Catherine, decided to give back to the Eller College in recognition of the value that Jenkins received during his graduate studies.

“Leadership can be learned,” he said. That conviction underpins the creation of the Jenkins Leadership Scholars Program. “With the right experiences, people can become effective leaders and apply those skills whether they’re working for a small organization or a large one. You don’t need a title to be a leader, it’s about a way of getting things done.”



DARON SHADE PHOTO

Will and Catherine Jenkins



help eller students be even greater.

Your support of academic programs at Eller has the power to transform the experience that students have in college. Karen Gianelli can help you direct your gift—connect with her at kgianelli@eller.arizona.edu or 520.621.0053.



1



2

1. Honors students accepted congratulations from undergraduate associate dean Pam Perry following the spring Honors Thesis Showcase.

2. L-R: Logan Stoneman, Andrew Chaifetz, Shauna Williams, Sungano Siyavora, Vishak Shankar, and Kaylie Foster are among this year's Eller Centurions, top graduates who are committed to supporting the College into their futures.

3. Students and parents celebrated A Night With the Stars. Juan Peraza, a newly-minted finance alum, joined Goldman Sachs as an analyst.

4. Students celebrate after the annual Business Communication Competition. 5. Thanks to Cox for sponsoring the 2014 University of Arizona Executive of the Year event honoring Janet Napolitano, current president of the University of California system. The former governor of Arizona is a lifetime Girl Scout and is pictured with the color guard of Troop 408.



ELLER HIGHLIGHTS



3



5



4



goodbye and good luck

This year, two essential members of the Eller College team retired. **Merrilee Holmes** served the College for 23 years, much of it as facilities director. **Walt Deyo** served the College for 22 years, most recently as administrator for Blackboard, our learning management system. In a recognition ceremony April 30, the Eller community gathered to wish them well.

save the date

SEPTEMBER

SEP
27

Professional Admission

SATURDAY, SEPTEMBER 27, 2014
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
6-8

Homecoming and Reunion Weekend 2014

NOVEMBER 6-8, VARIOUS TIMES AND LOCATIONS AROUND CAMPUS

See back cover of this magazine for more information about the UA's 100th Homecoming!

OCTOBER

OCT
9

Eller Arizona Now Campaign Celebration

THURSDAY, OCTOBER 9, 5:30-8:30 P.M.
AT THE MUSICAL INSTRUMENT MUSEUM, PHOENIX, ARIZONA

Join us as we celebrate the launch of Arizona Now with cocktails and hors d'oeuvres, live

music, and a private gallery showing at the gorgeous Musical Instrument Museum. Register at MakeEllerGreater.com/celebrate.



DECEMBER

DEC
12

Economic Outlook

FRIDAY, DECEMBER 12, 2013
NOON-2 P.M. AT THE WESTIN LA PALOMA, TUCSON

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

APRIL

APR
17

Executive of the Year Luncheon

FRIDAY, APRIL 17, 2015,
NOON-1:30 P.M. AT THE WESTIN LA PALOMA, TUCSON

Stay tuned – we will announce our honoree after the new year.

OCT
17

2014 Big Data Symposium

FRIDAY OCTOBER 17, 2014,
8:00 AM-5:00 PM AT DUVAL AUDITORIUM

The top-five ranked MIS department at the University of Arizona and the INSITE Center for Business Intelligence and Analytics are proud to announce this year's 2014 Symposium on Big Data Analytics in Health Care. Registration at mis.eller.arizona.edu/bigdata/rsvp.asp.

alumni profiles



THOMAS VENERLASEN PHOTO

Olden Lee

*Eller Personnel Management '68
Principal, Lee Management
Consulting Company*

stepping up

Olden Lee grew up in east Texas

and came to the UA on a football scholarship. "The UA was more diverse than a number of schools at that time," he said. "It had a history with minority athletes. African Americans were not permitted to play in the Southwest Conference at that time."

He was always interested in how things worked. "I started out in engineering, but the evening labs conflicted with practice." He switched to business. "It was a somewhat tough decision because I had this interest in engineering, but I also had a need to fulfill the obligations of my scholarship."

Over Lee's three years as a linebacker, the Wildcats never had a winning season, but they did pull off a major upset over the Ohio State Buckeyes.

"Great as that victory was, we'd rather have won the Western Athletic Conference," Lee said. "One learns a lot from losing. Mostly, I learned I didn't like it." The team had a lot of good players, and some, like Bill Lueck and Paul Robinson, went on to great NFL careers.

"A lot of players had aspirations of going professional," Lee said. "I knew enough about it to question myself as to whether I was willing to pay the price to be successful at that level. I was graduating with a business degree, so I had other options."

After graduation, he joined General Dynamics. Two years later, he was recruited by PepsiCo's Frito Lay division. "It was a great company to be involved with," he said. "They recognized and rewarded performance, and I was fortunate enough to achieve the level of vice president ten years after I joined the company." He also worked for other PepsiCo divisions in a career that spanned almost 30 years.

Though he retired from PepsiCo in 1998, Lee has taken on challenges including commissioner for the White House Fellows and chairman of the Foreign Service

Impasse Disputes Panel, a panel established to resolve collective bargaining impasses with employees in the U.S. Foreign Service. He has been a director of Starbucks Corp. since June 2003, and even stepped in as interim executive vice president, partner resources, in 2009, at CEO Howard Schultz's request. It was a tough time for the company, and in his memoir about the period, *Onward*, Schultz credits Lee for being a critical sounding board and executive coach.

"One learns a lot from losing. Mostly, I learned I didn't like it."

Lee was instrumental in bringing Schultz to the UA for the annual Executive of the Year event through his role on the Eller National Board of Advisors.

It was in the early 90s that he first reconnected with the business school. "Ken Smith [then the dean] called me," Lee said. "At that point, I'd been coming back for Homecoming and the ASU game, and had started to get involved with the Alumni Association."

He resigned from the board to serve as president of the Alumni Association. Once his term was up he returned to the Eller board, and this year, accepted the role of chairman. "A lot of people have great affection for the university, but don't know how to get involved," he said. "Gayle Hopkins got me involved with the Alumni Association, and Ken got me involved with the Board of Advisors. Sometimes it just takes someone to ask you to step up."

changing culture, a leader and a company at a time

Global service organization Up With People

came through Phoenix when Anne Dupont was in high school. "I applied and was accepted into the tour," she said, and so she spent her freshman year of college travelling around the world performing. Among the

faculty on the program were a few UA professors, and she made strong relationships with them and with her cast mates. "A bunch of us said, let's continue our education at the UA."

Dupont had always admired the work her father did, and knew business was the right option for her. "After I graduated from the UA, I went to Colorado for my MBA, and ended up getting a job with the consulting practice at Arthur Andersen [now Accenture]." In some ways, it was like joining the family business: "We're multigenerational,"

she said. "My dad was a partner, my brother was in the tax practice, and one of my daughters just joined Accenture, too."

For the first two-thirds of her career, she said, "I was working on what Accenture does best—helping companies understand how to use technology to their competitive advantage." She focused on the oil and gas and

telecommunications industries. "Then, after I made partner, I was asked to lead a practice in human performance and change management." That involved implementing and tracking the effectiveness of culture change—getting front line employees up the learning curve faster, improving recruitment efforts, and more. "There's a huge emotional component to helping employees engage and embrace change."

After close to 24 years with Accenture, Dupont said that she was ready for a different life. While at Accenture, she spearheaded the Women's Initiative in Denver and was instrumental in Accenture's relationship with the nonprofit Women'sVision Foundation—now called the Leadership Investment, an organization dedicated to raising the leadership bar for women, men, and organizations. "As a volunteer leader, I spend about half

my time with the organization," she said. "I spend the other half- to full-time with the Athena Group, which is a for-profit boutique consulting firm focused on unleashing the power of leadership and human potential through leadership development programs, executive coaching, and consulting."

It's a mission that's close to her heart. "I have two daughters, and I want the world to be a different place for them," she said. "There is a lot of research to support the idea that a diverse pool of leaders is better for everyone—revenues are higher, return on equity is higher, return on sales is higher. Although we're gaining momentum, the pace of change is slow, but I believe we have to keep pushing and continue to raise the bar for both women and men."

Sometimes, she said, what sparks people to aim higher is well-timed insight from a mentor. "In high school, I had a teacher who always challenged me. She asked me what I wanted to do with my life. I told her I wanted to open a book and candle store." Her teacher was encouraging, but skeptical, and thought she should aim higher. Then Dupont joined Up with People, started taking business classes, and the book and candle shop went out the window.

