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an agenda to fuel growth for Eller, the UA, Tucson, and beyond ➔ PAGE 16
Eller MBAs at the up-close-and-personal session with former U.S. Secretary of Defense Robert Gates, the 2012 University of Arizona Executive of the Year.

For the 2012 Thinking Forward conference, the Department of Marketing collaborated with the Department of Management and Organization’s Sports Marketing Program. Students connected with leaders including Larry Baer, president and CEO of the San Francisco Giants; Dennis Moore, VP of sales and marketing for the Denver Broncos; Daniel Shlossman, a product manager for the National Football League; and Jeff Plush, founder and CEO of Helium Sports Group.

Eller undergraduates numbering over 400 volunteered in the Tucson community on October 22 as part of Make a Difference Day, a national movement founded by USA WEEKEND magazine.

The students behind the McGuire Entrepreneurship venture OnwardPacks won third place and a $5,000 prize in the international Values and Ventures Business Plan Competition hosted by the Neeley School of Business at Texas Christian University. Pictured L-R: James Taylor, Amanda Weiland, Jacklyn Hall, Zach Lewis.

Thursday, November 8, 2012
CLASS OF ’62
GOLDEN REUNION RECEPTION AND DINNER
Hosted by Reunion Chair Chris McGuire
Friday, November 9, 2012
ELLER CUP GOLF TOURNAMENT
Hosted by the MBA Student Association
8:45 a.m. shotgun start
Skyline Country Club
Join Eller MBAs, faculty, students, and alumni for golf, food, and friendly competition. Scramble play. Registration at eller.arizona.edu/golf/

COFFEE & CONVERSATION WITH STUDENTS
9:00-10:00 a.m., McClelland Hall
Room 208
1130 East Helen Street
Business school alumni from all graduating years are invited to meet with current students to share and compare their Eller experiences.

COLLEGIATE SHOWCASE: Big Data Analytics and Applications in Security and Health
10:00 a.m.
Berger Auditorium
1130 East Helen Street
Hsinchun Chen, McClelland Professor of Management Information Systems and director of the Artificial Intelligence Laboratory, presents his latest research on data mining. RSVP at eller.arizona.edu/homecoming/signup.asp.

MCGUIRE CENTER FOR ENTREPRENEURSHIP HOMECOMING BRUNCH
10:00 a.m.
McClelland Hall
East Atrium
1130 East Helen Street
Join nameake Chris McGuire and your fellow entrepreneurship alumni for a festive morning.

MIS ALUMNI LUNCHEON
11:30 a.m., McClelland Hall, Patio

GENERATIONS OF ENTREPRENEURS’ PANEL TALK
1:30-2:45 p.m., McClelland Hall
Berger Auditorium

UA ALUMNUS OF THE YEAR PROGRAM
3:00-5:00 p.m., Student Union Grand Ballroom South
The awards program honors outstanding achievement and support of an alumnus from each academic college on campus. Eller is pleased to recognize Chris McGuire as our Alumnus of the Year.

Saturday, November 10, 2012
TAILGATING ON THE MALL
Time TBA, Main Campus Mall Area
Stop by the Eller tents for food, fun, giveaways – and prime parade viewing!

FOOTBALL GAME: ARIZONA WILDCATS VS. COLORADO
Time TBA, Arizona Stadium
A block of tickets for Eller alumni is available in Sect 17. To purchase your tickets or for more information go to eller.arizona.edu/homecoming.

More details on all events available at eller.arizona.edu/homecoming.
I have had the privilege of serving as dean of the Eller College, my alma mater, for just over a year now. What a fantastic, fast year it has been! As I was coming on board as the new dean just over a year ago, the president and provost gave me a clear mandate: to help Eller rise in quality, impact, rankings, and reach; to become a self-sustaining business school like the top business schools in public university settings; and, in the process, to help the university to become more self-sustaining as well.

I love a challenge, but I have to admit that this one is perhaps the most daunting that I’ve ever faced.

Eller and the UA have a collective aspiration to grow and continue to get better, and we realize that growth will need to be fueled from funding sources other than state support. In fact, even as the economy improves, the assumption moving forward is that most of the state money just isn’t coming back. The leadership team at Eller responded quickly and developed a strategy that would enable us to move aggressively to achieving top-ten public levels of quality in all we do assuming no or little increased state support.

A visioning and strategic planning process begun more than a year ago has focused our efforts on a handful of critical strategic initiatives that do just that. But these initiatives go beyond revenue generation. They also represent key strengths of the Eller College for which we have competitive advantage nationally, if not globally, which help bring the UA along with us, and which serve not only our university, but the city of Tucson and the economy of the state of Arizona as well. A rising tide will raise all ships, and we are working on solutions that serve the collective good—building long-term financial strength for everyone. You can read all about these initiatives in the feature section beginning on page 16. This is exactly the kind of leadership role that a business school should play. It is a very exciting time to be on the Eller team.

Along with the UA as a whole, we have been affected by the state’s recent budget constraints. We have worked hard to maintain the quality of our educational programs, secure tuition and fees commensurate with those programs, pursue grants and contracts that bring revenue to the College, and attract the generous contributions of both individuals and firms who want to invest in our endeavors. I am pleased to report that now—with all of these types of support that our faculty, staff, students, alumni, donors, and other partners bring with them into the building each day—we can feel confident about our ability to maintain our programs even if state support does not rebound substantially. But we must continue along this path further if we are to achieve our broader and more ambitious vision to be even better and to extend our impact.

In this issue you’ll read more about how we intend to accomplish this, including ways that Eller is working to have a direct impact in the community, from student projects for nonprofit organizations (page 15) to a new initiative aimed at helping small businesses in South Tucson flourish (page 23). Despite these challenging economic times, it is a great time for the Eller College. We continue to be optimistic and confident about our future, and in order to achieve our goals, we need you now more than ever. For those of you who are already a part of the Eller team, we thank you. For those of you new to Eller, I hope you’ll join us as we move forward together.

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: Imagining the future of the Eller campus Rendering by Rob Paulus Architects.

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

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meet the team

Jennifer Bublitz, who joined Eller as director of MBA career management in 2010, has been promoted to assistant dean of Eller MBA Programs.

