McClrend Hall – home to the Eller College of Management – is one of five UA campus buildings that have been outfitted with photovoltaic and solar thermal collectors. The collectors generate approximately 500 kilowatts of electricity on campus, reducing the UA’s carbon footprint by an estimated 2,200 metric tons of carbon dioxide each year.

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NOTE! This is the only issue of Eller Progress magazine for the 2011-2012 school year. Subscribe to the monthly Eller Buzz electronic magazine for updates throughout the year on www.eller.arizona.edu/buzz.
Come home in 2011 and reestablish your ties to the Eller College community. Visit www.eller.arizona.edu/homecoming for a complete list of activities.

FRIDAY, NOVEMBER 4
Eller Cup Golf Tournament Hosted by the MBA Student Association
1:00 p.m. shotgun start, Arizona National
Join Eller MBA students, faculty, and alumni for golf, food, and friendly competition. Scramble play. Register at www.eller.arizona.edu/golf.

Collegiate Showcase: Technology for Securing the Nation’s Borders
10:00 a.m., McClelland Hall Room 208, 1130 E. Helen St.
Regents’ Professor Jay Nunamaker, director of the National Center for Border Security and Immigration, will present his research on deception detection at the border, including the use of a virtual border agent and micro unmanned air vehicles. RSVP to alumni@eller.arizona.edu by November 3.

TENTS on the Mall
Time TBA, Main Campus Mall Area
Join the Eller College and other colleges, fraternities, sororities, alumni, and student organizations as they gear up for the big game with food and fun.

Football Game: Utah Utes vs. Arizona Wildcats
Time TBA, Arizona Stadium
Tickets available through the McKale Ticket Office at 520.621.CATS or 800.462.CATS.

SUNDAY, NOVEMBER 6
UA Alumnus of the Year Program
4-6 p.m., Student Union Grand Ballroom South
The awards program honors outstanding achievement and support of an alumnus from each academic college. The Eller College is pleased to recognize Lisle Payne (Eller Marketing ’64) as our Alumnus of the Year.

Alumni Reception Hosted by the McGuire Center for Entrepreneurship
5:30 p.m., McClelland Hall, 1130 East Helen Street
Join Eller and McGuire alumni and dean Len Jessup for a very festive homecoming celebration. RSVP at www.eller.arizona.edu/homecoming.

For more details, visit www.eller.arizona.edu/homecoming
It was nearly 26 years ago to the day that I first rolled into Tucson with all my worldly possessions in a U-Haul trailer behind my car, a long way from home and my family back in Northern California, ready to take on the doctoral program here in what was then known as the College of Business and Public Administration.

What stood out for me from those initial impressions was this great research university, this outstanding business school, and the warm, friendly reception I received. In addition to a great education that was transformational for me, I also felt like I gained extended family here in Tucson. I was clearly one of those students who left Tucson upon graduation thinking to myself, “Someday, some way, I’ll be back…”

Well, here I am, 26 years later and I am so excited, grateful, and honored to be back. I’ve followed avidly the progress of the business school here as it steadily rose over the past two decades in impact, reputation, rankings, and reach, as it became the Eller College in 1999, and as it moved in 1992, from the old BPA building (and the Harvill Building where my office was), into beautiful McClelland Hall.

As I type this letter, I am looking at my University of Arizona degree proudly displayed up on the wall here in my office and I am reminded that, while I graduated from the BPA College, the Eller College of Management is my home. As are many of you, I am proudly an Eller alum!

Despite challenges to state funding, this is an exciting time for Eller and for the UA. We are poised to take our rightful place as one of the best and most innovative business schools in the country, and we are working actively to elevate Eller even further as a self-sustaining, highly valuable, highly relevant, highly impactful business school. You will see in this issue of Progress that we are well on our way, and we guarantee that it will be a fun, meaningful ride. Come join us!

Go Cats!

Len Jessup, Eller Ph.D. ’89
Dean and Halle Chair in Leadership Professor, Entrepreneurship and Innovation

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**On the cover:** Wilbur and Eller College Student Council president Monique Rios (Eller Marketing ’11) welcomes newly-appointed dean Len Jessup.

**Let us hear from you:** Please e-mail comments, questions, or feedback to progress@eller.arizona.edu.

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news from around the college

undergraduate cohort in India

This summer 56 Eller undergraduates spent ten weeks in India, immersing themselves in a culture very different from their own — all while taking their first-semester cohort classes with Eller faculty. The students were based in Bangalore at the Xavier Institute of Management and Entrepreneurship.

Read more about their adventures on the Eller College International Blog.

eller students turn tables on media pros

Undergraduate students judged professionals' creative output in a competition coordinated by adjunct instructor in marketing Ed Ackerley along with Bruce Washburn and Diane Veres of Clear Channel Outdoor. Twelve agencies submitted billboard designs on behalf of nonprofit clients; the students voted on a winner during AdFAIR 2011. The winning design, a billboard for Susan G. Komen for the Cure — Southern Arizona, designed by Don Regole of Regole Design, received a 24-week placement on Grant Road in Tucson.

meet the team

The Eller College is pleased to announce changes in the dean’s office team. (L-R): Tammy Farris, Eller MBA ’08, joined the dean’s office as associate director of development from the Eller MBA office, where she was director of corporate outreach. David Doubleday, senior director of development, joined the Eller College in 2009 from the Scottsdale Healthcare Foundation. Julie Trujillo, Eller Public Management ’94 has assumed a new role as director of alumni relations. Previously, she served as assistant director of development and in undergraduate advising.

mcguire center incubates successful entrepreneurs

One in three of the McGuire Entrepreneurship Program class of 2011 have launched already, but not before getting advice and guidance from just a handful of their fellow alumni. At the end of the spring semester, winning teams from the past four years paid a visit to the class of ’11. The teams included 2010 winners Post.Bid.Ship., an online freight transportation marketplace; 2009 winners Verdant Earth Technologies, a developer of controlled agricultural production systems; 2008 winners StudentExperts.com, which connects tech-savvy students with individuals and businesses that need IT support; and 2007 winners Innovis Technologies, a bio-tech company specializing in manufacturing rapid detection test kits for in-vitro diagnostics.

honoring nonverbal negotiation skills

Eller MBA students in Barry Goldman’s fall semester negotiations course went out of the classroom and down to the ranch for a hands-on exercise in nonverbal communication. At Rancho Bosque the students participated in a day-long program led by UA professor of surgery Allan Hamilton, who is also a horse whisperer. “I had been trying to find a way to emphasize nonverbal behavior in negotiations to our students,” Goldman said. “There are no good readings or videos on the issue: it’s something students need to experience themselves.”
Committed to fundamentally improving the ethical culture of work organizations, the newly-inaugurated Center for Leadership Ethics (CLE) builds on the Eller College reputation for ethics teaching and research.

Existing programs, including the High School Ethics Forum and the Collegiate Ethics Case Competition — coordinated in part by the Eller Board of Honor and Integrity, an undergraduate student organization — and the Executive Ethics Forum — coordinated in part by the Eller MBA chapter of Net Impact — aim to introduce a framework of ethical thinking from the classroom to the board room. These programs will now operate out of the CLE.

The CLE has also established industry partnerships to conduct research designed to be disseminated direct to practicing managers through media such as webinars, integrated into classroom instruction, and published traditionally in academic journals.

Stephen Gilliland, head of the Department of Management and Organizations and Arnold Lesk Chair in Leadership, is executive director of the CLE. Russell Cropanzano, the Brian Lesk Professor in Organizational Behavior, will serve the CLE as director of research. Paul Melendez, the EthicsPoint Distinguished Lecturer in Business Ethics, will serve as founding director. Melendez is director of the ethics program at the Eller College and developed the College’s existing outreach programming in ethics.

Melendez also teaches business ethics and international management courses and travels abroad with undergraduate and graduate students to study ethical and corporate social responsibility in Latin America and Asia.

The dominant framework for business ethics is based on a philosophical orientation, and serious research in the area is published in academic journals that do not reach general readers. The CLE aims to bridge this gap with a combination of research on ethical leadership and decision behavior and outreach programs focused on organizational practices and individual decision processes that promote ethical conduct.

Students encounter ethical issues from an early age, but conversations about ethics are diffuse at best. The High School Ethics Forum, sponsored by PricewaterhouseCoopers, currently serves students in Tucson, Phoenix, and Los Angeles. The Collegiate Ethics Case Competition brings undergraduate students from more than 30 top schools around the country to the Eller College to analyze, develop, and defend a position on a thorny ethical case drawn from the real world.

Merchants Information Solutions (MIS) – a Phoenix-based company that provides integrity testing, background screening, and identity theft restoration – is a founding partner of the CLE. Their support will fund programs and research over the next three years. CLE research director Cropanzano and associate professor Jerel Slaughter are developing a research program using data from a proprietary MIS integrity test. EthicsPoint, a major ethics hotline provider and another founding partner of CLE, is working with CLE on a data set that Gilliland, professor Lisa Ordóñez, and doctoral student David Welsh aim to use in developing a corporate Ethics Index to serve as an indicator of the changing ethical climate of business.
APS Professor of Economics
Keisuke Hirano

Keisuke Hirano’s research focuses on econometrics, the intersection of economics and statistics. What that boils down to, he said, is “how to use economic data to learn about how people behave or to come up with better economic policies.”