"I've been able to have a bigger impact, and got to juggle my professional career and having daughters," she said. "I still marvel at it. I think the encouragement of my parents and teachers—including my economics professor at the UA—and having mentors who can challenge you, encourage you to take risks, and just offer perspective when times are tough is so important."

"Having mentors who can challenge you, encourage you to take risks, and just offer perspective when times are tough is so important."



ANNE DUPONT PHOTO

Anne Dupont

*Eller Finance '77
Principal, The Athena Group*

alumni profiles

a culture of 'we can'

"It's a coincidence that I came to the UA," said Mohammed Sharaf. The Dubai native had an I-20 to attend UCLA when he arrived in Washington, D.C. He made a new friend who was planning to come to UA. "He suggested I come with him to see Tucson before I went on to Los Angeles," Sharaf said. Once he arrived on campus, he knew the UA was the right fit.

"After I graduated, I was always looking for something to do for my country," he continued. "When I came back to UAE, I looked around and wondered, Why can't we have world-class cities and airports and banks? My generation that came to the U.S. for education has worked hard to get things where they are today. It's not individual work, it's teamwork. We have a culture of 'we can.'"

In 2010, he visited Tucson again. "I walked around campus, stopped at the Union," he said. "People are curious, they want to know where you're from. Now when I tell them, they immediately know Dubai. It's a well-known brand around the world."

"My generation that came to the U.S. for education has worked hard to get things where they are today. It's not individual work, it's teamwork."

Sharaf is an active member of the Middle East UA alumni group. "We are more than 120 graduates, and that's just those who finished in '85 or earlier," he said. "The UA is very important to us—it's where we created a bond 30 years ago. It's the common denominator between us." While one of Sharaf's sons attended college in the U.S. and the other in the UAE, some of

his fellow alumni have kids enrolled at the UA. "We bring them here and say, 'This is where I had the best time of my life,'" he said. In September, Sharaf was honored as the Eller Distinguished Executive in Residence.

a triple threat

Bob Elliott grew up in Ann Arbor, where his parents sent him to Catholic elementary school.

"The reason was that my dad was a drummer as well as a teacher, and he taught me to drum," Elliott said. "The



MOHAMMED SHARAF PHOTO

Mohammed Sharaf

*Eller General Business '85
CEO, DP World*

"When I graduated in '85, I had an internship with U.S. Lines, one of the biggest shipping companies in the world," he said. "After my four months as an intern in New Jersey, I was offered a job in Dubai. I completed my training in July of '86. Unfortunately, in December of that year, the company filed Chapter 11 and I had to change direction with my career."

He took a position with Central Bank of the United Arab Emirates—the country's equivalent of the U.S. Federal Reserve Bank. "I was there for five and a half years," Sharaf said. "The job put me in the circle of business and the shipping industry that allowed me to go further into finance." After the Bank of Credit and Commerce International filed Chapter 11, Sharaf was given the task of overseeing the liquidation of its assets in the northern UAE. Four months later, he was offered a role with Dubai Port

Authority, where he is now CEO.

"I've always been an ambitious person," he said. "For myself, but firstly for my country." When he arrived in Tucson in the early 1980s, none of his classmates knew where the UAE was. "People knew about Iran and the hostage crisis," he said. "So I started to carry a book about the UAE with me so I could show them."

“When I went to college, I went to college to become an accountant—I didn’t even think of pro basketball.”

music director at St. Thomas was also the music director for the all-city high school jazz band, and so when I was a second grader, I was right there playing along with them.”

He’s still drumming, now in the “world’s tallest band,” the Legends Band—comprised of former NBA, ABA, Harlem Globetrotters,

and WNBA players—but Elliott has always had many interests. A born accountant, he said, “I kept track of all my Christmas candy by color, I sorted my M&Ms by color.”

As he prepared to graduate high school, he said, “One of our senior class members drew a caricature of our class. In it, my head’s above everyone else, I’m wearing a jacket and a tie, in one hand I have a basketball and the other I have a briefcase, and I’ve got drumsticks coming out of my bag.”

It was a prophetic image, or maybe, as Elliott said, “I guess I was pretty obvious.”

He was fortunate to be recruited by 300 colleges. “It got overwhelming,” he said. “I remember sitting down with my father to come up with a decision matrix with five academic items and five athletic items. I had one deal breaker, and that was I knew I wanted to major in accounting. UCLA was one of the schools I was considering, but UCLA didn’t have an accounting program at the time.”

His parents—who held multiple degrees between them from the University of Michigan—always emphasized the importance of education, and Elliott took his classes as seriously as he took his responsibilities on the court, where he was part of the birth of modern Wildcat basketball, chronicled in his new book *Tucson: A Basketball Town*.

“A lot of things happened at that time,” he said. “Coach [Dave] Strack came on board and it was the first year that freshmen were able to play on the varsity team.” His first season as a freshman, he averaged 16.5 points and 10.7 rebounds per game. His sophomore season, his scoring average was 23.3 points per game, and the pros started to take notice.

“When I went to college, I went to college to become an accountant—I didn’t even think of pro basketball,” Elliott said. So he stayed for his junior and senior years, and earned a place in the College Academic All-American Hall of Fame along the way. He was drafted by the Philadelphia 76ers in 1977, then left to play in Europe before returning for the New Jersey Nets in 1978.

“Off season, I was teaching accounting and earning my MBA,” he said. Knee problems cut his NBA career short, but Elliott just turned to the skillset he’d been building all along. He opened his own accounting practice in Tucson in 1983. “My wife and I felt that this would be an excellent place to raise our kids,” he said. “You find a good place, give it your best shot, and hope that you give your kids the tools they need to succeed.” He carried forward the values his own parents instilled in him, and his four kids graduated from college as well.

For his 50th birthday, Elliott said his wife commissioned a caricature from *Arizona Daily Star* cartoonist David Fitzsimmons. “In it, I’m wearing a suit,” he said. “I’ve got a basketball in one hand, a microphone in the other, and I’ve got drumsticks sticking out the side.”

Thirty years on, Elliott still has his priorities in order.

▼ Elliott is pictured with Dave Sitton, with whom he announced basketball games for many years.



ARIZONA DAILY STAR PHOTO

Bob Elliott

*Eller Accounting '77 and MBA '84
Immediate Past Chairman, NBA
Retired Players Association
Principal, Elliott Accounting*

alumni notes

1980s

Michael Sapp (Eller Marketing '84) is vice president – merchandising with PetSmart.

Tony Lonigro (Eller Public Administration '86) re-located to San Diego in the summer of 2012 to serve as CEO for UnitedHealthcare Military & Veterans' Southwest Region. He previously served a full career

in the U.S. Air Force, retiring as a Colonel.

Kris Kohlhoff (Eller MBA '89) has retired from his day job in federal procurement contracting, and is now co-manager of KW River Ranch, where he reports that every night is Friday night and every day is Saturday. He spends his time farming, floating the Bighorn, and hunting.

Jeff McKeever (Eller Accounting '65 and MBA '73) was honored as the Eller College Alumnus of the Year at Homecoming 2013.



1990s

Jon Schmieder (Eller Marketing '91) is the founder and CEO of the Huddle Up Group LLC, a consulting consortium made up of experienced, award-winning executives. Huddle Up Group clients include USA BMX, Detroit Sports Commission, Eugene Cascades & Coast Sports, Connect Sports, Veteran Tickets Foundation, Arizona Football Coaches Association, Evansville Sports Corp, Travel Medford, and the Association of Chief Executives of Sport.

Timothy F. Fleming (Eller Finance '97) is a Certified Financial Planner® and owner of the Scottsdale-based investment firm Fleming Wealth Strategies. He is married to Shanon Waldo (class of '99), proud father of a five-year-old daughter, and avid cyclist with a cycling team of 80 riders.

Julie Klewer (Eller MBA '99), CPA, is partner in charge of the audit and assurance practice of Ludwig Klewer & Co. She has been appointed by Arizona governor Jan Brewer to a five-year term on the Arizona State Board of Accountancy.

Terry Valeski (UA '68) was awarded an honorary doctorate at UA commencement '14. He recently completed his term as chairman of the Eller National Board of Advisors.