Eller College is also pleased to welcome new additions to the team: Rich Boulger, special assistant to the dean for external relations, rejoins Eller from the Tippie School of Management at the University of Iowa. Previously, Boulger was director of professional development within the Eller MBA. Daniel Petrocelli, director of development, comes to Eller from Clark University, where he most recently served as director of planned giving. Heather Strasser, director of alumni relations, comes to Eller from the UA College of Medicine. Poncho Chavez has been appointed manager of the new Eller Economic Development Program (see page 23). George Hammond, associate director of the Economic and Business Research Center, joins Eller from West Virginia University’s College of Business and Economics.
Len Jessup joined undergraduate Eller Ambassadors and MBA students for a hike in Sabino Canyon during his first semester as dean in fall 2011.

Eller National Board of Advisors meets twice annually; at the spring meeting in March, dean Len Jessup presented to an audience that included MBA and undergraduate students.

Eller undergraduates taking their first-semester cohort classes in India this summer also got time out to sight-see and travel. L-R: Jeremy Lackey and Jonathan Alden tour the Amber Fort in Jaipur.
MicroAge funds new teaching lab and transformational computing infrastructure

Thanks to support from MicroAge

founder Jeff McKeever (Eller Accounting ’65 and MBA ’73), a twelve-year-old lab space at McClelland Hall has undergone a complete technological transformation.

“This is mission-critical to the MIS department,” said Paulo Goes, Salter Professor of MIS and head of the department. “We’ve been able to maintain our aging equipment, but along with emerging technical and economic landscapes, our students’ needs have changed a lot since the lab opened in 2000.”

Grant funding allowed the MIS department to make an initial investment in the space earlier this year. “We were able to expand the technical classroom to host 55 students,” Goes said. “This is where we teach computationally-intensive advanced software. It’s also going to become the hub of our distance education.”

Still, the space needed furniture and new computers along with a modern technological infrastructure including state-of-the-art servers and storage infrastructure maximizing speed and flexibility, as well as a major network upgrade to tie everything together. “We still needed to reinvest in the overall technology infrastructure,” Goes said.

That was when McKeever stepped in.

“Paulo took me on a tour of the lab, and I realized there was a lot we could do to help,” he said. “We were able to source everything on the wish list, and we added some to it too.”

Now, Goes said, “We’re planning a grand opening in the fall.”

About MicroAge and Jeff McKeever

Jeff McKeever didn’t earn his UA degree in MIS, but he might have, had he had the chance.

“I was learning everything I could about computers, but at that point, the computers were all in the engineering college,” he said. After completing his
undergraduate degree in accounting, the Tucson native and ROTC graduate entered the Air Force, where he was initially involved in selecting computer equipment. He then became the head of the Air Force computer center in Tokyo, Japan. He returned to Tucson to earn his MBA, while working full-time as the VP and CIO of the largest bank in Tucson.

“Early in life I became fascinated with computers and sensed they would change the world,” he said. By the mid-1970s, the invention of the microprocessor signaled a major breakthrough in computer technology. “Along with another bank officer who shared my passion for technology, I began exploring how to create a business to evangelize the emerging technology,” McKeever recalled.

But it wasn’t until a year later, on an out-of-town trip for the bank, that McKeever sighted a new enterprise, the Byte Shop—one of the first hobby computer stores to open. Before the day was out he tracked down the proprietor and learned his brother wanted to franchise the concept. McKeever and his partner ultimately opened Arizona’s first computer store under the Byte Shop name. They expanded in Arizona, then into Texas, finally buying out the Byte Shop chain and renaming it MicroAge.

As technology advanced and changed, the MicroAge business plan shifted accordingly. “Initially we were a retail outlet for hobby computer kits, then offered Apple and IBM as they came to market. Then we moved on to franchising the MicroAge concept globally and distributing computers and related products. Throughout these years, we had incredible growth—in the 90s, it was on the magnitude of a billion a year. But then the economy changed and manufacturers changed their strategy and we had to reconstitute again.”

Now MicroAge is focused on providing IT solutions to organizations nationwide. “Over the last 36 years we went from a hobby store to a Fortune 500 company to a family-owned enterprise,” McKeever said.

Looking back, he said he is glad to be able to mentor and give back to the institution that means so much to him. McKeever has been an entrepreneur from the age of 14 on—when he started his own photography studio in Tucson—but success didn’t always come easy. “When I started out as an undergraduate, times were tough,” he said. “When I went to register my parents were in dire financial straits; I only had $25 to my name and the tuition was $91.”

McKeever attended classes anyway. “Dean Slonaker called me in and pointed out that I’d been coming to class but hadn’t paid tuition,” he said. “I told him I didn’t have the money, but had the desire.” Slonaker fronted the tuition dollars, and McKeever paid him back when his photography studio began to prosper.

“It just goes to show how one man’s generosity can change a person’s life,” he said. “There’s a lot of emotion tied up in the UA for me, and I feel blessed that I have the opportunity to pay it back.”
from the department of MIS: initiatives in big data

This summer, McClelland Professor of MIS Sudha Ram launched a new research center, INSITE: Business Intelligence and Analytics Center. INSITE seeks to develop tools that will help business create actionable strategy using large and growing amounts of data available through social media and more. As the internet evolves, users voluntarily provide information about themselves and their preferences, creating an environment Ram characterizes as a lab for researching the human condition. The goals of INSITE include collecting and extracting data, recognizing links, building predictive models, and ultimately training students in data science.

Among many projects within the Artificial Intelligence Lab, McClelland Professor of MIS Hsinchun Chen is working on the BioPortal™ system. The system is a cross-jurisdictional, integrated information sharing and data analysis environment focused on prevention, detection, response, and management of infectious disease outbreaks, whether naturally occurring or caused by biological terror attacks. The BioPortal™ system provides web-based access to a variety of distributed infectious disease data sources, and supports tools including syndromic surveillance based on hospital emergency department chief complaints, hot-spot analysis, social network analysis, and data visualization across time and space.

from the department of marketing: what rejecting the runner up tells us about consumer choice

When a consumer’s first choice is not available, the obvious backup plan would be to select the close second or runner up product. But according to a paper published in the Journal of Consumer Research, up to 60 percent of consumers may reject the runner up in favor of a previously rejected item. “This happens because consumers are thinking about the features that the runner up is lacking,” explained Merrie Brucks, Eckert Professor of Marketing, who co-authored the paper with Eller alumna Wendy Attaya Boland, now with the Kogod School of Business, and Jesper Nielsen, associate professor of marketing at Eller. “Consumers temporarily forget the features that were important to them when they first identified the runner up product.” For consumers, the take-away is to trust the initial evaluations and be true to number two.