In one recent paper, Hirano and co-authors Daniel Ackerberg of the University of Michigan and Quazi Shahriar of San Diego State University demonstrate how data from auctions with a “buy price”—such as eBay’s “Buy-it-Now” auctions—can be used to learn how risk averse or impatient bidders are. “In buy price auctions, bidders who don’t like the risk of not getting the item, or don’t want to wait to get the item, will be willing to pay a premium in the form of the buy price,” Hirano explained. “So we can learn a lot about the underlying preference of bidders by collecting data from eBay or other auction sites and seeing how bidders react to different buy prices.”

A second strain of Hirano’s research develops better statistical tools for economists. One such project aims to improve the design of large-scale randomized field experiments. “There are a number of experiments like these going on in the U.S. and in developing countries,” Hirano said. “For example, researchers want to see how effective bed nets are in preventing malarial outbreaks, so they randomly assign some villages to receive the bed nets for free, and compare them to other villages that don’t receive the bed nets. I’m not the one running that experiment—what I’m looking at is how to set up the experiments to maximize the amount learned from them.”

A current National Science Foundation grant deals with statistical decision theory. “Current economic tools may estimate some relationship, but leave the decision unspecified,” Hirano said. “At the end of the day, policymakers have to take the statistical evidence and make decisions, and we are trying to develop better tools for doing this.” For example, economists evaluating job training programs for the unemployed might focus on the question of whether or not the program is effective. “We’re developing methods for assigning individuals to programs,” he said. “We’re looking at who will benefit from a program, instead of just does it seem to work.”

This year Hirano and Rabah Amir share the Kalt Prize for best placement of a doctoral student. They mentored Natalia Lazzati, who accepted a position as assistant professor of economics at the University of Michigan.
Paul R. Portney stepped down as dean at the end of 2010 to return to teaching in environmental economics. During his tenure, the College launched Executive and Evening MBA programs in Phoenix, saw upward momentum in rankings, and announced three new endowed faculty chairs. In the fall, Portney was recognized with the Distinguished Achievement Award by the Society for Risk Analysis, an organization with members from government, academia, and industry.

Chris Lamoureux, Diamond Professor of Finance, has stepped down after serving as department head for 13 years to devote his time to teaching and research. Lamoureux’s achievements include founding the master’s in finance program; developing the applied portfolio management class; and collaborating with the Department of Mathematics to develop business math curriculum for undergraduates.

William Felix, Eller Professor of Accounting, has retired from teaching and research after over 40 years. His research expertise is in auditing, including auditor judgment processes, the role of audit evidence in opinion forming, and the role of the internal auditor in financial statement audits. Colleagues, alumni, and friends gathered in spring to celebrate his extraordinary accomplishments. Scan the QR code to view a slideshow of photos from Felix’s retirement party.

Barbara Gutek, Eller Chair in Women and Leadership, has retired after 22 years with UA. Gutek is a pioneering expert in research related to gender, discrimination, leadership, and organizations. She is often called upon as a consultant, media source, and expert witness on issues of sexual harassment and equitable promotion systems. Gutek’s research agenda also includes survey design and the service industry. Scan the QR code to read about Gutek’s recent research into women and the IT industry.

Last year, Gerry Swanson, holder of the Thomas R. Brown Chair in Economic Education, celebrated 40 years of teaching at the Eller College. The beloved economics professor decided to retire this year. Scan the QR code to see a photo gallery from the 40-year celebration dinner and to read more about Swanson’s background and time at the UA.

Pamela Slaten, senior lecturer in MIS, has retired. During her time at the Eller College, she served as assistant head of the MIS department and director of the master’s in MIS program. Her research focused on the design of manufacturing systems, computer simulation, quality control, and the management of service operations.

Congratulations to faculty who were promoted for 2011-2012. Yubo Chen is now associate professor of marketing; Gautam Gowrisankaran is now professor of economics; and Jesper Nielsen is associate professor of marketing.
The Eller College is pleased to welcome professor Rick Sias, first holder of the Tyler Family Endowed Chair in Finance, as the newly-appointed head of the finance department.

Sias is a research leader whose oft-cited work centers on the behavior of institutional investors and their effect on security prices and markets. He comes to the University of Arizona from Washington State University (WSU), where he founded, designed, and ran a program through which undergraduate and MBA students managed more than $1 million of the university’s endowment in a large cap domestic equity portfolio. Sias estimates that some 500 students participated in the program over the ten years that he ran it.

Sias joined WSU in 1992, after completing his doctoral studies at the University of Texas at Austin. During his time at WSU, he won numerous awards for both his teaching and research. He created a lecture series that brought game-changing financial and economic thinkers — including four Nobel Laureates — to campus, where they connected with students, faculty, and community members. He also managed a program designed to take the school’s best finance students to New York, where they visited firms and networked with WSU alumni working on Wall Street.

“The strong educational and scholarly reputation of the Eller College was what drew me to the UA,” he said, “but the department itself was the most exciting thing to me — the faculty here is so strong, and there is so much potential for future growth.”

Rick Sias joins Eller as head of finance department

“Finance is an easy subject to teach because it’s so exciting and dynamic. I can’t think of another major academic field that has entire channels devoted to its coverage. Finance is covered in the media all the time and has an impact on everything we do — I want my students to care about the subject. That’s when learning is most effective.”
Joseph Valacich
Professor of MIS
Ph.D., University of Arizona, 1989

Joseph Valacich joins the Eller College from Washington State University. He is a prolific researcher focusing on human-computer interaction, technology-mediated collaboration, mobile and emerging technologies, e-business, and distance education. "My research provides students with examples about how research can drive practice," he explained. In one project, he demonstrated how small changes in the way a website operates (e.g., slight download delays, site aesthetics, etc.) influence the likelihood and the amount of an online purchase. "Having clear and compelling research results builds credibility with the students when, for example, teaching interface design concepts," he said. "I think this strong positive linkage exists between research and teaching on just about any topic." Valacich is also a senior editor for *MIS Quarterly.*
“My new colleagues and the whole environment at the UA made the Eller College an easy choice. I knew I belonged here from the first time I stepped onto campus.”

“The University of Arizona is strong in multiple fields of economics, as well as in several environmental science disciplines that intersect with my research. These strengths increase the opportunity to learn from and collaborate with a diverse set of faculty and students.”

Scott H. Cederburg
Assistant Professor of Finance
Ph.D., University of Iowa, 2011

Scott Cederburg joins the Eller College from the University of Iowa’s Tippie College of Business, where he completed his doctoral studies this year. Cederburg’s research focuses on asset pricing, both empirical and theoretical. One current project, in progress with colleague Doron Avramov, examines the effects of fluctuating long-run consumption growth on optimal asset allocation. This fall, he will teach dynamic asset pricing theory to doctoral students. “Teaching and research are critically related,” he said. “Students are better prepared after learning the practical implications of new research, while teaching reinforces the importance of maintaining real-world applicability when conducting research.”

Derek M. Lemoine
Assistant Professor of Economics
Ph.D., University of California, Berkeley, 2011

Before earning his doctoral degree in energy and resources at the University of California, Berkeley, Derek Lemoine’s work involved remotely sensing forests and wetlands in Tennessee, Alabama, and upstate New York. His dissertation considered how to characterize and respond to uncertainty in climate change. Other recent papers examined the transition to electrified vehicles and biofuels. Lemoine will be affiliated with the University of Arizona’s Institute of the Environment. “In order to advance the economics of complex systems like the climate, we need an interdisciplinary understanding of the many interconnected components,” he said. “Teaching should emphasize providing the crucial basic knowledge about the topic and then exploring economic implications and intuition.”

Paul N. Michas
Assistant Professor of Accounting
Ph.D., University of Missouri-Columbia, 2011

Paul Michas joins the Eller College from the University of Missouri-Columbia where he earned his Ph.D. in accounting. His research interests include auditing, financial reporting, international accounting, and emerging markets. “Bringing cutting-edge research into the classroom informs accounting students about the most current issues in auditing,” he said. “This type of information is especially important to students who plan to work in the constantly changing field of public accounting, whether for a local, regional, national, or international audit firm.” Michas is a Certified Public Accountant registered in the state of Illinois and worked in public accounting for five years in the Chicago area before beginning his doctoral studies. He also holds an MBA from Northern Illinois University.

“I am excited about joining the Eller College, given its record of achievements and commitment to both the highest quality teaching and research. Further, the excellent weather and beautiful mountain views are very different from the Midwest and provide a new lifestyle that my wife and I are both excited about exploring and enjoying.”
new faculty

continued

“The University of Arizona offers outstanding educational and research opportunities and I feel privileged to be a part of the Department of MIS in the Eller College of Management. The faculty and students at Eller are exceptional and I am looking forward to being a part of that tradition. Also, I am a huge fan of collegiate athletics — Go Cats!!”

Matthew J. Hashim
Assistant Professor of MIS
Ph.D., Purdue University, 2011

Matthew Hashim’s research focuses on topics that influence digital business strategy. A paper exploring the role of morality in determining intentions to engage in digital piracy is under review. He has working papers which explore both the role and source of information on decision-making under contexts such as piracy and an e-commerce paper that looks at the impact of the digital delivery of movies on physical movie sales. “The research topics that I am focused on are familiar to most students, allowing me a greater understanding of their underlying motivations and views of digital business,” he said. Hashim comes to the Eller College from Purdue University, where he was awarded the Krannert Certificate for Distinguished Teaching in 2009. He worked in industry for ten years before pursuing his doctoral studies.