Ryan Rold (Eller Accounting and Finance '99) was recently promoted to managing director at CBIZ MHM.

2000s

Alan Barkwill (Eller Marketing '00) is strategic director for Added Value in Simi Valley, Calif.

Jessica Bonham (Eller MIS '04) is a senior program manager for Kaiser Permanente. She also holds an MBA from UCLA.

Julian Ho (Eller Accounting '04) just completed his MBA at Cornell University. He also holds a CPA.

Matthew Firth (Eller Finance and Business Management '05) is co-founder of Hobizbo, a marketplace for home buyers and real estate agents to connect and easily find, visit, and offer to purchase homes, through a mobile app.

Alexis Craig (Eller Business Management '06) recently accepted a role with Google as a technical project manager after seven years with IBM as a business consultant.

Brendan Holve (Eller Marketing '06) and **Rylee Robinson (Eller Accounting '08)** expanding their Scottsdale-based hospitality business, Tour de Tavern, to keep up with current demand. Over the past year Tour de Tavern has more than doubled its revenue, and looks forward to continued growth.

David Thomas (Eller MBA '06) recently accepted a new position with Amazon in Seattle, working as a senior product manager with the Seller Experience organization that supports third party sellers on the Amazon platform.

Gabrielle Pavelko (Eller Marketing and Entrepreneurship '07) opened her own small business, Sweat Republic, in January.

David Jacobs (Eller Finance '08) is assistant director of data analytics for MBA admissions with Georgetown McDonough School of Business.

Veronica Quigley (Eller MBA '08) is program manager of contracts with Raytheon. She is also a newlywed—she married in October 2012.

Kristin Thayer (Eller Accounting and Entrepreneurship '08)

recently finished the MBA program at Stanford University. She will be joining venture capital firm Andreessen Horowitz as the firm's first partner in New York City.

Amber Dzik (Eller Business Management '09) is internal services manager with Keegan Linscott & Kenon PC.

David Kempson (Eller MBA '09) is chief information officer with UnitingCare Health, a five-hospital system in Brisbane, Australia.

Jane Oh (Eller Business Management '09) is a regional team manager with Charles Schwab & Co. She got married in July 2013 and is expecting a baby.

2010s

Khuyen Gahol (Eller Accounting '10 and Master's of Accounting '14) has accepted a role of staff auditor with Bitner & Collings PLLC.

Lisa Malecky (Eller Finance and Business Management '10) recently accepted a job managing Intel's employee engagement program for 18,000 employees and

families in Oregon. She also just got engaged to an engineer at Intel.

Chris Moran (Eller Accounting '10) has been promoted to senior membership experience specialist with the Phoenix Suns, after two and half years with the organization. He also holds a master's degree in sports management from Univeristy of Central Florida.

Shaun Thomson (Eller Business Management '10) is a business sales field account executive for FedEx Services in San Diego. He was chosen to be part of the initial launch group for the newly created position and recruited to FedEx away from his previous position of assistant branch manager for Hertz Rent-a-Car in Tucson.

John Wolter (Eller Finance '10) is a senior strategy manager with Charles Schwab.

Ann-Marie Yules (Eller MBA '10) is with Honeywell Aerospace, where she is integrated supply chain – materials director.

Becky Fox (Eller Accounting '11) left her job at Protiviti in 2014 to take on a new role as senior internal auditor for one of her clients, JDA Software Inc.

Sarah Ihns (Eller Accounting '11) is a senior analyst with Global Procurement Quicksilver Inc. She was previously a procurement agent for Boeing Company.

Miran Maric (Eller Business Economics '11) was named one of Automotive News' 40 Under 40. He is vice president of digital strategy for Larry H. Miller Dealerships.

Molly McWilliams (Eller Marketing '11) is a commercial real estate broker with The Providence Group of the Carolinas LLC.

Jeffrey Ross (Eller Finance '11) has been promoted to product manager with Techtronic Industries. He recently relocated to South Carolina.

Joseph Shauer (Eller Accounting '11) is an account manager with Lockton Insurance Brokers LLC, the largest privately owned broker in the world.

Andrew Bess (Eller MBA '12) is senior manager, practice plan revenue cycle and finance with University of Arizona Health Network.

Megan Ebeck (Eller Marketing '12) is a marketing intern with Angels Baseball.



JAMES E. ROGERS COLLEGE OF LAW PHOTO

Jim Rogers (Eller Accounting '60) passed away June 14 after a long battle with cancer. He was a highly regarded lawyer and businessman who built a legacy around the development of financial institutions and also radio and television stations. He shared his success through financial support to higher education, including the Eller College, and is the namesake of the UA's James E. Rogers College of Law.

Jack Halstead (Eller Business Economics '12) is a credit risk analyst with USAA, where he was awarded the USAA President's Award for Q1 2014 exemplary performance. He is also earning his master's in statistics at Texas A&M University.

Luis Alejandro Portillo (Eller Master's of MIS '12) recently relocated to Denver, Colorado, to join Deloitte Consulting LLP. He loves the weather, but reports missing the UA and El Güero Canelo hotdogs.

Layton Cox (Eller Accounting '13) has joined Pathways Financial Partners as director of retirement plan consulting.

Michael Kintner (MBA '13) has been promoted to director of marketing and operations for Caesars Entertainment – Harrah's Ak-Chin Casino. In his new role, he will be responsible for casino operations such as table games, slots, bingo, keno, and poker, as well as all marketing functions for the property.

Danielle Shenson (Eller Marketing '13) is a sales consultant with the San Francisco Giants.

Samantha Celaya (Eller Business Management '14) is in the management development retail banking program with BMO Harris Bank.

from the chair of the board



THOMAS VENELASEN PHOTO

Dear Friends of the Eller College,

A lot has changed about business education at the University of Arizona since I was an undergraduate. The name, for one thing. I graduated from the College of Business and Public Administration, not the Eller College of Management. But the two are one and the same, and many professors and administrators who were here long before the name change 15 years ago continue their work here today.

One thing that hasn't changed is how the College is focused on continual improvement. This magazine is full of stories about how we're making Eller even greater for the students who come here to invest their time and energy in preparing for outstanding careers in business.

As members of the National Board of Advisors, we are invested in creating an unparalleled experience for our students. That means supporting key initiatives such as the new Professional Development Center, described on page 18, and faculty fellowships and professorships, which are essential if we are to attract and retain the best faculty for our students.

The Arizona NOW campaign has arrived at the perfect time as we raise funding for these and other critical Eller initiatives. Arizona Now is the biggest campaign in the University of Arizona's history, and it will take all of our support to achieve its goals. I encourage you to read about Eller's part in the campaign in these pages, as well as on MakeEllerGreater.com.

On behalf of the National Board of Advisors, thank you.

Olden Lee
Eller Personnel Management '68
Chair, Eller College National Board of Advisors

“We are invested in creating an unparalleled experience for our students. That means supporting key initiatives such as the new Professional Development Center, (page 18), and faculty fellowships and professorships, which are essential if we are to attract and retain the best faculty for our students.”