from the department of finance: cutting through the noise on security valuation

Practitioners and academicians alike aim to understand why average returns differ across securities. “But the stock prices that we observe contain noise, or temporary deviations of price from the underlying value,” pointed out assistant professor of finance Ivalina Kalcheva. “Noise could arise from microstructure friction such as bid-ask spreads, changes in investor sentiment or other behavioral factors.” In a paper published in the Journal of Finance, Kalcheva and coauthors Elena Asparouhova and Hendrik Bessembinder of the University of Utah demonstrate that equal-weighting estimates are always biased in the presence of noisy prices. “The bias is relevant because mean true returns, not mean observed returns, determine the rate of growth across time in expected prices and shareholder value,” she said. The paper also looked at a series of possible corrections for noisy security prices, and demonstrated that correcting these effects has significant implications for return premia estimates on monthly return data. “Significant biases may well arise in other empirical applications as well,” Kalcheva said.
In January, McClelland Professor of Accounting Leslie Eldenburg completed her term as vice dean of the Eller College. She has been succeeded by Eller Professor of Accounting Jeff Schatzberg. Read more about Eldenburg’s work on the South Tucson economic development program on page 23.

Eller Professor of Economics Mark Walker has stepped down as department head after 11 years in that role. He joined the College in 1990 from the State University of New York at Stony Brook, and his research focuses on the effects of experience, expertise, and learning in strategic decision making. In 2009, Walker was elected a fellow of the Econometric Society.

Eller has launched a new executive education program. Stephen Gilliland, head of the Department of Management and Organizations, has been appointed associate dean for executive education. Paul Melendez, EthicsPoint Distinguished Lecturer and co-founder of the Center for Leadership Ethics, will serve as assistant dean for executive education. Read more about the program on page 22 of this issue.

Congratulations to Aleksander Ellis, the Charles and Candice Nelson Fellow, who has been promoted to professor of management and organizations. His research focuses on unethical behavior in groups, stress management, and action processes in teams.

Congratulations to Steven Boivie, who has been promoted to associate professor of management and organizations. Boivie studies corporate governance, boards of directors, and technology and innovation. Scan the code to read about recent papers that explore, respectively, strategic announcement of CEO succession and a non-incentive based method of overcoming the CEO agency problem.

Congratulations to Mo Xiao, who has been promoted to associate professor of economics. Her work applies microeconomic theory and econometrics to analyze firm behavior and market operation. Xiao has worked on topics concerning firms' strategic provision of information and the impact of public policies on firms’ entry, exit, and quality choices. Her most recent research is on entry and competition in the U.S. telecommunication market.
new faculty
eller college welcomes nine new faculty members

Andreas Blume
Professor of Economics
Ph.D., University of California, San Diego, 1989

Andreas Blume comes to the Eller College from the University of Pittsburgh, where he has been a professor of economics since 2000. His research focuses on game theory; some of his most recent work uses this framework to try to understand communication when language is imperfectly shared. “This question has implications across economics, linguistics, philosophy, and law,” he said. “Language is a tool, but not everyone uses it perfectly.” In a game setting, for example, two participants might have uneven skills. In a recent paper, “Language Barriers,” Blume and coauthor Oliver Board find that “one surprising result from a game theory standpoint is that even when communication skills are sufficient on both sides (and this is known by both sides), communication might not succeed,” Blume said. “This could be because of underlying suspicion that the other party fails to know that the requisite skills are adequate.”

Jesse Bockstedt
Assistant Professor of MIS, Ph.D., University of Minnesota – Twin Cities, 2008

During the height of the dot com boom, Jesse Bockstedt worked for Accenture, consulting with telecommunications companies in Boston and New York. “After three years, I was burned out, so I went to grad school,” he said. Bockstedt entered the mechanical engineering program, but through a class on new product development, he also got to know MBA students and information systems professors. He found a niche at the intersection of economics and business, and matriculated into the doctoral program after completing his master’s. “I’m interested in technology and how consumers behave and make decisions in online environments,” he said. “Most of my research involves secondary data analysis using econometric techniques, but I also write tools to scrape data off sites for analysis and conduct behavioral experiments in the lab.” One recent experiment looked at recommendation systems on sites like Netflix or Amazon, with the goal of understanding the extent to which these systems manipulate consumer buying preferences. Bockstedt joins Eller after four years as an assistant professor at George Mason University.

Lin Cheng
Assistant Professor of Accounting
Ph.D., Ohio State University, 2012

After immigrating to Canada with his family from his native China, Lin Cheng earned his accounting degree at York University. “I made my decision to go into academia in my senior year,” he said. “I had a TA assignment and really enjoyed the work.” He completed his master’s of accounting program, then stepped into the doctoral program at Ohio State University. “My research is focused on corporate finance and disclosure,” he said. Cheng’s dissertation
examines organized labor and debt contracting. “In this case, a firm is facing two different audiences, and may want to tout two different stories to them,” he explained. “The firm might want to withhold public disclosures and downplay success in order to be in a better position for labor negotiation. Meanwhile, to secure capital, it may try to communicate privately with banks the good news to demonstrate that it is doing well.” Disclosures are a common theme in Cheng’s work. In this particular study, he said, “The labor unions don’t have access to the information the firm shares with the bank, but the firm is careful with what it discloses publicly in order to keep the labor unions uninformed.”

Katharine Drake
Assistant Professor of Accounting
Ph.D., Arizona State University, 2012

Katharine Drake worked in public accounting for more than 15 years as a CPA in Kansas City, Denver, and Green Bay before entering the doctoral program at Arizona State University. Her proximity to the UA gave her the chance to attend doctoral seminars, get to know Eller faculty and students, and fueled her interest in applying for a faculty position at the UA. Her broad experience in audit and tax has helped shape her current research agenda, which includes firm life cycle, network connections, and executive compensation and tax. One recent paper looks at network ties among low-tax firms. “We were looking at firms with shared directors on their respective boards,” she said. “How much do these firms’ tax strategies resemble each other?” She and her coauthor find results that suggest the answer is that they do. “It appears that firms mimic the tax avoidance strategies of their network partners and suggests social learning has an impact on firm tax behavior,” she explained. Drake is excited to be a part of Eller and looks forward to teaching future accountants, “because those were the people I hired for many years.”