Jayati Sinha
Assistant Professor of Marketing
Ph.D., University of Iowa, 2011

Jayati Sinha comes to the Eller College from the University of Iowa. Her research examines the role of social influence and social networking on consumer behavior, both individual and family consumption behavior. Her dissertation focused on social contagion in attitudes. “Teaching is an integral part of academic research, as it often helps with the generation of new ideas and to gauge the value of existing theories,” she said. “Teaching is, in itself, a learning experience. Many discussions in a class yield ideas which result in better learning of the subject for the teacher.” Sinha also holds an MBA from the University of Toledo and a master’s in geographic information systems and remote sensing from the University of British Columbia.

“The UA, a leading public research university, offers me the luxury of being able to concentrate on research. And Tucson offers 350 days of sunshine and a diverse and talented community.”
Tiemen Woutersen
Assistant Professor of Economics
Ph.D., Brown University, 2000

Tiemen Woutersen comes to the Eller College from Johns Hopkins University, where he has served as an assistant professor of economics since 2004. His research focuses on unemployment and other duration models. "Research keeps one's teaching up to date and helps to develop real life examples that, in my case, use unemployment data," he added. A Dutch native, Woutersen was an assistant professor in the economics department of the University of Western Ontario and a visiting professor at MIT before joining Johns Hopkins.

Mauricio J. Varela
Assistant Professor of Economics
Ph.D., Northwestern University, 2010

Before pursuing his doctoral studies at Northwestern University, Mauricio Varela worked as an associate consultant for the Boston Consulting Group in its Monterrey office. His research interests include industrial organization and health economics. "My research focuses on understanding the forces underlying market structure: supply, demand, and conduct," he said. "Business strategy is about targeting these forces with specific actions to improve one's position in the marketplace. I use the insights from my research to paint a picture for the students, in which they can visualize how strategy can shape the market by utilizing these market forces in one's favor." Some of his recent work examines individual health plan exchange and welfare consequences of health plan choice by employers versus employees.

"I am very excited to join the University of Arizona, since the Department of Economics has a group of researchers with whom I share an approach to industrial organization, labor, and econometrics."

"The faculty here is great – they do state-of-the-art research and are also very friendly. The students are bright and hardworking, which makes the teaching more challenging, but also more interesting and more fun. Finally, Tucson is an amazing place to live, with its outdoors and beautiful skies."

"The faculty here is great – they do state-of-the-art research and are also very friendly. The students are bright and hardworking, which makes the teaching more challenging, but also more interesting and more fun. Finally, Tucson is an amazing place to live, with its outdoors and beautiful skies."
Recruiters are looking for employees with expertise in social media and business intelligence," said McClelland Professor of MIS Sudha Ram.

Ram already teaches a master's level course that gives students hands-on experience putting business intelligence theory to work for large and small businesses and non-profit organizations. The success of that course has fueled demand for a similar offering for undergraduate students. 

MIS 496A-002: Web and Social Media Analytics is an interdisciplinary course open to all UA undergraduates.

"This course will give students the opportunity to apply business intelligence techniques with social media tools to gain insights into emerging social media phenomena," Ram said.

Ram said the proliferation of social media has provided huge volumes of data that can shed light on the emerging social media technologies and their utility. She pointed to an animation that researchers developed to illustrate how this year's Egyptian Revolution unfolded online via Twitter, a network in motion.

Ram's class will focus on real-world projects for local non-profit and small businesses. First student teams will collaborate with client organizations to develop and run online marketing campaigns using Google AdWords. In the second project, students will use an open-source software package for visualizing and analyzing large networks or graphs to map and measure relationships between people, groups, organizations, computers, URLs, and more.

"The students will be using social media including Foursquare, Facebook, and Twitter, but that's just one part of the equation," Ram added. "What the class will do is give them the analytical tools they need to understand large amounts of data and provide actionable business insights."
Entrepreneurship is about more than just launching companies, as honors students enrolled in the McGuire Entrepreneurship Program quickly discover.

Over the past several years, these students have augmented their venture development experiences by participating in open innovation challenges intended to effect real change. The work of last year’s honors students, for example, resulted in an alternate valuation model that has been adopted into the program’s curriculum. Originally proposed as a useful way of looking at so-called eco-ventures, the model teaches students to identify, analyze, and articulate the non-commercial values of a venture, including social, environmental, and economic implications.

This year’s nine teams of honors students were challenged to create a proposal for the organization and development of a business plans group in the Southern Arizona innovation community. “The availability of business plans is a huge hole in our region — there is no one place where an entrepreneur can go for business plans development in the community,” pointed out Sherry Hoskinson, director of the McGuire Center for Entrepreneurship.

Under the direction of Matt Mars, lecturer in entrepreneurship, the honors teams conducted research, explored model scenarios, and made full recommendations for the formation of the business plans group, all while taking into consideration a set of minimum requirements defined by the McGuire Center.

“We were really pleased with the proposals,” Hoskinson said. “We weren’t expecting to adopt one single model out of this challenge, but to generate new thinking on how to support entrepreneurial capacity in our region, and the students definitely brought that to the table.”

Matt Mars (center) with 2011 honors students.
About 30 percent of Facebook's 500 million active users are 35 years and older. Now, thanks to 12 honors students in lecturer Gail Fey's BNAD 314: Business Communication course, that pool of users got just a little bit bigger. The students developed and hosted Facebook classes for residents of Fellowship Square, a retirement community in Tucson.

“A lot of people retire in Tucson, but they still have family in other parts of the country, and they don’t really interact anymore,” said Sam Burns (Eller Management ’12), one of the students who participated in the project. Along with his father, Burns co-hosts a radio program called Care Connection, which provides resources to seniors in the region. His experience working with seniors was a boon to the project, which came together when Fey hit upon the idea of connecting UA students with Fellowship Square residents. Fey’s close friend and mentor is a resident; her friend put her in touch with Fellowship Square activities coordinator, Carolyn Gorst.

“From there, it all came together,” Fey said. “Carolyn suggested a Facebook focus; I thought the benefit to students and residents would be perfect; and the students embraced the idea when I told them about it.” Fey’s honors student then applied the skills they were learning in their Business Communications class and developed a full project plan, designed and administered a survey, advertised their idea at Fellowship Square, held info sessions, and taught the classes.

Emily Copperud (Eller Management and Entrepreneurship ’12) was the team lead and survey analyst. “We developed a survey to pinpoint exactly what the seniors at Fellowship Square were looking for in a Facebook class,” Copperud said. “We found that there was a general interest in Facebook, but not necessarily in creating a Facebook account. They had heard of it, but they didn’t know how it relates to them.”

The students conducted basic training, but also devoted time to demonstrating privacy settings and debunking perceptions that joining Facebook means making all personal information public. They also established a follow-up mechanism to provide ongoing support to the residents, and Fey has arranged for a new set of students to continue the project in the coming year.

“This was a class project, yes, but it was also a real-world work experience,” Copperud said. “We were working for actual clients, and it certainly opened our eyes as to our strengths and weaknesses that we can continue to refine in each of our ongoing Eller educations.”
alternate valuation
recent grads give back through teach for america
By Kelsey Wagner, Eller Marketing ’12

While the majority of recent graduates compete for full-time jobs, a growing number are competing for the chance to make a difference in the lives of children through Teach for America.

The program’s application process is intense and rigorous. In 2010, 46,000 individuals applied for positions in the corps, but just 4,500 were accepted. Corps members are deployed to one of 39 urban and rural regions across the country. They then begin a five-week intensive teacher-training program prior to the first day of class, where they will spend the next two years.

Neha Gupta (Eller Management ’11) will be entering the classroom for the first time this fall. “My parents moved to this country and started from scratch in order to give me the gift of education,” she said. “I feel a sense of obligation to give back to this country by giving all kids the same opportunity. Plus, I believe the experience will further my long-term career goals.” Gupta, who one day hopes to work in talent and organizational consulting, will be based in Phoenix.

Brian McGill (Eller Business Economics ’11) will begin his time as a Teach for America corps member in Houston this fall. “I’m looking forward to working with students who need help in school and restoring their sense of hope that they can be successful,” he said. “Having the opportunity and ability to influence the lives of a group of students is exciting. After learning more about education inequity in America, I wanted to join Teach for America to help close the education gap.”

“I always had a desire to teach, but I never considered it for a career,” said Andrew Collins (Eller Business Economics and Entrepreneurship ’05). “By the end of my senior year I was looking for something different than the typical launch into the corporate world. I saw Teach for America as an opportunity to spend a few years of my life directly affecting the lives of others, especially in an area so crucial to their future success — education.”

After completing his time as a corps member, Collins joined the Arizona Charter Schools Association as director of school development. “What I love about this position is that I am able to find a marriage between my experience as an entrepreneurship student at Eller and my experience in the classroom to help educational entrepreneurs start a sustainable venture that will serve students well,” he said.
LEN JESSUP PREPARES TO LEAD THE COLLEGE INTO A BRIGHT FUTURE

The news came in with the new year: in January, the University of Arizona announced that Len Jessup (Eller Ph.D. '89) would lead the Eller College of Management as dean. Just five months later, he was on board full-time.