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Tom Standring '92	Laurie Bagley '92	Kirk Brandt '76	Alexander Cohen	Phil Dering '59
Logan Steele '11	Matthew Bailey '03, '03	Tamarra Breiner '85	Dave Cohen '81	Trevor Derrett
Mary Steele '11	Mary Baird '91	Riley Brennan	Leslie Cohen	Valerie Derryberry
Kevin Stombaugh '91	Pat Baird '81	Jenna Bresadola	Linda Cohen	Joanne Desky '96
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Mohammad Al Farhan	Tony Bischof	Andrew Calles	Joan Crooks '86	John Drachman '03
Roger Allen '83, '91	Eric Blair '10	Megan Calles	Steve Crooks	Laura Drachman
Todd Allen '99	Karry Blake '99	Trisha Campie '91, '98, '03	Graham Crouse '87	Katharine Drake
Alison Allred '01	Mary Ellen Blevins '82	Elyse Carlsen '08	Kyle Cuning '10	Kimberlyn Drew '98
Bill Altwater '66	Ryan Blue '09	Jane Carone	Glenn Cunningham '91	Sean Drew '93
Fred Amberg '91	Joshua Blumenthal '98	Carol Catherall	Noah Curtis '11, '13	Denise Dupre '83
Virginia Ames	Camilla Bock	Mike Catherall '62	Holly Daetwyler '99	Rebecca Durazo
James Andrew '79	Steve Bock '77	Aaron Caton '11	Dale Dagley '61	Mary Durham-Pflibsen
Pamela Andrew '76	Brittany Boegemann	Mary Cavanaugh	June Dagley	Linda Dussair
Meredith Ann Andrews	Ana Bohmfalk	Jim Cavanaugh '65, '66, '67	Cyndi Dain '83	Kent Dussair '62
Mike Andrews '70	John Bolinger '49	Louis Cerato '02	Thomas Daker '80	Brian Dykes '05
Mary Angell '83	Patty Bolinger	Andrew Chaifetz	Margie Dale	Ben Eastman '11
Anonymous	Doris Bollinger	Robert Chaifetz	Nicoll Daly '08, '10	Ferdie Echiverri '99
Courtney Anthony '08, '11	Ed Bollinger '61	Carey Chambers	David Damron	Hannelore Eckert '91
Ryan Appel	Ashley Born '99, '00	Christine Chao '09	Kelly Damron	Chris Eckhardt '99
Susan Arenson '81	Brandon Born	Hillary Chen	Julie Danielson '97	Mary Lou Edwards '62
Linda Arrington-	Christine Borowec '03	Wen Ling Cheng	Homer Darnall '54	Tom Edwards '62
Bowles '82, '92	Deb Botticelli	Steve Chestler '78	Bill Davidheiser '89	Tara Effertz
Barbara Askren	Joseph Botticelli	Chih-hui Chiang '04	Adam Davis	Emilia Eldridge '07
Susan Athey '87	Leonard Bower '64	Karissa Childs '02	Jeff Davis '79	Karen Ellis '81
Kerri Atkinson '98	Cephas Bowles '92	Richard Ching	Peg Davis	Steven Encinas
Beth Aviv	Robert Bowron '08	Steve Cho Sok '95	Brian Dawkins	Richard Enholm
Linda Aviv	Sara Boyd '79	Myongrin Choi	Deborah Dawkins '83	Susan Enholm
Sari Aviv	Diane Bradley '94, '99	Brian Christensen	Scott Dawkins '85	Gabriela Escobar
Charles Awalt '69	Maria Bradley	Harry Christopher '83	Barbara DeFiore	Kyle Esham '09
James Ayres '70	Neil Bradley '82	Toni Christopher	Victoria DeHaven	Stacey Esham
Marianne Ayres	Patricia Brailey '99	Kathy Chudoba '93	Danica Dela Cruz	Roman Eskue '07, '08
Shoab Aziz '02	Alan Bramoweth '69, '71	Linda Cianciolo '80	Jane Dellagrotta	Tanya Eskue '07, '08
	Ellen Bramoweth '70	Philip Cianciolo '76		Jennifer Esparza '83

Sam Esparza	Michael Gerla '85	Trevor Hargreaves '10	Jeremy Hudgens '03	Jamie Kelley '79, '82
Jerry Espevig	Sally Gestautas '08	Jaime Harner	Michael Hudson '02	Bill Kelley '78
Palmer Evans	Patsy Gibb '89	Lamar Harner	Rittner Hufford '10	Jim Kelton '75, '76
Sara Evans '75	William Gillen '78	Peter Harries '95	Sharon Huie '77	Jordan Kennedy '07
Gina Ezratty	Jay Gjurgevich '02	Jeff Harris '82, '90	Darrel Hund '76	Hannah Keogh
Frank Fahey '66	Katie Gjurgevich '02	Cynthia Hart	Jim Hunter	Peter Kim
Michael Fahlman	Jean Glassberg	James Hart '86	Janette Hunter '85, '91	Thomas Kirby '79
Isabel Falck '53	Marv Glassberg '58	Renee Hart	Joy Hunter	Daniel Kleiman '02
Jennifer Fardig	Lorraine Glazar	Gary Harwin '60, '62	Leslie Hunter '70	Lynnette Klinedinst '06, '07
Tammy Farris '04, '08	Betty Golden	Lucinda Harwin	Beth Hunter	Scott Koenig '03, '09
Amah Fayosseh	Doyle Golden	Kathryn Hatter '78	Carrie Huppert	Mary Komadina '80
Gilbert Feldman '73	Barry Goldman	Richard Hatter	Anna Hurley	Avery Konieczny
Karis Feldman	Amy Gomez '00	Carol Hausler	Jaafar Husain '87	Denise Konieczny
Joseph Ference	Barbara Gonzales	George Hausler '72	Yasmin Husain	Michael Konieczny
Lori Ference '83	Larry Gonzales	Chunhui He '11	Claudia Huss '80	Wiran Korala '08, '09
Danielle Ferrell	Casey Good '09, '10	Rui He	Patrick Huss	Karla Kringen
Danny Ferrell	Oscar Goodhand	Zeyu He	Sean Huston '92	K Krishnan '92, '94
Chelsea Ferrero	Douglas Goodman '72	Duff Hearon '09	Cherubina Iatarola '79	Andrew Kroese '82
Kathy Ferron	Greg Goodman '08	Larry Hecker '69, '72	Irene Ikeda	Keith Kroll
Mary Fiedler	Nathalie Goodman	Will Hefter '61	Masumi Ikeda '57	Lisa Kroll '92
Ilija Filipov '04	Steve Gottlieb	Marie Heimerdinger	Grant Isakson '10	Travis Kroll
Carlos Fimbres '11, '12	Goulee Goulet '90	Chuck Heimerdinger	Melina Islas	Brian Kroopf '06
T. Carson Finical '76	Gautam Gowrisankaran	Alicia Heiser '82	Staci Ivanisko '10, '11	Archana Kulkarni '07
David Fischer '88	Gene Graham '82	Mark Heiser	George Jackson '85	Vinu Kulkarni '02, '04
Katherine Fischer '09, '13	Melinda Graham	Angela Helbing	Jennifer Jackson '98	Dave Kulze '11
Joy Fischer Williams '90, '98	Pete Graham '62	Nancy Hendricks	Laurie Jackson	Jenn Laduke '01
Adam Fish '05	Shawn Graham	Paul Hendricks '79	Peggy Jacobsen '89	Steven Lake '83
Olivia Fleck '10, '11	Stan Graham '67	Dave Henrich '58	Robert Jahnke	David Lamp '95
Craig Fleischer '01	Tim Graham	Marge Henrich '60	Rollie Jarmusch '67	Bert Landau '74
Vicki Fleischer	Ginger Graham	Rachel Heob	Kyle Jefferson '09	Jenna Langert
Justin Flemer '97	Michael Grant	Bruce Herdrich	Sophia Jensen '09	Richard Lansdowne '99
Joseph Fleming	Rich Grant '72	Patricia Herdrich '07	Ryan Jicha	Jai Larman '94, '97
Daniel Fleury '90	Megan Graves '11	Paul Herrera '76	Mitchell Joffe '69	Lynn Larson '79, '84
Laurie Flynn	Callan Gray	Scott Hibben '79	Vicki Joffe	Steve Larson '79, '83
Karen Ford '80	Pamela Grayson '13	Ann Hickey '90, '99	Brad Johns '76, '77	Trevor Latham '09
Tom Ford	Chris Greenlaw	Tom Hickey	Jacqui Johns '78	Allie Laudick
Kaylie Foster	Kevin Gregory '12	Daniel Higby	Christopher Johnson '05	Cynthia Laudick
Ted Fotinos '87	Rebecca Greving	Mary Higby	Elizabeth Johnson '02, '03	Ted Laudick
Brad Fox '94	Stephen Greving '75	Judith Hines '84	Gabrielle Johnson	Kyle Laughlin '00
Marty Fox '02, '04, '09	Mark Grillo '88	Lin Hines '61	Kenneth Johnson	Sarah Laus
Maureen Fox '77	Courtney Grossman '89	Charlie Hintze	Nancy Johnson	Ben Lawrence '01
Robin Fox	Lara Grossman '90	Alec Hitchcock '89	Scot Johnson '90	Sonya Lazo '90
Paul Fracoli	Daniel Guefen	Randy Hobbs	Shauna Johnston '12, '13	Barbara League '83
Paige Frahm	Vivian Guefen	Michael Hoerig	Craig Jones '90	Maureen Leahy
Emily Franks '06	Martin Guerrero '01	Courtney Hogan '12, '13	Bruce Joseph '01	Eugene Lederer '54
Arnold Friedman '72	Robert Guinan	Merrilee Holmes	Jake Joyce '04	Jean Lederer
Leslie Friedman	Sherri Gunther	Becky Holmes '96, '03	Caryn Jung '96	Carolyn Lee '92
Nancy Frino '72	David Gussack '04	Sonia Homer	Kara Jungbluth '10, '11	Jim Lee '73
Neal Frino '72	Christy Guzman '80, '83, '08	Speed Racer/GQ Hong '97	Richard Kalenka	Kathy Lee
Gene Fujii '67	Ricardo Guzman '73, '83	Rumi Hong	Mary Ellen Kane '84	Marie Lee
Mark Fusler '03, '04	Brian Hack	Jordan Hongo '12	Karan Kapoor '02	Richard Lee '65
Neil Galassi '00	Cindy Hack '90	Tom Hood '64	Greg Karnos '05, '06	Alan Leiwant '63
Bill Ganley '65	Martha Hafen '64	Wendy Horkan	Shirley Karnos '06	Kyle LeMontang
Jim Garcia '75	Richard Hafen	Craig Horn '75, '78	Courtney Kastelic	Lorie LeMontang
John Gardner '53, '58	Chris Haggerty '91	Barry Horner	Eric Kawamoto	Richard Leonard '97, '01
Thomas Garfinkel	Laurence Hall	Pam Horner	Stacie Kawamoto	Chris Lesser '06
Mark Garlieb	Patricia Hall	Lance Howard '98	Jenni Keatseangsilp	Carol Levey '82
Thomas Gartland '74	Gayle Hallman '84	Cheryl Howell '70	Don Keller '60	David Levie '05
Tara Gentry '95	Andrew Halpert '03	Luwen Hu	Kathy Keller '68	Michelle Levie '07
Elizabeth George '90	Mark Hanna '04, '08	Kun Huang '01, '05	Kyle Keller '12, '13	Chrissy Levin '99
Elizabeth George	Lynda Hanna '75	Emily Huang	Merlene Keller	Michael Levin
Louis George '77	Tyler Hansen	Bradley Huber '07	Richard Keller '68	Bruce Levey