Songcui Hu
Assistant Professor of Management and Organizations, Ph.D., University of North Carolina, 2012

Growing up in China, Songcui Hu observed first-hand the ups and downs of her family’s manufacturing business. “My dad has had to make a lot of decisions in response to changing economic conditions and the competitive environment,” she said. “I found myself asking the natural question of how to sustain competitive

“It appears that firms mimic the tax avoidance strategies of their network partners and suggests social learning has an impact on firm tax behavior.”
“I found myself asking the natural question of how to sustain competitive advantage over time, so strategy and entrepreneurship were always interesting to me.” After completing undergraduate and MBA studies at Zhejiang University, she entered the doctoral program at the University of North Carolina and began a research agenda focused on how firms make decisions, learn, and adapt in today’s fast-changing world and unpredictable environment. Her dissertation focused on corporate goal setting. “I am curious why firms can survive and thrive when they have multiple conflicting goals. Firms have limited resources and attention at a specific timeline. How do they allocate their limited attention to these conflicting demands?” For example, Hu said that automotive manufacturers are focused on goals including fuel efficiency, safety, and reliability. “In July of last year, the Obama administration released new fuel efficiency goals,” she said. “The weight of a vehicle affects both fuel efficiency and safety. What if a company has to sacrifice the safety of a heavier car for the lighter weight of a more fuel-efficient one?” One of the interesting results in Hu’s dissertation is that the attention allocation patterns in organizations and the tradeoff among different goals reflect the competitive advantage.

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

After completing undergraduate degrees in applied mathematics and political economy at Berkeley, Asaf Plan worked in economic litigation consulting for two years, analyzing for example arguments behind one company’s antitrust suit against another. He returned to Berkeley to complete his doctoral program in economics. “My research is in two veins,” he said, “game theory and behavioral economic theory.” A series of papers examine duopolists and the extent to which they compete or collude. For instance, neighboring gas stations may appear to tacitly collude by raising or lowering prices in parallel. “To what extent does the information they have about each other affect whether they may collude?” he said. If only one station raises the price, for example, is the rival leaving its price unchanged in a deliberate attempt to undercut the competition, or just because the manager happens to be away? “Uncertainty makes collusion difficult,” Plan said. “To what extent is a collusive relationship even possible? I’m interested in studying the implications of uncertainty.” Plan joins the Eller College from a postdoctoral fellowship at the University of Michigan.

Jessamyn Schaller
Assistant Professor of Economics
Ph.D., University of California, Davis, 2012

Jessamyn Schaller started out as an undergraduate international relations major at Pomona College, but in the process of checking off required courses in economics, ended up in a class that used research...
papers instead of textbooks. The experience inspired her to change majors, and upon graduation, she joined the Federal Reserve Bank of Boston as a senior research assistant. “The economist I worked for focused on women’s labor participation,” Schaller said. This work influenced the research agenda she established when she entered grad school, first completing her master’s, then doctoral degree, at UC Davis. “I think of myself as looking at individual implications of macroeconomic shifts,” she explained. Recent papers examine the response of fertility to gender-specific labor markets and trends in marriage and divorce over the business cycle. “When people have more money, they have more kids,” she said, “but a sub-effect is that when women’s labor conditions are better, they have fewer kids.” Schaller said the recent “mancession” effect is consistent with these findings. “When unemployment goes up, fertility goes down, but the women’s labor market is less cyclical,” she said.

“I think of myself as looking at individual implications of macroeconomic shifts.”

Madhu Viswanathan
Assistant Professor of Marketing
Ph.D., University of Minnesota, 2012

Viswanathan came to the University of Minnesota from his native India after working in supply chain management. “I was interested in distribution channels,” he said. “Now my research is on inter-firm relations and vertical constraints, for instance, exclusive contracts between companies like the one that Apple and AT&T had.” A recent paper examines the phenomenon of category captaining, in which a retailer gives authority to one manufacturer to manage its own products as well as its rival’s. “For example, Safeway might allow Coke to manage all the soda products. But why would Pepsi let Coke be the captain? And what does that mean for consumers?” Viswanathan said that most major retailers have similar agreements, which has captured the attention of industry practitioners and public policy experts alike. Retailers benefit from the practice, he said. “The category captain can help reduce costs because it is more knowledgeable about the category than the retailer. Public policymakers may have a negative view of category captaincy, but my results show how it can also lead to welfare gains for consumers.”

“I was interested in distribution channels. Now my research is on inter-firm relations and vertical constraints.”

Ryan Williams
Assistant Professor of Finance
Ph.D., Georgia State University, 2012

After completing an undergraduate accounting degree, Ryan Williams joined PricewaterhouseCoopers in auditing and consulting, a role that had him on the road 50 weeks a year. Three years later, he decided to return to school, starting with master’s programs in finance and economics, then shifting to his doctoral studies in finance, all at Georgia State University. “Research had always interested me,” he said. “It’s always been appealing to be self-directed and have that intellectual flexibility.” His dissertation topic was inspired by old material from his consulting work, which also helped shape his broader research interests in corporate finance, executive incentives, contracting, and product markets. One paper, published in the Journal of Financial Economics, looks at income inequality between a firm’s CEO and the vice presidents immediately under him or her. “If the gap is really large, the vice presidents are likely to take more risks to move up,” Williams said. “The effect is neither good nor bad—high-tech firms need to be riskier, for example.”

“It’s always been appealing to be self-directed and have that intellectual flexibility.”
international adventure
dispatches from ellер undergraduate students’ study abroad

Marco Villarreal, Eller MIS and Operations Management ‘13, spent his summer interning in Hong Kong. One of his projects included producing and directing a documentary about five artists, including Jaffa Lam. Here, Marco visits the Hong Kong Women Workers Association, whose members help Jaffa construct upcycled parachutes.

Stephanie Smith, Eller Marketing ‘14, interned with the British Independent Film Awards this summer. She’s pictured third from the left with fellow Wildcats Emily Burton, Dani Tronzo, and Caitlin Smith in London phone booths and with Garrett Voge, Anita Shannon, and Emily Burton at the Olympics.
KaTasha Kringen, Eller Marketing '14, is also taking a global business minor. She spent the summer in London. “I had a marketing and social media internship at Belle and Bunty, a high-end fashion company,” she said. “I mainly worked on their wedding dress collections. I also helped run their website and blog, while showing them new social media sites to use.” The opportunity gave her the chance to travel throughout Europe on the weekends, including this jaunt to Paris.