Outgoing UA President Robert Shelton hailed Jessup as the perfect choice for the position, with a golden combination of experience including time served as dean of the b-school at Washington State University, his leadership of the WSU Foundation, and his expertise in entrepreneurship. Current UA President Eugene Sander headed the search committee that recruited Jessup.

At a semester’s end barbecue for faculty, staff, and students, graduating senior Monique Rios, president of the Eller College Student Council, and MBA Student Association president Jenny Yang pointed out that Jessup had already met with students on multiple occasions — all while he was still wrapping up his duties at WSU.

Jessup spent his summer on the road, connecting with Eller alumni in the West, at events in cities including Tucson, San Francisco, San Diego, Seattle, and Denver. The tour will continue this fall with stops in Phoenix, Chicago, and New York (visit www.eller.arizona.edu/meetthedean for details).

"The warmth of our alum community is truly special, and I am grateful for the enthusiastic welcome that I have received to date," Jessup said.

If you haven’t already had the chance to meet new Eller College Dean Jessup yet, chances are you will soon. Eller Progress magazine checked in with him for a preview of what’s to come.
How would you characterize the Eller College that you knew from your time as a student, and now today, returning as dean?

Len Jessup

When I first arrived here as a student in the mid-80s I was surprised to find that a university that was so good on the research dimension had faculty and staff who were so friendly and welcoming. That is as true today as it was a quarter century ago. Over the years, I’ve followed the College’s accomplishments, but one of the things I didn’t realize was how outstanding the student experience is here at Eller. We are delivering a true honors program experience for our students at all levels, and that is rare for a business school of this size that also achieves such a high level of quality on the research dimension. One other surprise for me was the high level of innovation going on in the research throughout each of our departments and centers. Not only do we have one of the best entrepreneurship programs in the country, but we also clearly have a faculty on the cutting edge in their respective disciplines. The research we are conducting is pioneering, highly impactful, and well translated. Innovation is definitely in our DNA here in Eller, and as an alum I find that to be very exciting.
Where do you see the Eller College going in the next several years?

The Eller College is at a key strategic inflection point in its progress. Among the many positives are that we have successfully entered the Phoenix market with the Executive MBA and Evening MBA programs at the Scottsdale Campus; our esteemed programs in entrepreneurship and management information systems are ranked in the top-5 among publics; our departments of accounting and management are consistently ranked among the top-25 in the country; our undergraduate program overall has jumped considerably in the national rankings; and the Eller College is thought to be the best in the country in securing large federal grants to fund research. Perhaps best of all, there is a palpable, collective will among Eller faculty, staff, students, and alum that we continue to get better and move up to the next level, becoming a top-10 business school within public university settings, among the likes of business schools at Berkeley, Michigan, Virginia, Indiana, North Carolina, Texas, and UCLA. I believe strongly that we are big enough, and good enough, and the prospects ahead for revenue generation are good enough, that we can be at the “top 10” level in all we do. We clearly have a culture of excellence here in Eller, but even more important than that, I want people to feel like they are having a lot of fun and feel like they are making a big difference every day.

You mention revenue generation. How do you see the College overcoming the shrinking state appropriations for the university system?

It is clear that there will not be enough funding from the state to fuel our quest for excellence, and that presents both our challenge and our opportunity. We have before us the opportunity to make the jump up to the next level in quality, impact, rankings, and reach by becoming a more self-sustaining business school. It’s amazing that much of what we do is already ranked among the best, and with just over half our funding annually coming from sources other than the base-level state funding. We need to evolve over the next three to five years to the point financially where most of our funding comes from sources other than the base-level state funding. It’s amazing that much of what we do is already ranked among the best, and with just over half our funding annually coming from sources other than the base-level state funding. We need to evolve over the next three to five years to the point financially where most of our funding comes from sources other than the base-level state funding. It’s amazing that much of what we do is already ranked among the best, and with just over half our funding annually coming from sources other than the base-level state funding. We need to evolve over the next three to five years to the point financially where most of our funding comes from sources other than the base-level state funding.

How do you see the College in terms of the broader University community, and operating within the city and the state?

I think there is a larger and more important role we can play here. The business school at the University of Texas at Austin is thought to have been the catalyst over 30 years ago in the growth of Austin as a world-renowned “technopolis,” and I believe that the Eller College can, should, and will play that role here. For example, our top ranked McGuire Center for Entrepreneurship has had approximately 500 launches over its history, and we aim to bring that expertise to bear in helping the UA be a catalyst for growth and sustainability. Significantly expanding the UA’s technology transfer and commercialization activities is THE long term answer for this university, not only in terms of the UA becoming more self-sustaining but also in terms of the long term health and vitality of Tucson and indeed of the state of Arizona.
Len Jessup grew up in the San Francisco Bay area, the descendant of Italian immigrants on both his mother’s and father’s sides of the family.

“Like many immigrants, my family came to America in search of prosperity and a better life,” he said. “My family is a long line of small businessmen and women dating all the way back to our origins in ‘the old country,’ and the conversations and stories around our dinner table constantly revolved around starting or growing businesses.”

That entrepreneurial tradition would go on to inform Jessup’s research and his enthusiasm for driving change within institutions of higher education.

Jessup was the first in his family to go to college — he earned his undergraduate degree in information and communication studies in 1983 and his MBA in 1985, both from California State University, Chico. “It was eye-opening for me to even go to college,” he said.

After completing his MBA, he made the decision to continue his studies with a doctoral program. “My time at the UA as a student in the late 1980s was transformational for me.
and changed the trajectory of my life, both professionally and personally, in ways that are profound and still paying off," he said. In 1989, he earned his Ph.D. at the UA in management and organizational behavior and MIS under the advisement of Eller Professor of Management Terry Connolly and Regents Professor of MIS Jay Nunamaker.

He began his academic career in the California State system before being recruited by the Kelley School of Business at Indiana University in 1995. After five years at Indiana, during which he taught in the MBA core, he joined Washington State University (WSU) as head of its department of MIS. During more than a decade at WSU, he served in a variety of leadership roles, including dean of the College of Business, vice president of university development, and president of the WSU Foundation. His most recent roles were chair of the Department of Entrepreneurship and Information Systems and director of the Center for Entrepreneurial Studies.

During his three-year tenure as dean of the WSU College of Business, Jessup led a significant elevation of the school’s reputation, successfully oversaw its accreditation by the Association to Advance Collegiate Schools of Business, and developed and launched an ambitious strategic plan.

In his role at the WSU Foundation, Jessup led the transformation of the university’s fundraising efforts, which resulted in doubling its overall fundraising totals and rallying record numbers of donors. During his tenure, the university received a commitment for the largest gift in its history and initiated its largest comprehensive campaign.

At the Eller College, Jessup holds the titles of Halle Chair in Leadership, Professor of Entrepreneurship and Innovation, and Professor of MIS.

“My mom and dad have clearly had the biggest influence on me. Even though my dad passed many years ago, I still think about and learn from both my parents every day. Simple lessons like be a good person, be in service to others, leave it better than it was when you found it, and so on. I also think that the fact that I came from pretty humble origins has and continues to have a huge impact on me. I never take anything for granted, always live in the moment, and try not waste one single minute. Life is precious.”
If there's a theme to my research, it's cool new technologies," Len Jessup said with a laugh. "That's really driven my research all the way through."

He traces it all back to being an MBA student at California State University, Chico. "I had an assistantship there and one of my assignments was to set up the new computer lab," he said. It was the university's first computer lab. He dove into the task of pulling DEC Rainbow 100s out of their boxes and trying to set them up on a primitive network. "It was all self-taught," he said.

Later, after beginning his doctoral studies in management at the UA, he was advised to seek a minor. Technology beckoned. "I went over to see Jay Nunamaker, and he a computer lab where everything was set up on a network that was way more sophisticated than anything I'd seen." It was there that Jessup met fellow student Joe Valacich, who just joined Eller as a professor of MIS [see page 8]. "That's where it all began for me," Jessup said.

Early in his career, Jessup concentrated on groupware, wireless collaboration, electronic commerce, and technology-supported learning and decision making. His current stream of research is focused on corporate innovation and on the commercialization of technological innovation. He has published work on the internet and open innovation, new venture strategies, social networks, social entrepreneurship, and more. "I started off with a micro perspective, and am now totally focused on the macro side, on organizations and the economy," he said.

One current project with doctoral fellow Monte Shafer seeks to predict when radical innovation is going to happen. "What we did was go deep into the patent databases and assessed the value over time," Jessup explained. "Monte developed an algorithm — kind of like Google's network analysis or collegiate sports power rankings — and applied it to the landscape of patent citations. The idea is to identify the next disruptive, radical innovation that's going to make a huge difference in society."

Jessup's focus on innovation-related research took off when he became director of the Center for Entrepreneurial Studies at WSU. After he completed his time as president of the WSU Foundation, Jessup was given his choice of appointments within the business school. Entrepreneurship was a natural. "It's like the Wayne Gretzy quote," he said. "A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be. I wanted to be in an area that's going to be hot, where I could really make a contribution."