*LISTING REFLECTS GIFTS RECEIVED JULY 1, 2013 - JUNE 30, 2014

Sandra Levy '69	Kimberly Martinez	Kathleen Moore	Karen Otto	Claire Ramirez '93
Sidney Levy	Matt Martinez '08	Steven Moore '64	Courtney Padgett	Mark Ramirez '90
Alyssa Lew '01	Bob Maruca '71	Edward Moran '75	Darlene Padgett	Michael Ramos '05
Dave Lew '02	Matt Masters '78	John Moran '84	John Painter	Scott Ranby '01
Steve Lew '70	Tony Mastrangelo '90	Nancy Moran	Barbara Palmer '69	Nina Rasmussen
Eileen Lewis	Heather Mastrangelo	Bob Morin '67	Dave Palmer '70	Laurie Raykoff
Eric Lewis	John Mather '75	Lindsay Morris '00	Kathy Palmer	Marissa Raykoff
Nicole Lewis '01	Roberta Mather	Michael Morris	Steve Palmer '77	Brianna Reams '08
Dani Lewter	Mark Mattis '85	Nanette Morrow '03	Steven Pape '85	James Rebenar '05
Harry Lex '09	Ingrid Maxwell	Dottie Moses	Dawnie Papritz	Danny Recht '09
Yunxiang Li '13	Morgan Maxwell '50	Gabriel Munoz-Fitch '09	Patricia Parajon-Guinan	Colleen Reckers '07
Matthew Liao-Troth '95, '99	Angie May '96	Whitney Munroe '09	Austin Parise '10	Evan Reed
Sara Liao-Troth	Ryan May	Chris Murphy	Hayeong Park	John Reed '69
Julie Licavoli-Rohrmann	Brian Mayhew '97	Lisa Murphy	Harry Parks	Margie Reed
Chienting Lin '95, '04	Rebecca Mayhew	Susannah Myerson '05	Dave Parmenter '80, '83, '92	Randi Reeder-Kangail '77
Adam Lin '90, '94	Jordan Mazzetta '05	Claudia Naughton '64	Marianne Parmenter	Audrey Reff '88, '97
Yonggu Lin '91	Brandon McBrien '12	Frank Naughton '62	Penni Parrish	Mark Reff '82
Dale Lin '01	Candice McCaig '97	Ralph Nefdt	Stephen Parsey '06	Micky Reiff '57
Eric Lituchy '91	Timothy McCaig	Janet Neuenschwander '73	Jason Payne '01	Joshua Reifman '11
Fang Liu '98	Jordan McClaren	Paul Neuenschwander '73	Lisa Payne '97	Scott Remington '91
Kurt Livermore '97	Ogden McClung '67	Dave Newark '79	Valerie Pearson '03	Robert Reynolds '10
Sarah Livermore '97	Frederick McConnell '72	David Newberg	Gary Pederson '76, '81	Sean Rhude
Ed Lobdell '54	Dawn McCoy	Pauline Newberg '83	Lorna Pederson '78, '81	Helen Rice '77
Patsy Lobdell '54	Julia McCoy '06	Jamie Newell '84	Laura Penny	Robert Rice
Chuck Loftin '05, '11	Steven McCoy	Janice Newton	Jessica Pensky '11, '13	Ronald Rice
Rachel Loftin	Diana McCutchen '93	Mark Newton	Solon Peres	Alison Richgels '13
Patrick Loftus '02	Matt McCutchen '92	Carol Niblett	Jody Peterson '91	Linda Rickabaugh '81
Stacy Loftus '02	Caitlin McDavid '12	Tom Niblett '73, '76	Paige Peterson '91	Ronnie Rickabaugh '82
Stephen Long '10	Jim McEntire '00	Nancy Nichols '84	Frank Peugh '65	Scott Rickert '07
Anna-Paula Lopez '12, '13	Tammy McEntire	Gordon Nielsen '62	Sophie Peugh	Henry Rillos '02
Gabriel Lopez '97, '06	Thomas McFarren '06, '07	Andy Nixon '89	Brittney Pfafflin	Kara Rillos
David Lopez '80	Kenneth McGovern '11, '12	Roxanne Nixon '91	Jonathan Pfafflin '13	Karina Rivera '03, '04
Miguel Lopez	Adam Mckelvy '10	Christina Nordvall '04	Kent Pflibsen '80, '84	Larry Robbins '62
Elana Lovitch '08	Peggy McKennon '83	James Nowak '90	Dien Phan '90	Aimee Roberts '07, '08
Travis Lovrien '12	Robert McKennon	Teresa Nowak '94	Donald Phillips	Brenda Roberts
Mark Lovstrom '06, '07	Deborah McLaughlin '90	Robert Nye '83	Michael Philpott	Glendon Roberts '93
Wendy Lu '04	Christopher Mcnamara '05	Heather Nystedt '06	Cydney Pierce '11, '12	Mark Roberts '74
Roland Lufkin '65	Matt McWenig '83	Margie Oberfelder	Kristen Pierson '05	Nathan Roberts '06
Florence Luna	Dan Medina '81	William Oberfelder	Nick Pierson '05, '12	Christine Rocznik
Adam Lundquist '09	Nancy Meech '80	Elizabeth O'Connell	Gabrielle Pina '12, '13	JP Rocznik
Matthew Mabel '04	Brad Mehrkens	George O'Connell '77	Miles Pinter	Rodney Rohrmann
Geoff Mackey '08	Kara Mehrkens '91	Terrence O'Connor	Lesli Pinter	Bob Rombough '59
Thomas Mahler '03	Sergio Mejia	Dave Ogilvy	Carol Plagman '95	Elise Romero
Colin Malchow '06, '07	Sean Melendez '12	Liz Ogilvy '61	David Platt '08	Roman Romero
Erica Maloney '08	Todd Mello '90	Sue O'Hearn '81	Rick Ploski	Blanca Romo
Ninfa Mamenta	Ryan Mendenhall '98	Erik Oja	Nathan Podsakoff	John Ronan '12
Rey Mamenta '78	Marvin Mendieta '04	Yewande Olabumuyi '12	Candy Poels	Lucy Rosales Garcia '76, '90
Alex Manuel '08	Anna Luisa Mercer	Rosemary O'Leary	Carly Portnoy	Burke Rosenzweig '64, '67
Monique Manuel '12, '13	Walter Mercer	Gary Olshansky '62	David Powelson '82, '90	Keith Rosenzweig '93
Andrea Marafino '01, '05	Walter Michael	Jeanie Olshansky	Chris Powers	Mark Ross '96
Catharine Marckwardt '10	Troy Mihalek '06	Andy Olson '95	Holly Powers '82	Melanie Ross '87
Pete Marcus '69, '70	Anthony Milano '05	Lisa Olson '93	Julia Preston-Olson	Robert Ross '88
Yvette-Marie Margailan	Jameson Miller '13	Niles Olson '13	Jack Prestwich '64	Glenn Rosten '71
Geoffrey Margow '98	Karen Miller	Tim Olson '82	Lee Price '89	Mirta Rothacher
Dan Mariscal '60	Kellie Miller	Andy Orta '97	Danielle Puente '12	Ron Rothacher '64
Mason Marsh '09, '10	Patrick Miller '67	Tyler Ortiz '07	Jonathan Pulito	Shaun Rothery '09
Jennifer Marshall '02, '03	Denise Milton	Steve Ortiz	Nonilyn Que '12, '13	John Rourke
Keith Marshall	Nitin Mittal '98	Terri Ortiz	Michaelle Rafferty '89	Lorraine Rourke '76
Donna Martin	Scott Molos '10, '11	Thomas Osterman '79	Brigid Ragland	Randy Rubin '89
Jefferson Martin	Michael Monterrubio '09	Taylor Otstot '08, '09	Hank Ragland '62	Kristy Ruiz '02, '09
Mark Martin '80	Bert Monteverde '93	Cassandra Ott	Stephen Ralbovsky	Candice Rupprecht '04, '09
Amanda Martinez	Gregg Moor	John Otto	Alyse Ramirez '10, '11	Kevin Rupprecht '04