Benjamin Malisewski (right) is a pre-business student who participated in the sports management study abroad program. “Getting Olympic tickets was a full-time job in and of itself,” he said. “They released more and more tickets each day, but you never knew when they would release them or for what events. So, you had to keep checking back, and even after the tickets were released, you had to keep refreshing the page until it went through.” Among his victories included multiple soccer matches, including the women’s U.S. team, U.S. men’s volleyball, and swimming finals and quarter-finals.

Katherine Johnson, Eller Marketing ‘13 interned for Paradizo in Spain. The company is an online luxury travel agency offering personalized travel management services. “I worked in the content department, where my job was to update the listings on the Paradizos website and create listings for new partners,” she said. She also got a chance to travel. Johnson and friends traveled to Prague, where they posed at the John Lennon wall. L-R: Ryan Parent, Mike English, Danielle Peterson, Natalie Thornquist, Johnson, Jessica Aycock, and Jackie Clemens.

Logan Bilby, Eller Marketing ‘14, attended Wimbledon and the British Open while participating in the sports management study abroad program.
In August, Eller undergraduates opened the 9,100 square foot Astore, a retail satellite operated by UA BookStores in academic partnership with Eller and the UA Student Affairs division. The Astore, located on Park Avenue and Second Street, is run by 24 students from across Eller majors under the supervision of the BookStores.

“We have two successful Astore concepts run by retail students at Tucson Mall and Park Place,” said Debby Shively, director of UA BookStores. “But there are so many opportunities for Eller students across disciplines—from accounting to MIS—that partnering on a new Astore project with Eller made perfect sense.”

Over the summer, she and her team recruited students to apply for positions including buying, operations, analytics and forecasting, budget and finance, HR, and more.

Zachary McClain and Ryan Harris were among the first hires.

“I was in a management class that had a group project working with the BookStore and one of their vendors to target sales in a new market segment,” said Harris, Eller Business Management and Entrepreneurship ’13. “During one of the meetings we had with Debby Shively and Frank Farias, we mentioned the idea of having Eller students run one of the BookStore’s satellite stores. The idea incorporated their mission to provide more than just books to students and presented Eller students with an opportunity to gain hands-on retail and marketing experience. Debby and Frank took the idea seriously.”

“Playing a key role in one of the biggest businesses on campus is a great opportunity,” added McClain, Eller Business Management and Entrepreneurship ’13. “There are internships elsewhere, but the opening of this store provides countless connections with UA programs, faculty, and other business opportunities.”

“It is exciting to see an idea this big become a reality,” Harris said. “I am hoping this new store will provide Eller students and clubs with a place they can test their abilities and see the rewards.”

“So far, I believe the most valuable part of working on this project is the transition from being a consumer to analyzing other students as consumers,” McClain said.

Going forward, the project will provide internship opportunities for students with diverse educational backgrounds including business administration, business management, entrepreneurship, finance, marketing, operations management and MIS, as well as curriculum support for special projects, support for research projects for faculty and graduate students, and outreach to the community.

“The Astore will provide a high quality-learning environment that can be designed and controlled by faculty and students, something not feasible through a traditional retail store,” Shively added. “It also provides excellent partnering opportunities with Eller College partners who shares a commitment to academic learning experiences.”
Thanks to support from Tucson leader
Paul Lindsey, Eller undergraduate honors seniors will work as consultants to complete semester-long projects for area nonprofits.

“This is a chance for the students to develop portfolio- and resume-worthy skills while seeing the value of helping out in the community,” said Cindi Gilliland, senior lecturer in management and organizations, who will teach the course beginning in fall. “We have three projects lined up, and each will have a team of five students working throughout the semester.”

The projects range in scope and sector. The Loft Cinema, a nonprofit art house theatre, is seeking a facilitated strategic planning process around its upcoming capital campaign, through which it plans to purchase a second facility and renovate its original location for better accessibility and technology. Habitat for Humanity Tucson has charged the students with developing a financial and marketplace feasibility study for a proposed second retail outlet. The Marshall Home for Men has requested a benchmarking analysis of other nonprofit assisted living facilities in the area.

Gilliland and Lindsey worked together to develop the projects with the clients. “Nonprofit agencies rarely have enough unrestricted money or free staff time to take on the projects that they need in order to continue improving themselves,” Lindsey said.

He should know: Lindsey has been active with nonprofit social service agencies in Tucson since the 1970s, when he helped start community mental health agency COPE. “That gave me an appreciation for the complexity of operating and growing a nonprofit,” he said. Lindsey went on to get involved with other nonprofits, including the Community Food Bank, the Arizona Historical Society, the Community Foundation for Southern Arizona, the Red Cross, and more. He also owned and operated a series of businesses throughout the 1980s and 90s. “The involvement of business leaders with social service agencies is essential,” he said.

This new undergraduate honors program is just the latest in a series of collaborations Lindsey has helped facilitate between Eller and the local nonprofit community. “I see this program expanding to include additional cohorts of Eller students at all levels, as experiential learning becomes even a larger part of the Eller curriculum,” he said. “These projects provide real-world experience for Eller students in parts of the business community that they may not be thinking about.”

“Thanks to support from Tucson leader Paul Lindsey, Eller undergraduate honors seniors will work as consultants to complete semester-long projects for area nonprofits.

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defining
ELLER

quality. research. experience. business. cares.
in our own words*
A sk about the business school on main campus and you might hear tell of “Eller Island,” a concept that captures the College’s geographic location across Speedway Boulevard but also alludes to a specific mentality that prevails among the faculty, students, and staff who make up our Eller community. It’s a mindset rooted in innovation—whether that means breaking ground in research, finding efficiencies in administrative process, or pushing a classroom assignment beyond its requirements, just as a matter of course.

Maybe the spirit of the West—the curiosity and drive to strike out on unexplored paths—is more concentrated in this corner of campus. Or it could be that another Eller hallmark, ambition, creates formidable teamwork and energy around projects and assignments that leaves our main campus colleagues wryly shaking their heads. *Only at Eller*…

Of course, a business school is not an island. The Eller heritage, forged when the College was known as Business and Public Administration, has an impact that has rippled out beyond the University of Arizona, beyond Tucson, beyond the state of Arizona. We pioneered the first management information systems curriculum. We launched one of the first entrepreneurship programs. We created a private school-like admissions process at the undergraduate level that our public school peers have studied in hopes of duplicating.