He intends to continue to be research active. "I do it because it's fun, and potentially useful to society."
Len Jessup in his office in the Harvill building in his doctoral days. Jessup remembers his Kaypro 2000 "portable computer" fondly. "I thought it was the coolest thing that I could travel on a plane with my computer," he said. "When I was visiting my parents, I could plug the telephone line into it and look at data. At that time, they had no idea what it was all about."

During his doctoral days at Eller, Len Jessup worked closely with Terry Connolly, Eller Professor of Management and Organizations. Connolly said the two stayed in touch after Jessup graduated. "Given our shared research interests, we'd find ourselves at the same meetings, or visiting each other's campus or working on research together," he said. "It's been a while since we wrote anything together but it's always a delight to see one's old students moving on into distinguished careers."

When Jessup was admitted to the doctoral program in management – and continuing to this day – the program was small with a great reputation, with well-qualified and ambitious students. "What made Len stand out for me among this elite group was his enormous energy and enthusiasm," Connolly said. "He just never wore out. We'd wrap up a long session of work planning the next steps in a research project and he'd be ready for a flat-out hour on the racketball court—we played a lot, and I have to say he was tactful enough not to beat me too often—I was his advisor, after all! But then, he added, "Early the following morning, Len would be in my office with the work half-finished already and eager to move on to the next step."

In 2004, the Department of Management presented Jessup with its distinguished Ph.D. alumnus award. "That was a special pleasure for me – a bit like the parents' delight when the kids grow up and achieve great things," Connolly said. "When he came down for the WSU-Arizona football game a couple of years ago, we got to talking about where his next career move might be, I wasn't surprised that he still felt all sorts of affection for Tucson and Eller College and that his background, both as a teacher and researcher and as an administrator, would make him a near-perfect fit for us."

Added Connolly, "I've been fortunate to work with some pretty gifted, productive people over the years, but I've never met Len's match for the level of enthusiasm and energy he brings to every project. I can see from the way he's plunged into his first few months of working as our dean that this hasn't changed a bit. He has a wonderful gift for energizing not just himself but the people around him."
september

SOUTHWEST LEADERSHIP PROGRAM
SEPTEMBER 19–23
Lodge at Ventana Canyon
This annual leadership development program serves public service professionals from around the state. Details are at www.executive.eller.arizona.edu/southwestleadership.

october

PROFESSIONAL ADMISSION
SATURDAY, OCTOBER 1
7:00 A.M. at McClelland Hall
Volunteer to interview undergraduate students preparing to enter the professional phase of their Eller College experience. Register at www.eller.arizona.edu/eca.

november

HOMECOMING 2011
NOVEMBER 3–5
Various times and locations around campus.
See inside back cover of this magazine for a complete description of events!

december

IDEAFUNDING
WEDNESDAY, DECEMBER 7
Beginning at 8:30 a.m. at the Marriott Tucson University Park
An annual conference for entrepreneurs aimed at advancing and stimulating entrepreneurial capacity throughout the region, organized by IdeaXchange and sponsored in part by the McGuire Center for Entrepreneurship. Find details at www.ideafunding.org.

ECONOMIC OUTLOOK
FRIDAY, DECEMBER 9
Noon–2 p.m. at the Westin La Paloma, Tucson
Join us for lunch as UA economists Marshall J. Vest and Gerald J. Swanson 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.
meet the dean

eller alumni across the west connect with Len Jessup

Highlights from this summer’s Meet the Dean events in Tucson and San Diego: 1. Shannon Timms (Eller Marketing ’11) with friend and WSU alumna Sarah Linker. 2. Emily Dunn (Eller Marketing ’99), Dwight Maloney (Eller MIS ’02), associate dean of undergraduate programs Pam Perry, Kapil Chhibber (Eller MIS and finance ’01), and Ami Doshi (Eller Management ’09). 3. Melinda Burke, president and executive director of the UA Alumni Association, with Robert Briggs (Eller Ph.D. ’94) of San Diego State. 5. Jaci Mumford and Mitchel Forney (Eller Marketing ’09). 6. Len Jessup (Eller Ph.D. ’89). 7. Fabian Cordova (Eller MBA ’09), Julie Trujillo (Eller Public Management ’94), Melinda Burke, and Nancy Yaeli.
Professor of marketing Susan E. Heckler began her career as a chemist before earning her MBA and Ph.D. from the University of Minnesota in 1987. She joined the University of St. Thomas in 1984 as assistant professor of marketing and went on to serve as visiting assistant professor at Duke University’s Fuqua School of Business, assistant professor of marketing at the University of Michigan, professor of marketing and psychology at the UA, and visiting professor of marketing at Georgetown University. She rejoined St. Thomas in 2003 as Opus Distinguished Endowed Chair in Marketing at the Opus College of Business, where she not only taught classes and continued her research, but mentored new faculty.

During her teaching career, Heckler won numerous awards, among them Outstanding MBA Faculty from the University of Arizona in 1995-96 and again in 1998-99, and a Special Award for Excellence in Service to the Faculty from the University of Arizona in 2000. Also while at Arizona, she was elected to the position of secretary of the faculty, one of the highest ranked governance officers among the 3,000-member university faculty.

James Logan was born in Frenchtown, New Jersey. He grew up in Evanston, Illinois, and attended Princeton University, where he graduated with high honors in English in 1943. As a member of the U.S. Army Enlisted Reserve Corps, Logan served his country as a meteorologist during World War II.

After working in private industry in Indiana, he and his family moved to Cambridge, where he earned his master’s degree at Harvard University in 1949. He began his career in education at the Columbia University Graduate School of Business. In 1954 he became assistant professor at the Amos Tuck School of Business at Dartmouth College, where he taught until 1958. He returned to Columbia to earn his doctoral degree.

In 1968 Logan moved his family to Tucson, where he was appointed professor of business administration at the University of Arizona. Before his retirement in 1989, he was twice awarded Professor of the Year honors.
Louis A. Myers, Jr.—a native Arizonan—completed his bachelor’s degree in business administration at the UA in 1943, followed by an MBA in 1950. His passion for education came full circle—he was hired as the accounting department’s third full-time instructor in 1948. While serving the accounting department as assistant, associate and then full professor, Myers was honored with multiple awards, including the Bobcat Outstanding Faculty Award, Outstanding Teacher of the Year, and the UA Creative Teaching Award. He was chair of the department from 1959 to 1966.

Myers was also committed to various Arizona Athletics, Pac-10, and national collegiate athletics boards, councils, and committees. He was inducted into the UA Sports Hall of Fame in 1984. Myers’s energy and enthusiasm for his Wildcat roots resulted in the establishment of an endowed accounting professorship in his name. Created in 1987 with funding from UA accounting alumni and Arizona accounting firms, it is one of the oldest endowments in the Eller College of Management, and is held by accounting department head Dan Dhaliwal.

Edward E. Zajac was born in Cleveland, Ohio. He graduated as valedictorian of his class at Cleveland’s prestigious West Tech High School and was then drafted into WWII, during which he served as a radioman in a tank division, and later in U.S. Army intelligence, hunting for Nazi war criminals and bringing them to justice.

After his discharge from the Army, Zajac studied engineering at Cornell University, where he was again valedictorian of his class, followed by master’s and doctoral degrees from Princeton and Stanford, respectively. He then launched a 30-year career with AT&T’s Bell Telephone Laboratories in New Jersey, starting in the mathematics research unit and later as head of economics research. It was there that he developed a two-gyro system to keep communications satellites pointed toward Earth. He is recognized as the first person in history to create computer animation, at first as a visual means to share with his colleagues the positions of satellites as they orbit Earth.

After the break-up of AT&T, Zajac moved to Tucson to become head of the Department of Economics at the UA. A prize for UA doctoral students was established in his honor by his colleagues in the Department of Economics.

Watch Zajac’s four-minute animation of an earth-orbiting satellite.
Mary Sally Matiella, MBA ’76
Assistant Secretary to the Army, Financial Management and Comptroller

a model of resilience

When Mary Sally Matiella was preparing to graduate from Tucson’s Pueblo High School in 1969, her guidance counselor advised her that she wasn’t college material. “I was devastated,” she said. Her mother encouraged her to give it a try, and Matiella persisted. She was accepted into the UA on a Regents Scholarship and worked hard, making the Dean’s List her first semester.

“At that time, the traditional careers for women were teaching or nursing,” she said. But after graduating with honors, she didn’t have a teaching position lined up. Instead, she accepted a temp position at Hughes Aircraft (now Raytheon), where she connected with a colleague in labor relations. “I realized I was interested in business,” she said. Then her colleague mentioned that the MBA program director had been out looking for minority candidates for the program. Matiella met with then-director Dr. Hancock, who looked over her transcripts. “He saw potential and offered me a position in the class.”

Fresh from her undergraduate experience, Matiella was the youngest member of the MBA class, the only woman, and the only minority candidate. “I really struggled,” she said. “No one was throwing As at me; there was no special consideration.” It really goes to show how good human beings are to each other — my professors were fabulous. I was in a cohort of about 50, and we really supported each other.

Many of her fellow MBAs were Vietnam vets, some POWs. She had always been interested in the military environment, which turned out to be a good thing when she married an airman in 1975. “We moved to Texas with the Air Force,” she said, “and I followed my husband around for 17 years.”