Phyllis Russell	Sungano Siyavora	Becky Sutton	Madeline Van House	Alexandria Winslow
Tim Russell '92	John Sizer	Lisa Swift	Sue Van House	Judy Wisansky
Luke Ruziska	Rinku Skaria	Bob Swift	Mary Vande Brake '91	Ron Wisansky '73
Butch Ryan '72	Chris Skinner '93	Matthew Talbot '07	Kyle Vasey	Melinda Witmer '84
Preet Saini '12	Susan Sklar	Emily Tangeman '13	Blanca Vasquez	Stacy Wodetzki
Dino Sakellar '76	Jerel Slaughter	Dave Tansik	Stephen Vaughan '97	Tom Wodetzki
Joyce Salata '89, '99	Lauren Sloan '03	Linda Tansik '77	Betty Vest '82	Betty Wolf
Patrick Salata	Linda Small	Dan Tarico '87, '90, '07	Marshall Vest '75	Joe Wolf '60
Adam Saltzman '04	Nick Small '13	Dwianna Taylor '57	Denise Vigil '94	Matt Wolf '99
Ronald Sanchez '07	Bill Small '86	Leslie Taylor '90	Joel Vigil '07, '08	Kim Wolfson '74
Elena Sanwick '96	Elizabeth Smiley	Wes Taylor '89	Iliana Villapudua	Mary Anne Wolfson
Jeff Sanwick	Alysa Smith '13	Bill Taylor	DJ Visocky '92	Eric Wong
Lindsey Saul '11, '12	Brad Smith	Casey Tealdi '07	Laurie Visocky	Charles Wood '80
Doug Scherer '73	Kristy Smith	Scott Teichrow '74	Jeri Vitello '82	Terri Wood
Teresa Scherer	Lori Smith '91	Teresa Tellez '10	Garrett Voge '13	David Woodruff '08
Gail Scherr '81	Stephanie Smith	Lauren Teter	Elroy Voss '68	Deann Woodruff
Nathan Schlatter	Steve Smith '90	Jacqueline Theodorakis	Julia Voss	Keith Woods
Irene Schnitzer	Kathy Smith Michael	Tom Theodorakis	Julia Wada	Sally Woods
Martha Schnurr	Zachary Snickles '04	Diane Thisdell	Adam Wain '02	Kevin Woon '92, '98
Ron Schnurr '63	Tom Sonneleitner '99	Rodger Thisdell '56	Tracie Wain '02	Gary Wright
Frank Schoonover '70	Marian Soto '01	Bruce Thoeny '52	Susan Walker '85	Jim Wright '77
Linda Schrock	Alan Speert	Cole Thompson	Melanie Wallendorf	Keiko Wright
Stan Schrock '72	Marilyn Speert '68	Shaun Thomson '10	Cory Walter	Jia Wu
Derek Schull '73, '79	Rory Staiger '11	Philip Thornton '11	Jui-Hao Wang '13	Brandon Wurl
Marsha Schull '74, '79	Christopher Stamets	Zoe Thorpe	Mandy Wang	Yang Xiang '00, '02
Kevin Scott '10	Deborah Stamets	David Thorson '84	Polly Wang	Martin Yadegar '91
David Seeger '85	Audrey Stanford '83	Andrea Thueson '07	Xingxing Wang '13	Mark Yampolsky '91
Michelle Seeger	Greg Stanford '81, '83	Anthony Thueson	Sarah Warmoth	Alex Yanine '08, '09
Diana Serratos	Christopher Stanley '03	Pam Tims	Phyl Wason '69	Ed Yasko '84
Jet Setpapanich '11	Terry Staten	Stan Tims '79	Norma Watson '63	Kimberly Yin
Darlene Seufert	Fran Stechmann	Peter Tindall '11	Ted Watson '71	Steve Yin '88
Neil Seufert '72	Jim Steffens '96	John Tinklepaugh '67, '68	Keith Weaver '10	Erica Yngve '00
Teresa Shaft '83	Allison Stein '12	William Tippett '88, '07	Larry Weigel '92	Rick Yngve '99
Vishak Shankar	Chris Stephens '00	Christopher Todaro '06	Susanne Weir Johnson '59	Jared Young
Alan Shanken '82	Meagan Stephens '01	David Toler	Elizabeth Weisman	Martha Young '48
Michael Shannon '01	Natalie Stephenson	Jim Tolley '51	Sarah Weisman	Peter Young '96
Mark Sharfman '85	Adrian Stern	Pat Tolley '52	Michael Weissman '89	Jay Yparraguirre '93
Carlo Shaw '00	Michelle Stern	Samantha Totten '12	Brian Wentzel '10	Jiao Yu '03
Jill Shaw '01	Cheryl Sternberg '76	Stephan Totten	Mathew Werber '10	Nikki Yuan
Katherine Shell	Dalton Sterner '12	Valerie Totten	John Werden '62	Faham Zakariaei '05
Jonathan Shepley '98	Blaine Stevens '04, '09	David Townley '66	Darren Wherry '01	Mollie Zemer
Julie Shervin	Cindi Stoneman	Phyllis Townley	Clarity White	Noe Zepeda '10, '11
Bob Shervin	Logan Stoneman	Candice Tremble '08	Karen White '86, '95	Quanhua Zhou
Jen Shields '94	Bev Stotz '82	Craig Trimmings '10, '11	Kristi White	Raja Ziady '94
Kelly Shields	Eugene Stout '69, '75	Peter Trinh '12	Stephanie White '09	Karen Zinsmeister '80
Lilly Shimoda	John Stransky '81	Michelle Tucker '09	Mark Wickham	Peter Zinsmeister '81
Stan Shimoda '78	Heather Strasser	Percy Tucker '95, '98	Connor Wielgus '12	Adam Zloto '08
Debby Shively	Chris Strathmann	Brad Tuffs '00	Frank Wight	Frank Zunno '67
Kenny Shively	Elissa Stremlau '11, '12	Doug Turner '78	Fred Williams '71	Mark Zupan
Liz Shlapack '06	Tatiana Stroitlyeva '11, '12	Gayle Turner	Janet Williams	
Mike Shoemaker '03	Lanny Stropko	Jayne Turner '11	Steve Williams '66	
Beth Shultz	Libby Stropko	Mary Turner '86, '90, '93	Sue Williams	
Tom Shultz	Sarah Struthers	Mike Turner '00	Ty Williams '65	
Darien Sides '87	Steven Struthers	Ann Ubieta '80	Alex Wilson	
Kathy Silberman '89	Roger Stubbs '88	Ray Ubieta	Jake Wilson	
Scott Silberman '89	Vickie Stubbs '04	Lindsay Urbank '04	Kathy Wilson	
Diane Simmons	Matthew Suckle '07	Gaizka Urreiztieta	Richard Wilson '78	
Paul Simmons '70	Alexandre Sugiyama '94, '98	Mary Usry '80	Jim Wingrove	
Jake Singleton '03, '04	Lindsay Sullivan '02	Carla Valdez '00	Mary Wingrove	
Shayne Singleton '05	Richard Supple '83	Jim Van House	Haley Winn	