This issue of *Progress* magazine is full of stories about Eller innovators, from alumni like Jeffrey McKeever (page 4), John Bardis (page 26), Derick Harvey (page 27), and Darlene Newman (page 28), to faculty in many disciplines whose research is shaping our understanding of business, public policy, and human behavior (pages 6-11).

In this section, you will read about our ambitions for the future, ambitions that not only solidify our financial future, but also serve our University, our city, and our state. As a business school, we support and develop our community of scholars and leaders because we know that they will be the ones who transform business and make a difference. Join us as we look ahead.

*captured from surveys of faculty, students, and staff*
20 Years in McClelland Hall

Pre-1992 alumni will remember attending business classes at buildings scattered around the UA campus. Thanks to a groundswell of support from the Eller College National Board of Advisors, comprised of community members and alumni, business education at the University got a dedicated, state-of-the-art home with classrooms, lab space, research facilities, and offices for faculty and administration. The ribbon cutting on October 2, 1992, ushered in a new era of expansion and reputational enhancement for the College of Business and Public Administration, which was renamed in honor of Karl Eller (Marketing ’52) in 1999.

McClelland Hall is named for alumnus Norm McClelland (Industrial Relations ’49) and his sister Frances (Accounting ’44), first-generation Americans whose Irish immigrant parents founded a small dairy farm in Tucson that, under Norm’s leadership, became Shamrock Farms and Shamrock Foods. Now celebrating its 90th anniversary and still family owned, Shamrock is the largest dairy in the Southwest and the seventh-largest foodservice distributor in the U.S.

In 1987, the McClellands pledged a $2.5 million leadership gift toward the construction of a new building. “The University offered critical assistance as my parents were starting the business,” Norm said. “Appreciation for that help was emphasized in my family, and in our business, we’ve always stayed close to the University.”

At the dedication ceremony, Frances, who passed away in 2005, added. “My family also believes that you should return some of what you are fortunate to get. I believe in gifts that go on working through the years, that aren’t ‘consumed’ right away. This building will be a setting for future students for many years to come.”

McClelland Hall continues to be home to Eller College—and will continue, even as a new phase of growth makes clear the need to expand College facilities.

In summer 2012, McClelland Hall was connected to the main campus steam line. This project included construction of a heat exchanger that converts steam to hot water and the installation of a hot water line to the east side of the building—which allowed the College to retire its free-standing boilers and get much greener with a more efficient source of heat.

Lab space responsive to student needs is essential. See page 4 for details on how MicroAge has funded technology that will serve MIS students. Space on the first floor has been renovated to serve as lab space for students focused on data analytics as part of the revised math sequence (see page 21).

In 2011, APS installed photovoltaic collectors on the roof of McClelland Hall. Along with similar installations at four other UA buildings, these collectors reduce the UA’s carbon footprint by an estimated 2,200 metric tons each year.
Establishing an Innovation Corridor

Since it launched in 1984, the McGuire Entrepreneurship Program has graduated thousands of entrepreneurs, who have gone on to start over 500 companies, many of which are still thriving. Faculty innovators—including Jay Nunamaker and Hsinchun Chen in MIS—have launched their own successful companies based on research conducted at Eller. New energy from Eller dean Len Jessup helped galvanize the UA to re-imagine the way it manages research discovery throughout the university—resulting in a new organization, Tech Launch Arizona, which will provide infrastructure to shepherd more lab findings to the marketplace.

Expansion of the McGuire Center (see page 21), Tech Launch Arizona, and innovation-focused offerings through the Eller MBA and the new Eller Executive Education (see page 22) call for more space. “In working through our strategic plan, it became clear to us that we are not only outgrowing McClelland Hall, but that in order to achieve a stronger future we need to build an additional building,” said Jessup.

UA administration approved Eller’s plans to move forward with a new building, located across from McClelland Hall on the north side of Helen Street. UA also approved the College of Engineering’s plans to build a new applied research center focused on innovation—a space for faculty and students in engineering to build prototypes—which will go up right down the street from the Eller facilities. “Our aim with Dean Goldberg is that the engineering building will be integrated with our entrepreneurial offerings,” Jessup said. “We envision that all of the buildings along the northern zone of campus, including the College of Law, the engineering complex, BIO5, and the medical school, will form a commercialization corridor. Moreover, the planned Confluence Center right down the street will advance free thinking in the social sciences.”

What’s more, the Eller expansion will also include new classroom space, specifically, an auditorium that will allow Eller to host its own large-format undergraduate prerequisite classes, which are currently held elsewhere on campus. In addition to bringing pre-business students to Eller earlier in their college careers, the change will facilitate growth within the undergraduate program and free up space on main campus for other colleges.

Members of the Eller National Board of Advisors funded the pre-design phase, which is now complete. Like McClelland Hall, the project will be supported in large part through private funding.

How can you help?

For details on how you can be a part of Eller’s next phase of growth and help spur innovation at the UA and beyond, contact Tammy Farris at 520.621.9954 or tfarris@eller.arizona.edu
In 2008 and 2009, as the economy contracted, Eller undertook a department- and program-wide strategic planning initiative designed to chart growth and priorities covering a period when resource stewardship would be paramount. “Unfortunately, state funding levels are just not going to come back up to the levels that they were,” dean Jessup said. “But that doesn’t mean that we’re going to stand still. It just means that we must fuel our own ambitions.”

The heart of those ambitions is the Eller mission of attracting outstanding students, developing their talents, and preparing them to launch and pursue careers as leaders in their fields. Building on the initiatives that came from the earlier strategic planning process, Jessup charged a series of task forces with finding new ways to capitalize on existing Eller strengths and drive the next phase of innovation and growth for each of its key programs.

The full-time Eller MBA program offers an interlocking series of hands-on learning opportunities. Beginning with core business classes and a rigorous business communication course in the fall, the students then take on team-based consulting projects for real-world clients during the spring semester. These consulting projects—for clients such as Microsoft, Raytheon, and Intuit—challenge students to apply core business skills towards real-world problems, and set the stage for their summer internships.

Previous classes of Eller MBAs could opt in to an advanced consulting project during the second year. Incoming classes of students are now required to take one of three hands-on tracks: the advanced consulting project, the intensive year-long McGuire Entrepreneurship Program, or a new course through which they will conduct market research and viability studies around live intellectual property from UA scientists in optics, engineering, and more.