Despite the challenge of frequent moves, Matiella wasn’t willing to sacrifice her own career. “I always wanted to be a mom, a wife, and a career woman,” she said, “and I thought I could do it.” On the career side, she said, “The MBA set me apart from other applicants, and I was just 24 or 25 years old when I was starting out. I never had to resort to a position that was below my degree, and always managed to move up.” She was never guaranteed a job, and worked hard to project the attitude that she was not just trying to get by. She continued her professional education through Air Command Staff College and volunteered to take on additional duties such as Hispanic Employment Manager.

In 1992, after her husband retired, Matiella was promoted. “Then he followed me around,” she said with a laugh. In 1999, she joined the Office of the Under Secretary of Defense at the Pentagon. She was promoted to CFO of the USDA Forest Service in 2001. She retired in 2008 from the position of assistant CFO at the U.S. Department of Housing and Urban Development.

“We came back to Tucson,” she said, “and then I got the call to see if I’d return as a political appointee.”

Matiella recently addressed a military spouse group. “They are all amazed that I’ve been able to navigate an entry level position to a political appointee,” she said. “My message is how important education and hard work is, and how important it is to put yourself out there.” At the same time, she said, “No one is going to spoon feed you. Personal resilience is so important.”

Matiella is also quick to point out the responsibility that teachers have to mentor people. “Unfortunately, negative words can really get people off track, especially young kids, whose egos are so fragile,” she said. “I’m not saying to inflate those egos, but it is so critically important to empower and motivate them, to show them the possibilities, and teach them to be resilient themselves.”
I think the important message for a student or a new grad is that you cannot be afraid to take chances. If you work hard and have a good head on your shoulders and operate with integrity that’s beyond reproach, you can achieve great things.

When Jim Messina was very young, he wanted to be a Major League Baseball statistician — and while baseball played an indirect role in leading him to the University of Arizona, what his childhood goal really revealed is an interest in data-driven problem solving that would one day form the basis of his professional career.

Messina grew up in the Berkshires of Western Massachusetts. When it came time to think about college, he said, “There are really great liberal arts colleges in Massachusetts and New England, but I wanted to go to a large school where there was always something going on — and I thought success in sports would be one way to get a sense of that.” He applied to universities that were successful both on the athletic field and in the classroom, including the UA, which was well respected academically and had just brought home the baseball championship.

“So I came to Arizona sight-unseen,” Messina said. “It was a high-risk roll of the dice, but everything happens for a reason. It turned out to be a tremendous place to go to school, on the academic side and the personal side. I met my wife there, and we’re going on thirty years together now.”

Although his oldest daughter was a Villanova Wildcat, Messina’s son is a UA alumnus, and his youngest daughter is a current honors student. “We own a place in Oro Valley,” he said, “So Tucson, and the UA, is a place that I consider home; it’s an anchor for us.”

Out of college, Messina joined Deloitte in Los Angeles and earned his CPA. Then he began a pattern of career advancement he called the straddle approach. “I’ve always tried to keep one part of a new position in something that’s familiar and one part in something that’s new,” he said. “Then I can apply the 80/20 rule — I know that there’s 20 percent of the job I can already do well, so I can invest 80 percent of my time learning the new stuff.”

From Los Angeles, Messina relocated to Hartford, Connecticut, where he entered the insurance industry and took on various strategic, business, and financial planning positions at United-Health Group and CIGNA Health Care. He still kept an eye out for growth. “I had been at United and CIGNA for a long time, and was talking to a colleague about the possibility of starting an entrepreneurial venture,” Messina said. “He told me, ‘It will never work, you’re a big company guy.’”

Proving his colleague wrong turned out to be the push Messina needed. He founded OES Business Solutions, LLC, a small business consulting and technology firm, and ran it as CEO. “I hadn’t launched a company before, but the business was consistent with my background in improving companies based on credible fact sets.” Messina also ran two venture-backed early stage companies and led those to successful exits. Leaving CIGNA was a big step, but he thought the opportunity through and took the risk.

Then, two and a half years ago, he got an offer to join Premera Blue Cross in Seattle, and the option to lead the company into a new business was just the carrot he and his wife — new empty nesters — needed to make the change. Last year, he stepped into the role of senior vice president and chief marketing executive.

“The one consistent nugget that has been there all along is the ability to focus on facts,” he said, “and looking at information to make the best decision possible. I view any position I am in as a role of stewardship, and when I leave, I hope the organization is in a better place than when I came.”
1970s

Steven Brown (Eller Public Management ’78) is general manager of Gold Coast Transit in Oxnard, Calif. Gold Coast Transit provides fixed-route and specialized paratransit service for over 3.5 million customers annually in western Ventura County, California to the cities of Oxnard, Ventura, Port Hueneme, Ojai and the county’s unincorporated areas.

1980s

Neil Kimball (Eller Management ’81) is a partner in the law firm of Mika, Meyers, Beckett & Jones, in Grand Rapids, Michigan. He practices estate planning and business law.

William Wheeler (Eller General Business ’83) has his own CPA firm in Scottsdale; William E. Wheeler, CPA/PFS. He is also a Certified Financial Planner and works with small businesses and individuals providing tax, accounting, and financial planning services. He is starting his second term as the president of the Pinnacle Peak Chamber of Commerce.

Mark Sharfman (Eller Ph.D. ’85) was appointed as Puterbaugh Chair in American Free Enterprise and re-appointed as Director of the Division of Management & Entrepreneurship in the Price College of Business at the University of Oklahoma.

Michele Norin (Eller MIS ’87) is CIO and executive director of University of Arizona Information Technology Services. Earlier this year, Norin was named CIO of the Year by Arizona Technology Council.

1990s

Raymond Kelly (Eller MIS ’88) is director of information technology with the Retail Equation in Irvine, Calif.

Brigadier General N. Lee S. Price (Eller MS-MIS ’89) is program executive officer for command, control, communications tactical with the U.S. Army.

2000s

Eric Cross (Eller MIS ’01) earned his M.S. in IT Management at Naval Postgraduate School in ’07. He retired as the chief information officer in the Marine Corps and now works for Cask, LLC in San Diego.

Barb Dolan (Eller Marketing ’01) founded her own public relations firm, 17th Street Communications, in Tucson. She has just entered the Accelerated MBA program and will graduate in 2012 with a concentration in entrepreneurship.

Jason Picora (Eller Marketing ’03) earned his MBA from UC Irvine’s part time MBA program in June 2011 and currently works as a marketing director for AT&T U-verse TV Marketing.

Dan Schuman (Eller Marketing and Business Management ’03) is an account executive with Marriott International, overseeing corporate accounts headquartered in Southern California.

Morris Amiri (Eller Finance ’04) is managing partner and COO at Dash Acquisitions, an investment management firm based in Beverly Hills with clients throughout the United States.

Phillip Frankel (Eller Marketing and Management ’04) is a senior account executive for a Chicago-based direct response television advertising agency, A. Eicoff & Company, a division of Ogilvy and Mather. He started with the firm as an intern brought in by CEO Ron Biwas, who is a fellow Wildcat.

Amber Smith (Eller MPA ’04) is the executive director of The Metropolitan Pima Alliance, a land development advocacy organization in Tucson.
Michael Cleveland, PMP®, ITIL®
(Eller Finance ’05) is a senior consultant with Deloitte Consulting LLP, where he specializes in strategy, operations, and systems integration for energy and utility clients implementing smart grid solutions.

Alysha Periso (Eller MIS ’05) is a technical account manager with Amazon.com.

Dari AlHuwait (Eller MIS and Entrepreneurship ’06 and MS-MIS ’07) is a systems engineer at the Dasman Diabetes Institute and has been leading two major nationwide clinical informatics projects for the State of Kuwait, his homeland.

Nicholas Amatuzzi (Eller MBA ’06) is a finance analyst with The MITRE Corporation outside of Washington, D.C. He prepares budgets, tracks spending, and works on a range of financial analysis projects.

Patrick Marcus (Eller Entrepreneurship ’06) also holds a BS in electrical engineering and Ph.D. in biomedical engineering from the UA. He owns an electronics, instrumentation, and automation product, design, and business consulting company: Marcus Engineering, LLC.

Samira Panah (Eller Finance ’06) works for Cisco Systems in New York City.

Josh Cohen (Eller Accounting and Entrepreneurship ’07) works at Cohen & Bender, providing accounting, tax, and consulting services to clients.

Nicole Forzano (Eller Finance ’07) is an accountant at Raytheon Missile Systems, a mixed martial arts fighter 1-0, and the owner of APEX Mixed Martial Arts in Tucson. She’s getting ready to start up another company in Tucson.

Rachel Kipnis (Eller Marketing ’07) is working as a personal trainer at Fuzion Fitness in Phoenix and Scottsdale.

Alexandra Machado (Eller Marketing ’07) is a certified property manager and works for HomePointe Property Management as a broker associate.

Elyse Meyer (Eller Marketing and International Business ’07) is with the marketing department at the Thunderbird School of Global Management in Glendale, Ariz., where she focuses on online executive education programs.

Lauro Molina (Eller MIS ’07) works for a research center in Mexico City offering consulting services to federal government agencies and is involved in senate initiatives to promote policy that favors the development of Mexican entrepreneurs and society.