*LISTING REFLECTS GIFTS RECEIVED JULY 1, 2013 - JUNE 30, 2014

Organizations

\$250,000 & Above

Anonymous
Fidelity Charitable Gift Fund
H.N. & Frances C.
Berger Foundation
The Muzzy Family
Foundation

\$100,000-\$249,999

Chicago Community
Foundation
Community Foundation
for Southern Arizona
JPMorgan Chase Foundation
Philip W. Hagenah
Family Fund
Shamrock Foods Company
Thomas R. Brown
Foundation

\$50,000-\$99,999

Academic Partnership, LLC
Ernst & Young
Merchants Information
Solutions, Inc.
MicroAge, LLC

\$25,000-\$49,999

Altria Group, Inc.
Arizona Healthcare
Leadership Academy
Fiesta Bowl
John Randolph Haynes and
Dora Haynes Foundation
Law Offices of Robert
L. Steinberg
Morris A. Hazan Family
Foundation
Panhuise Family Trust
Payne Family Foundation
Reading World, LLC
The American Endowment
Foundation
The HS Lopez Family
Foundation
Tucson Electric Power Co.
Vanguard Charitable
Endowment Program
Walgreens
William E. Schmidt
Charitable Foundation

\$10,000-\$24,999

A James Weitzenfeld
Memorial Foundation
Accounting Student
Association
Anonymous
Anonymous
Arizona Public Service

BeachFleischman PC
CBIZ
Cox Communications, Inc
Crown Foundation
CyraCom International, Inc.
Deloitte & Touche LLP
Diamond Ventures, Inc.
Emerson Charitable Trust
ExxonMobil Corp.
Golden Eagle Distributors
Hool Law Group, PLC
Hsinchun Chen and
Hsiao-Hui Chow Fund
KPMG Foundation
McIntosh Family Foundation
Meritage Homes
Corporation
Paul Lindsey and Kathy
Alexander Charitable
Fund DAF
PriceWaterhouseCoopers
Robert & Virginia Lusch
Family Fund
Salt River Project
Schwab Charitable Fund
The Coleman Foundation
The Gissing GABE
Group Fund
The Laurie and Thomas
Fusco Family
Charitable Fund
The Magheramorne
Foundation
The Schmidt and Barton
Family Fund
Wells Fargo & Company

\$5,000-\$9,999

Arizona Community
Foundation
Association for Computing
Machinery, Inc.
Bank of America
BDO USA LLP
BlackRock, Inc.
CBRE
Clean Energy Capital LLC
Compass Bank
Accounts Payable
Enterprise Leasing Company
of Phoenix, LLC
Ephibian
Frank, Rimerman & CO. LLP
GEICO Direct
Grant Thornton Foundation
HC Analytics Inc.
Henkel Foundation
Honeywell Aerospace
Huber CPA, P.C.
Jellison, LLC

John & Jennifer
Hohman DAF
Macy's / Bloomingdale's
Mr. and Mrs. Odell E.
L'Heureux DAF
Nextrio
PetSmart, Inc.
PICOR Commercial Real
Estate Services
Protiviti Inc.
Qualcomm Charitable
Foundation
R & A CPAs
Rosemont Copper
San Francisco Giants
Silicon Valley Community
Foundation
Smith Family Foundation
The Boeing Company
The Victoria Foundation
Watermark Retirement
Communities
World Wide Technology

\$1,000-\$4,999

American Marketing
Association
Armin & Esther Hirsch
Foundation
Arthur and Joan Funk
Charitable Foundation
Atlantic Trust
Company, N.A.
Backup My Info, Inc.
Bar-S Foods Co.
BGR Financial Group
Chambre de Commerce et
d'Industrie de Bordeaux
Charles Schwab & Co. Inc.
Chuck Ong Lee & Ruth C.
Lee Charitable Trust
Costco Wholesale
Corporation
Desert Diamond Casino
Edward Jones
Eller College Student
Council
Engels-Medland Fund
Estate of Herman J. Landau
Freepport McMoRan
Copper & Gold, Inc.
Gary and Kary Myers Fund
Girl Scouts of Southern
Arizona
Glass Illusions Studio
Goldman, Sachs & Company
Greater Cincinnati
Foundation
Hammel, Beal & Lauer PC
Harry Grodsky & Co., Inc.

Health and Wellness
Marketing Group
Heinfeld, Meech & Co, P.C.
IBM
Intel
Jenkins Gann Foundation
Kohl's
Lisa Frank Inc.
Ludwig Klewer & Co., PLLC
Marsh & McLennan
Companies, Inc
MedAssets, Inc.
Microsoft Corporation
Network for Good
Northwestern Mutual
Financial Network
Nova Financial &
Insurance Services
Raytheon Company
Regier, Carr & Monroe
Robert E. Hopper
Family Fund
Sarah B. Smallhouse Fund
Target Corporation
The Johnson
Foundation, Inc.
The P&G Fund of the
Greater Cincinnati
Foundation
Truist
Vanguard
Vantage West Credit Union
Walmart
Wetmore and Company, LLC
Women's Foundation of
Southern Arizona

\$999 & Below

AllianceBernstein
Foundation
American Express
Beekman Family
Charitable Fund DAF
Boeing Company
California Community
Foundation
Caroline Lott Jessen
Foundation
CITGO Petroleum
Corporation
Corning Incorporated
Foundation
Cultural Experiences
Abroad, Inc.
Dell
Dick's Sporting Goods, Inc.
Dream Careers Inc.
Fidelity Investments
Financial Management
Association

Five Payasos Inc
Gamma Psi
GEICO Philanthropic
Foundation
Global Impact for
Hewlett-Packard
Hecker & Muehlebach
Hewlett-Packard Company
Hong's Merchandising
Group Inc
Infirma UK Limited
Institute for Operations
Research & The
Management Sciences
Intel Corporation
KeyBank Foundation
Lovitt & Touche, Inc.
Martin & Maureen/Fox
Charitable Fund
MHR Consulting LLC
Northern Trust Company
Northrop Grumman Corp.
Ogilvy Family Giving
Account DAF
PepsiCo, Inc.
PG&E Corporation
Foundation
Polymer Chemistry
Innovations, Inc.
Premier, Inc.
Providence Service
Corporation
Robbins Investment Co.
Rupprecht Family Fund DAF
Science Applications
International
Semptra Energy
SF Police Credit Union
Shell Oil Co. Foundation
Tesoro Corporation
The Cadence
The Progressive Insurance
Foundation
The Retreat
The William and Cheryl
Charitable Fund, DAF
Tucson Real Estate
Holdings, LLC
Tucson Society of the
CFA Institute
U.S. Bancorp Foundation
United Way of Tucson &
Southern Arizona
Western Newspapers, Inc.



STEPHEN GILLILAND PHOTO

last word on leadership

PHOTO: SARAH MAUJET

For years I have told people that leadership is a marathon. You have to pace yourself. Find a sustainable way to deliver leadership value and maintain your life. Dig down and endure longer than you think you can. As a runner, this metaphor made a lot of sense to me.

I ran my first and only marathon a week before my 40th birthday, almost nine years ago. I trained for a year, suffering injuries and setbacks along the way, rebuilding slowly. When my marathon time came—the San Diego Rock and Roll marathon—we were enjoying a summer vacation at the beaches of north county San Diego. Five days before the marathon, I wiped out on my surfboard (another mid-life

PHOTO: SARAH MAUJET

Stephen Gilliland

Associate dean of Eller Executive Education

Stephen Gilliland is the associate dean of Eller Executive Education, a new startup organization with independent 501 (c) (3) nonprofit status that is focused on custom programs in industries including health care, mining, and the public sector. Eller Executive Education is also the home of established programs in continuing education such as the Southwest Leadership Program, which serves public sector leaders across the state.