“This kind of experience isn’t just important for students in the full-time MBA program,” said associate dean Hope Schau. “We’re also working to revise our part-time Evening MBA program, so that our working professional students have access to experience-based projects, especially ones that focus on innovation and build communication skills.”

Field project work prepared me for my current position as a consultant because it allowed me to learn how to manage clients and communicate information in meaningful ways. In fact, the relationship that I built with Tucson Medical Center, the client for my second project, helped me get the job I have now.”

VANESSA SCHATZBERG, ELLER MBA ’11

“An MBA program isn’t just about the degree anymore,” added assistant dean Jen Bublitz. “It’s about applying knowledge in real business situations, then using that experience in the job market. Consulting projects often lead to placement opportunities, sometimes directly, but also indirectly, like in Vanessa’s case. It’s essential for us to keep building these opportunities for our students.”
eller undergraduate program

Once undergraduates are professionally admitted into their junior year, they join an integrated cohort that forms the basis of a small community within a large public institution. “One of the things that really struck me about the program when I came on board was how much the experience resembled what most schools of our size consider an honors program,” said Jessup. Students work in small teams on real-world projects in their majors classes, and in cross-functional teams on broader projects such as the annual business communication competition.

“We have a strong culture in the undergraduate program,” said associate dean Pam Perry. “At its heart are our people—our students, faculty, and professional staff. Another thing that differentiates us is our drive to always improve.”

To that end, the program has been working on a revised math curriculum, shifting from a business math class to a three-course series that encompasses calculus, statistics, and a business analytics course that will ensure that students get hands-on experience in advanced software. To support this ramped-up curriculum, Eller has renovated a first-floor lab space where students can collaborate and learn.

The undergraduate team is also exploring ways to enrich the formal Eller honors program and give students additional hands-on experience working on integrated projects with real-world clients, both in business and the nonprofit sector (see page 14).

mcguire center for entrepreneurship

When Karl Eller provided the vision and funding to start the entrepreneurship program back in the early 1980s, his goal was to ensure that budding entrepreneurs got the practical skills they would need to successfully launch ventures. The program’s initial focus was on business plan creation, an essential step in the launch process. Now the McGuire Entrepreneurship Program teaches the entire process of innovation, beginning with identification of an opportunity and vetting it exhaustively, through creation of a scalable, investment-ready plan and attracting funding—all the way to launch.

It’s a curriculum that works, evidenced by a track record of successful launches and rankings recognition. But the full immersive McGuire experience is limited to 100 students, who apply in the spring for competitive entry into the year-long program. “Innovation education is important for everyone, not just business students,” said Sherry Hoskinson, director of the program. “These are skills that will help people react to rapidly-changing conditions throughout their lives, and stay relevant and in demand as they pursue their passions.”

In 2010, Eller updated the undergraduate curriculum so that all business students would be required to take an entrepreneurship-related course. And now, the McGuire Center has created pathways for all UA students, regardless of major. “We just launched an entrepreneurship minor,” said Patti Sias, program director. “We also offer an applied minor for doctoral students, a master’s concentration, a program in entrepreneurial law, and associates certificates for undergraduates and graduate students.”

IN THEIR WORDS

“One of the biggest things I have taken away from Eller is the real-world, hands-on experience in my classes and extracurricular activities. So not only have I increased my knowledge base and been able to work with real clients, I have worked on projects that I will be able to include in a portfolio that I show future employers. For example, in my integrated marketing communications, class I worked on a campaign for a local nonprofit. We presented our campaign to our client and they included some of our ideas in their business model.”

JANEA LAUDICK, ELLER MARKETING ‘12

“In the McGuire program, I learned from entrepreneurs who built multi-million companies. Getting this knowledge straight from the source gave me the background and confidence to launch my own company and attract investors while still in school.”

TAYLOR HEDBERG, ELLER ENTREPRENEURSHIP ’11 AND MIS ’12
Eller has offered non-degree continuing education for 20 years. Most recently, niche programs designed for hospital administrators and public service professionals have formed a successful backbone for Eller’s executive education offerings, but expansion of these offerings is a key component of the new Eller vision.

“We have areas of real competitive advantage that can benefit the business, public sector, and nonprofit communities,” said Eller dean Len Jessup. “In addition to providing these stakeholders with continuing education, a robust executive education program will help us retain top faculty by providing them with supplemental income opportunities, while also generating revenue for the College as a whole.”

Jessup appointed Stephen Gilliland, head of the department of management and organizations, and Paul Melendez, EthicsPoint Senior Lecturer, to lead the newly reorganized Eller Executive Education, now a 501 (c) (3) nonprofit organization. “Although we have a solid foundation to build on, we’re taking a start-up mentality to evolve this arm of the Eller College,” said Gilliland. He and Melendez are developing a business plan, recruiting a board of directors and seeking initial investment, as well as lining up collaborative partners and clients.

Eller Executive Education will encompass a portfolio of options, including a pioneering integrative leadership program developed in partnership with health and wellness providers; foundational leadership programs in areas such as negotiations, ethics, change management, and finance and accounting for managers; plus branded specialty programs built on Eller competencies in information technology and entrepreneurship.

“The objective is to offer results-oriented programs that address challenges faced by our local, national, and global clients,” Melendez said. The Eller Executive Education team is working with Tucson Medical Center, Ventana Medical Systems, and Pima County Attorney’s Office on programs beginning as early as fall, which will supplement Eller’s existing offerings for the public sector. “The Southwest Leadership Program is our longest-running executive program,” Melendez said. “Each September, we serve professionals who participate from the Tucson Police Department, Tucson Fire Department, Pima County Attorney’s Office, City of Tucson, City of Marana, Phoenix Police Department, Scottsdale Police Department, Tempe Police Department, and U.S. Border Patrol.”

“Eller Executive Education provides a win-win-win for all involved,” Gilliland said. “The program enhances leadership in partner organizations, strengthens alumni and community connections, and improves the financial resources of the Eller College.”
According to Small Business Administration statistics, start-up and small businesses have generated 65 percent of the net new jobs in the U.S. over the past 17 years. But with the landscape for small business becoming more competitive, these entrepreneurs need cutting-edge skills to grow and succeed. Business schools are in a unique position to help.

In December, JP Morgan Chase provided seed funding for Eller Economic Development, a new program designed to support small business growth and development in Southern Arizona. Eller Professor of Accounting and former vice dean Leslie Eldenburg initiated the program. “We want to help small businesses throughout Southern Arizona develop and grow while improving the owners’ managerial skills,” she said. The net gain? A stronger regional economy.