Todd A. Brinkman (Eller MBA ’08) is the hotel sommelier at the Ritz-Carlton Dove Mountain in Marana, Arizona, and was recently appointed as member of the Ritz-Carlton corporate beverage council.

Rick Michlig (Eller Criminal Justice ’08) is a corporate trainer for the Dallas, Texas, branch of Echo Global Logistics, a third party logistics company based out of Chicago, Ill.

Brent Rosenbaum (Eller Business Economics ’08) is a management consultant at Accenture. He works with Fortune 500 firms to improve their businesses through ERP implementations and change management initiatives.

Todd Avery (Eller Executive MBA ’09) is a senior account executive with Integra Telecom in Phoenix.

Harsha Gunnam (Eller MIS ’09) is a senior web analyst with Staples.

Josh Hottenstein (Eller MS-MIS and MBA ’09) is CEO of Verdant Earth Technologies, the winning venture he launched from the McGuire Entrepreneurship Program.

Karta Khalsa (Eller Marketing ’09) is an account executive for a printed circuit board manufacturer in Santa Clara, Calif., called Streamline Circuits. They specialize in manufacturing prototypes for military, aerospace, and commercial products.

2010s

Ruben A. Bravo Castano (Eller Marketing and Entrepreneurship ’10) co-founded Value On Net, LLC, which operates under a franchise license from WSI, the largest network of digital marketing consultants in the world, with operations in Mexico, the U.S., and Canada.

Trevor Diddell (Eller Marketing ’10) is a website marketing coordinator at Go Daddy Software Inc. in Scottsdale, Ariz. He is responsible for managing all website and mobile projects related to branding and corporate initiatives, executing end-to-end website campaigns and multivariate tests, owning all elements including strategy, implementation, and analysis.

Seungmi Lee (Eller MS-MIS ’10) is a manager with LG Electronics, where she works on platform services and business intelligence of LG’s smart TVs.

Anne Marie Mules (Eller MBA ’10) is a management consultant at Accenture focusing on supply chain management, sourcing and procurement, and supplier relationship management.

Brittany Smythe (Eller Management ’10) joined Kraft Foods as a sales associate after graduation. Three and a half months into her time with Kraft, she was promoted to a sales representative.

Kevin Kyung Cho (Eller Finance ’11) is pursuing his master’s degree in statistics at Carnegie Mellon University.

Lisle Payne (Eller Marketing ’64), Chairman of Jackson Street Partners, will be honored as Eller College Alumnus of the Year at Homecoming.
Howard Schultz
Chairman, President, and CEO, Starbucks Coffee Company

Howard Schultz is chairman, president, and chief executive officer of Starbucks Coffee Company. Schultz moved to Seattle from his native New York and joined the company in 1982 as director of operations and marketing when Starbucks had only four stores. He has been recognized extensively for his passion, leadership, and efforts to strengthen communities, with honors including the Horatio Alger Award for those who have overcome adversity to achieve success and the Rev. Theodore M. Hesburgh Award for Business Ethics given by Notre Dame University’s Mendoza College of Business. He has also been included in Time magazine’s “Time 100,” a list of the most influential people in the world.

On April 15, Howard Schultz addressed a crowd of close to 500 students, faculty, Starbucks partners, and community members as the 2011 University of Arizona Executive of the Year. Schultz discussed the challenges of turning Starbucks around during the biggest economic crisis since the Great Depression – not by cutting back, but by returning to the company’s founding values. The following observations on trends in consumer behavior are excerpted from his talk; scan the QR code to watch the full talk online.

"Today we are witness to a seismic change in consumer behavior. As a company, we had to recognize that embracing the status quo as an operating principle was going to be a collision course with time and we had to adjust."

Now, there are three parallel dynamics going on in terms of this seismic change in the consumer behavior. The first is that the downturn in the economy is going to have a long tail. If suddenly we had five percent unemployment in America and small businesses had access to credit and everything was great, the economic downturn would still have a long-term effect on consumer behavior. What it means is that every company, small or large, consumer or otherwise, is going to have to establish a value proposition in order to create entry points for the customer.

The second thing is the unbelievable way in which digital and social media are changing the rules of engagement in how products, services, or any kind of enterprise, are being marketed. What that means is that traditional marketing and traditional PR are just going to have to play a subordinate role to what is really going on. Every business, every enterprise, every organization, is going to have to create a discipline, an investment, and an enduring resource in understanding the seismic change in how people are gaining access to information and how they’re sharing it with others. One of the primary mistakes that companies are making is that they’re using these channels, or trying to use these channels, to sell stuff. It’s not there to sell stuff. It’s there to build trust and confidence with the customer so they can share it with others.

The third issue is that consumers now have so much information about companies and products, coupled with the fact that we’re living at a time when there’s such competition and parity, that they are making buying decisions not only on what things cost, or the features and benefits of the product, or how convenient the location is. They’re making buying decisions on values, integrity, ethics, how you’re taking care of your people. Customers want to support those companies and brands whose values are compatible with their own. This is not about a press release. This is not about marketing. This is about integrating a social conscience into every aspect of your business. It also is the primary way in which you’re going to attract and retain great people. They want to work for a company that they believe in and that they trust. They want to go home at night and share with their friends and their family that they’re working for a company that they’re proud to work for."
Dear alumni and friends,

Private support for the Eller College of Management grew 16.3 percent to $4,931,590 in the fiscal year ending June 30, 2011. Equally important, the number of donors – alumni, other friends, and institutions – increased 17.7 percent to 1,343, the second-largest total in the College’s history. Your commitment to the College in a time of economic uncertainty is deeply gratifying. Thank you on behalf of the National Board of Advisors, our faculty, students, and staff.

As the Eller College strives toward financial self-sufficiency amidst ever-decreasing state support, private philanthropy is essential to our continued growth and achievement. If the College is to realize the ambitious vision set forth by Dean Len Jessup, private giving of at least ten million dollars is needed each year.

Your annual financial contributions support the critically important, essential elements of Eller College: teaching, research, student scholarships, internships, and job placement. Most importantly, private gifts provide resources where the need is greatest and allow the College to take full advantage of new opportunities in those areas.

Just this year, for example, a generous and farsighted Eller alumnus made it possible for every Eller College student to take at least one course from our nationally acclaimed McGuire Center for Entrepreneurship. Other contributions have significantly expanded our highly-regarded ethics program, established a sports management minor, and continued to provide for distinguished speakers and robust case competitions. The Frances C. McClelland Endowed Chair in Accounting is now fully funded, and the number of scholarships benefiting Eller College students has increased to more than 100.

While the total amount raised each year is vitally important, the number of alumni who annually support the Eller College is a true measure of our development success. With more than 40,000 alumni of record, a personal gift of $250 from just half our alumni population would more than double our current giving total. This result would give the College added flexibility to, among other things, expand its offerings in experiential learning, grow its study abroad programs, and ensure an unsurpassed Eller experience, giving our students a measurable advantage as they begin their professional careers.

The Eller College Annual Fund, through direct mail and student telephone calls, seeks to maximize alumni participation in the life of the College. When our appeal arrives in the mail or a student calls asking for your support, please respond positively. Realizing that everyone’s financial position is different, your strong participation in the Annual Fund is of paramount importance.

The Eller College of Management is on an upward trajectory for which we all can be proud. The Board of Advisors deeply appreciates your continuing involvement and financial support.

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Eller Marketing ’64
Chair, Eller College National Board of Advisors

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College Financial Overview

### Fiscal Year 2011 Sources of Funds

- **Base Tuition and University Allocation**: 49%
- **Differential Tuition**: 26%
- **Grants**: 14%
- **Philanthropy**: 10%

**Total**: $48.8 Million

### Fiscal Year 2011 Uses of Funds

- **Academic Departments**: 74%
- **Research**: 11%
- **Program Support**: 9%
- **Administration**: 7%

**Total**: $48.8 Million

---

**Philanthropic Overview**

### Total Gift Support

(Fiscal Year: July 1-June 30)

Darker shaded portion of the graph represents endowment.

- **Millions**: $4.9 Million

### Eller College Endowment

As of December 31, 2010

- **Millions**:
  - FY '07: $3.56
  - FY '08: $5.38
  - FY '09: $4.40
  - FY '10: $4.21
  - FY '11: $4.46

### Number of Donors

(Per Fiscal Year)

- **Hundreds**:
  - FY '07: 414
  - FY '08: 1,489
  - FY '09: 1,237
  - FY '10: 1,341
  - FY '11: 1,143

### Your Investment at Work:

Annual Support Disbursement

- **Faculty**: 41%
- **Programs**: 45%
- **Scholarships**: 14%

**Total**: $4.9 Million
ENROLLMENT FALL 2011-2012

Professional 1655
Pre-Business* 3438
TOTAL 5093

*Students are considered pre-business majors until they are formally accepted into the College through the Professional Admission process.