In order to focus on growing Eller Executive Education, Gilliland recently stepped down as head of the Eller College's department of management and organizations, a role he has held for the past ten years. He is also executive director of the Center for Leadership Ethics (see page 4), and his research explores managerial fairness and organizational justice, human resource staffing and decision making, and social entrepreneurship.

crisis hobby), kicked out of the wave, and sliced the bottom of my foot open on my surfboard fin. Later that day in the ER I asked the doctor if stitches or no stitches would be better for running a marathon. He laughed and said I wouldn't be on my foot, let alone running a marathon. He didn't understand how long I had trained. I asked him what if I was stupid enough to try running it, and he recommended no stitches. I was on crutches for three days, tried a two-mile practice run the day before, and then ran the marathon with my foot taped tightly.

It hurt for the first five miles and then the endorphins kicked in. My running partner paced me perfectly so that the marathon was fun and I finished strong. I had done it. I trained. I overcame adversity. And I completed a marathon with a smile on my face and feeling strong. I sent this picture of me crossing the finish line to the ER doctor with a thank you note handwritten on the back.

This was my leadership metaphor. Yet, I no longer think it is right. You see, I think leadership is actually more like a series of sprints. Rather than carefully pacing yourself and enjoying the distance, I think most leadership positions require we go flat out as fast as we can for short bursts when it is needed. Situations arise and we respond.

The secret of the leadership sprint is the recovery. We can go hard and fast to do what it takes, as long as we also take time to recover, time to slow down, talk to people, recheck our priorities. What do you do to recover in your leadership sprint? How do you make sure you are ready for the next sprint, whenever it should occur? For me, I check in with people—take the time to make sure they are okay. I brainstorm new initiatives. I clean out backlogged emails. My non-work time is also critical to my recovery. Connecting with my wife, my kids, my passion for cooking all help me recover.

I think what is really important in enduring the leadership sprints is to recognize the importance of the recovery process. You see, if we treat leadership as marathon, the implication is to just keep going. But when viewing leadership as a sprint, you recognize that recovery is the key to success.

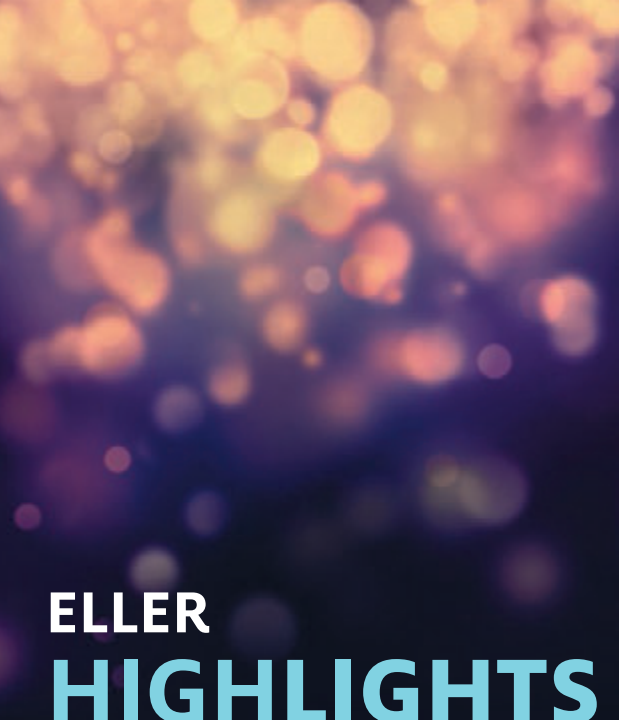
PHOTO: GAIZKA URRETIETA



ELLER HIGHLIGHTS

MCGUIRE VENTURES READY FOR LIFTOFF EasyEye—the “Dr. Scholl’s of reading glasses”—took top honors at the McGuire Center for Entrepreneurship spring New Venture Competition and Showcase on May 2. “We briefly worked with the UA College of Optical Sciences,” explained Matt Schwartz, an engineering management major. “After learning about some emerging technologies, we found ways to apply the technologies to make personalized reading glasses.” **1.** L-R: Zach Poll, Jim Jindrick, Ashley Hauer, Jeff Hamilton, and Matt Schwartz **2.** Stevie and Karl Eller **3.** L-R: Jack Padden, Trevor Cohen, and Zoë Thorpe explain the concept behind YamoTask at the tradeshow. **4.** Jeff Walcott (Eller MBA '14) pitches the judging panel on his team’s venture, Intelliwound. **WILMA SUITS UP** Eller undergraduates successfully campaigned to get Wilbur the Wildcat a business suit last year. Now, through the efforts of the College’s Professional Development Center, Wilma has traded in her cheerleader’s uniform for interview-ready attire. **5.** The mascot revealed her new professional look at the College’s annual Ordinary Women Doing Extraordinary Things Networking Tea at the Arizona Inn. “Last year, Wilma attended our networking tea in her cheerleader uniform,” said Pam Perry, associate dean of Eller undergraduate programs. “That she attended in a suit this year sends a powerful message about women being viewed as professionals.” **CONGRATS** Eller undergraduates captured three of the University of Arizona’s six senior awards this year. Rinku Skaria (Eller Business Management '14) was awarded the Freeman Medal, **6.** Emily Huang (Eller Finance '14) was awarded the Nugent Medal, and **7.** Colton Cray (Eller Finance, Entrepreneurship, and MIS '14) was awarded the Roby Medal. Scan the code to watch Cray talk about his Eller experience.





ELLER HIGHLIGHTS



1. UNDERGRADS TOP PWC CASE COMPETITION Eller undergrads (L-R: Derick Haboush, Ryan Mendoza, Andrew Finsterwald, and Spencer Shugrue) beat out teams from the University of Washington, Villanova University, Wake Forest University, and more when they took first place in the national PwC Case Competition. **2. MARSHALL VEST RETIRES** Over 35 years, Marshall Vest built one of the best university centers of economic analysis in the country. As director of Eller’s Economic and Business Research Center, his work has been recognized by the Association for University and Business Economic Research, and his legacy will continue through the innovative projects he and his team have taken on in recent years. Find out more about Vest’s work and his successor, George Hammond, at ebr.eller.arizona.edu. **3. MARKETING CLASS DESIGNS WINNING CAMPAIGN FOR AT&T** The *Eller Marketing 425: Advertising Management* class spent the semester developing a campaign around AT&T’s internship and full-time job opportunities as part of the company’s campus marketing challenge. Teams from universities around the country vied for a chance to present at a networking event at AT&T headquarters in Dallas – and the Eller team won. From left: Davis Bauer, Marie Fleming, Jordan Griffith, Curtis White, and Adam Schaechter.



THOMAS VENEKLASEN PHOTO

Eller College of Management

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Tucson, Arizona 85721-0108

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NOVEMBER 6-8, 2014

are you coming home this year?

Show your Wildcat pride at these and more Eller events – find details at eller.arizona.edu/homecoming.



SIMMONS BUNTIN PHOTO

**Thursday,
November 6**

**ALL CLASS
REUNION BREAKFAST**

8:30-10:00 a.m.,
McClelland Hall, 208
Soldwedel Executive
Education Center

Honoring the Class of '64
on their 50th Reunion

**Friday,
November 7**

**ELLER CUP GOLF
TOURNAMENT**

Hosted by the Eller MBA
Student Association

Time 8:00 a.m. TBA,
Lodge at Ventana Canyon

Join Eller MBA students,
faculty, and alumni for
a morning filled with

golf, prizes, and fun,
followed by lunch, at
the beautiful Lodge at
Ventana Canyon. Shotgun
start, scramble play.

**ELLER REUNION
CLASS RECEPTION**

5:00-8:00 p.m., Geronimo
Plaza at Main Gate Square

Classes of 1989, 1994,
1999, 2004 & 2009, join
your classmates for Bear
Down Friday and get
into the homecoming
spirit. Bear Down
Friday activities include
live music, the Pride
of Arizona Marching
Band, and the Wildcat
Cheerleaders. After the
reception, alumni can
head over to Old Main for
the bonfire and pep rally.

**Saturday,
November 8**

**ELLER COLLEGE
ALUMNI TAILGATE**

**COLORADO BUFFALOS
VS. ARIZONA WILDCATS**

Time TBA, UA Mall

Join BPA and Eller College
alumni for pre-game
festivities at our Eller
College Alumni tent on
the UA Mall. Our tent
is a great location to
watch the parade. Food
and cash bar available.
The fun begins four
hours prior to kickoff. To
purchase game tickets,
call the McKale Ticket
Office at 520-621-CATS or
800-452-CATS.