TOP-10 OUT-OF-STATE RESIDENTS

1. CALIFORNIA
2. ILLINOIS
3. TEXAS
4. WASHINGTON
5. COLORADO
6. NEW YORK
7. NEW JERSEY
8. MASSACHUSETTS
9. NEVADA
10. PENNSYLVANIA

UNDERGRADUATE MAJORS BY SIZE

ACCOUNTING (315)
BUSINESS ADMINISTRATION (EVENING COHORT) (21)
BUSINESS ECONOMICS (129)
BUSINESS MANAGEMENT (319)
FINANCE (314)
MARKETING (336)
MIS/OPERATIONS MANAGEMENT (221)

ENROLLMENT 2011-2012

MBA PROGRAMS
Enrollment Snapshot as of September 1, 2011

FULL-TIME PROGRAM
Class of 2012 54
Class of 2013 48
TOTAL 102

EVENING PROGRAM
Class of 2012-Tucson 52
Class of 2012-Phoenix 32
TOTAL 84

EXECUTIVE PROGRAM
Executive MBA Program runs August-November
Class of 2011 35
Class of 2012 24
TOTAL 59

TOTAL MBA ENROLLMENT 245
ENROLLMENT

DOCTORAL STUDENTS, ACROSS DEPARTMENTS

TOTAL 153

MASTER'S OF ACCOUNTING

Incoming 38
Returning 15
TOTAL 53

MASTER'S OF MANAGEMENT INFORMATION SYSTEMS

Incoming 90
Returning 77
TOTAL 167

MASTER'S OF FINANCE

Incoming 35
Returning 4
TOTAL 39

Faculty and Staff

<table>
<thead>
<tr>
<th>Tenured and Tenure-Track</th>
<th>Lecturers</th>
<th>Total</th>
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*Includes Business Communication.
**Includes Center for Management of Information.

Staff 106
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Jane Montet
Scott Moulton
John and Luis Mueller
Angie Mulholland

Carl and Kathleen Munding
Murugan Munroa
Larry Murakami
Sarah Mufar
James and Pamela Muszy
Suzanna Mysen
Jarrod Nadel
Michael Nadei
Jayson Nader
Frank and
Claudia Naughton
James Nelson
Margaret Nelson
Virginia Nelson
David Newark
David and Pauline Newberg
Andrew Nicholas
Nancy Nichols
Thomas and
Gwendolyn Nichols
Eric Nilsen
Connie Nire
Donald and Rosanne Nison
Matthew and Lisa Nokes
Cameron Orton
Timothy Orson
Betty O'Melia
Ernest Oro
Jeffrey and Judith Orie
Anthony and Ilana Orlich
Domiand and Myra Ortega
Deborah O'Shaughnessy
Stephen Robbins and
Laura Ospina
Karen and John Otto
Dawn Davel
Edward Payor
Christina Palacio
Marjorie Palamara
Frank and Susan Parise
Jenaya Parise
Eugene Park
Judith Parry
Jerry and Glenda Patrick
Wade and Sheri Patric
Leigh Pataschi
Paul Patterson
Timothy Patterson
Richard Pazos
Joseph and Melanie Paul
Lyle and Roslyn Payne
Donald Pearlman
Paul and Judith Peach
Rebecca Peeling
Michael Penn
thank you

CORPORATE GIVING

24/7 Property Management
AAA RV Vehicle Boat Storage
AGM Container Controls, Inc.
Alif Sarah, MD, PC
Altruia Group, Inc.
Arana & Cordova, P.C.
Arizona Building Officials
Arizona Public Service
Arizona Soccer Academy
Association for Computing Machinery, Inc.
Association of Certified Fraud Examiners
Boeing
Cora Bonita Rental Co., LLC
CBIZ
Chinese Academy of Sciences, Institute of Earth Environment
Clear Channel Worldwide
Con-Cor
Cox Communications, Inc
Dallas Convention & Visitors Bureau
Daryl Palmer PC
Debiste & Touchett LLP
Desert Angels, Inc.
Discount Tire Co.
Duke Corley CPA PC
Edward Jones
Enterprise Leasing Company of Phoenix, LLC
Ephrata
Emt & Young LLP
Emt & Young U.S. LLP.
Federal & Commercial Contracts, Inc.
Federaled Mutual Insurance Co.
Four Points by Sheraton
Freepoint McMillan Copper & Gold, Inc.
GEICO
GIHIN Architects & Engineers, Inc.
Golden Eagle Distributors
Grub & Ellis
H.M. Urban & Company
Harry Grodsky & Co., Inc.
Health and Wellness Marketing Group
Hecker & Muthibaugh
Henfield, Meche & Co, P.C.
Henkel KGaA
Honeywell Aerospace
HSI Properties
Institute for Operations Research & The Management Sciences
Intel Corporation
Jagphen Sixth LLC
Jim Clutz Nissan, Inc.
Key Foundation
Kingwood Receivables Maintenance, Inc
La Rubia LLC
Law Offices of Robert L. Stoneberg
Lee A. Woods, L.C.S.W.PC
Lovell Family Limited Partnership
Macy's Corporate Services, Inc
Metro Denver Sports Commission
MHR Consulting LLC
MicroAge, LLC
Mike Noonan Physical Therapy, LLC
	
Mission Management & Trust Co., Inc.
Northwestern Mutual Financial Network
Office Depot
Offshore International Inc
Pacific Pensions
Pallisades LLC
Pentagon Produce Inc
PriceWaterhouseCoopers
ProClean, Inc.
Protiviti, Inc.
Quad Cities Convention & Visitors Bureau
Raytheon Company
Red River Resources
Research Corporation for Science Advancement
Robins Investment Company
Robert H. Rogers, Ltd.
Round Rock Convention and Visitor’s Bureau
Salt River Project
Salter Advisors
San Francisco Giants
Sanofi-Aventis
Schlumberger Oilfield Services
Sempra Energy
Shanrock Foods Company
Simply Computer Software
Sonora Investment Management
Souplantation & Sweet Tomatoes
Store & Youngberg, LLC
Target Corporation
Thomson & Thomson, CPAS, PC
Tucson Chamber of the Phoenix
University of Dreams
Visit Tepoea, Inc.
Vivaki, Inc.
Walgreens
Wal-Mart Stores, Inc.
Wells Fargo Bank
Western Newspapers, Inc.
Wetmore and Company, LLC

FOUNDATION & OTHER ORGANIZATION GIVING

Accounting Student Association, College of BPA
Alpha Kappa Psi
Arizona Refugee Connection
Arthur and Joan Funk Charitable Foundation
Atlantic City Convention & Visitors Authority
Austin Convention & Visitors Bureau
Ayco Charitable Foundation
Battle Creek/Calhoun County Convention & Visitors Bureau
BBVA Compass Bank Foundation
Board of County Commissioners
BPA Student Council
Bruce T. Halle Family Foundation
Cannonball Health Network
Chicago Community Foundation
Community Foundation for Southern Arizona
Economic Science Association
Emerald Foundation
Emerson Charitable Trust
Emerson Student Foundation
Emperor Charitable Trust
Emperor Student Foundation
Emperor University Foundation
Emperor University Student Foundation
Emporio Charitable Trust
Emporio Student Foundation
Emporio University Foundation
Emporio University Student Foundation
Emperor Charitable Trust
Emperor Student Foundation
Emperor University Foundation
Emporio Charitable Trust
Emporio Student Foundation
Emporio University Foundation
Emporio University Student Foundation
Engelhardt Foundation
Ernst & Young Foundation
Ernst & Young U.S. LLP
Federal & Commercial Contracts, Inc
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Four Points by Sheraton
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GEICO
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Walgreens
Wal-Mart Stores, Inc.
Wells Fargo Bank
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Wetmore and Company, LLC

If your name is listed incorrectly, please contact us and we will update our records: development@eller.arizona.edu or 520.621.2165.
Come home in 2011 and reestablish your ties to the Eller College community. Visit www.eller.arizona.edu/homecoming for a complete list of activities.

FRIDAY, NOVEMBER 4
Eller Cup Golf Tournament Hosted by the MBA Student Association
1:00 p.m. shotgun start, Arizona National
Join Eller MBA students, faculty, and alumni for golf, food, and friendly competition. Scramble play. Register at www.eller.arizona.edu/golf.

Collegiate Showcase: Technology for Securing the Nation’s Borders
10:00 a.m., McClelland Hall Room 208, 1130 E. Helen St.
Regents’ Professor Jay Nunamaker, director of the National Center for Border Security and Immigration, will present his research on deception detection at the border, including the use of a virtual border agent and micro unmanned air vehicles. RSVP to alumni@eller.arizona.edu by November 3.

Alumni Reception Hosted by the McGuire Center for Entrepreneurship
5:30 p.m., McClelland Hall, 1130 East Helen Street
Join Eller and McGuire alumni and dean Len Jessup for a very festive homecoming celebration. RSVP at www.eller.arizona.edu/homecoming.

TENTS on the Mall
Time TBA, Main Campus Mall Area
Join the Eller College and other colleges, fraternities, sororities, alumni, and student organizations as they gear up for the big game with food and fun.

Football Game: Utah Utes vs. Arizona Wildcats
Time TBA, Arizona Stadium
Tickets available through the McKale Ticket Office at 520.621.CATS or 800.462.CATS.

For more details, visit www.eller.arizona.edu/homecoming
McClelland Hall – home to the Eller College of Management – is one of five UA campus buildings that have been outfitted with photovoltaic and solar thermal collectors. The collectors generate approximately 500 kilowatts of electricity on campus, reducing the UA’s carbon footprint by an estimated 2,200 metric tons of carbon dioxide each year.