Eller Economic Development will focus on two areas: education and consulting. There are two types of educational services—workshops and a Business Certificate Program (BCP). The workshops are offered periodically on current business topics and are free to the general public. The BCP consists of six three-hour classes over topics such as marketing, management, sales, accounting, and business law. The first set of classes began in August and will continue through October. There is a nominal cost for the BCP. However, according to Poncho Chavez, manager of the program, “Support from the City of South Tucson and Chase will allow many business owners to attend on full or partial scholarship.”

Eller Economic Development will also offer four to six small businesses an intensive consulting experience that will span the entire academic year. Student teams will be mentored by faculty and local business professionals to provide the consulting help. “Each business will receive over 500 hours of student consulting experience,” explained Chavez. “Consulting work will be custom to the business, but could cover areas such as sales and social media, website and database development, financial analysis, human resource management systems, and improving operational infrastructure.” As Eller Economic Development ramps up, Chavez and Eldenburg aim to expand the number of businesses participating in the consulting experience.

“In addition to helping resource-strapped small businesses get expert advice, the consulting projects give business students the opportunity to work with clients who face real-world challenges,” Eldenburg said. The program is seeking volunteer business advisors in the Tucson community to assist in the consulting program. Visit eed.eller.arizona.edu or email pchavez@eller.arizona.edu to sign up now.
The Eller community gathered in La Jolla this summer to show support for namesake Karl Eller, who is recovering from an accident. Alumni and friends signed a card that Eller’s wife Stevie and their son took back to the hospital.

Other gatherings included a trip to San Diego, where Dean Jessup caught up with McGuire alumni who launched their venture, The Cravory. Closer to home, students and alumni gathered last fall to celebrate the new gallery space in McClelland Hall room 208, which now features artwork by Diana Madaras.
2012

**save the date**

**NOVEMBER**

**Homecoming 2012**
NOVEMBER 8-10, VARIOUS TIMES AND LOCATIONS AROUND CAMPUS

See inside back cover for a complete description of events!

**DECEMBER**

**Economic Outlook**
FRIDAY, DECEMBER 7, NOON-2 P.M. AT THE WESTIN LA PALOMA, TUCSON

Join us for lunch as UA economists Marshall J. Vest and Gerald J. Swanson and Chase economist Anthony Chan preview what's ahead for the national, state, and metro economies at this annual, must-attend event. Reservations required; details are available at eller.arizona.edu/outlook.

**FOR ELLER PARENTS**

**Family Weekend**
OCTOBER 19-21, 2012

**Eller Undergraduate Winter Convocation**
FRIDAY, DECEMBER 14, 2012
5:30 P.M. CENTENNIAL HALL

**DEAN’S MIXERS**

Connect with Eller Wildcats in your area, meet Eller dean Len Jessup, and get updates on the latest from the UA. Visit eller.arizona.edu/deansmixer for the complete schedule of 12-13 visits.

**San Francisco**
THURSDAY, JANUARY 17
TIME AND LOCATION TBA

**Chicago**
THURSDAY, FEBRUARY 7
TIME AND LOCATION TBA

**New York**
THURSDAY, MARCH 21
TIME AND LOCATION TBA
A threat from a fifth-grade friend and rival in south Chicago awakened the competitive impulse in John Bardis. “The high school wrestling coach held a clinic at our school,” he said. “At the end of the clinic, we had a tournament, and I won—I beat Jeff, who I’m actually still friends with today.” The experience also cemented what would become a lifelong passion for wrestling.

“The sport of wrestling is physically demanding, but also mentally demanding,” he said. “You’re competing in a situation where you know absolutely that you are either going to win or going to lose. After wrestling and boxing, there are not that many things that make me nervous.”

Out of high school, Bardis was recruited to a starting position at the University of Wisconsin, but he was still growing and struggled to make his weight class. He’d seen Arizona when ASU tried to recruit him and loved the state. “It was always in the back of my mind that I could come out West,” he said, and so for his sophomore year, he enrolled at the UA. “I didn’t tell the wrestling coach,” he said, “but he saw me wrestling with some of the guys at the gym and offered me a full scholarship.” At the UA, he became a WAC conference champion and wrestled at the NCAA Championships. In 1976, he won a Regional Olympic Trials event, and went on to place third at the Olympic Trials in Greco–Roman—all while balancing classwork in marketing.

“Initially, I was interested in health care, and was looking at medical technician programs,” he said. “But friends at the business school told me I ought to take a serious look. At the end of my sophomore year, I transferred in.”

At graduation, Bardis had several job offers, but accepted a position as a sales rep with American Hospital Supply Company, later bought out by Baxter. “I realized early on that I didn’t know much, even though I had several internships. Baxter is a large corporation that was great at training.” He also forged long-term partnerships there. “The CEO from that time and several individuals I worked with are now on the MedAssets board,” he added.

Bardis left after nine years to join Kinetic Concepts, the nation’s largest specialty bed and medical equipment rental company. Then, in 1992, a new opportunity presented itself: to join TheraTx, Inc., a rehabilitation and nursing services provider that was struggling to get traction. “It was my first soup-to-nuts entrepreneurship experience,” he said. As president and CEO, Bardis oversaw a transformation that garnered recognition for the firm as the second fastest-growing public company in America—and himself as Entrepreneur of the Year—by Inc. magazine.

“It’s never about any one person, but always about a team of people coming together.” He led the company’s sale in 1997 and began seeking his next challenge—formation of MedAssets, which focuses on healthcare supply chain management and revenue cycle management. Although the company was his third startup, it was his first time coming in at the ground level, which offered new opportunities. “One of the things that’s important is to be able to set the company at
“A foundational level,” he said. “Of everything, a culture is most important thing to imbed from the beginning.”

“Helping other human beings is our priority,” he continued. “We have an overriding obligation to help as many people as possible. At MedAssets, that comes in many forms.” The company’s Heart and Soul program, for example, allows employees to take a week of paid time to serve qualified organizations anywhere in the world.

Giving back is something Bardis manages in his private life as well. He founded Hire Heroes USA, which helps returning veterans find employment, and continues to support wrestling, sponsoring individual athletes who have competed at the national and Olympic levels. He organized and sponsored activities for the wrestling community during the 1995 World Championships and the 1996 Atlanta Olympics and attended the summer Olympics in Beijing as team director of the U.S. Olympic wrestling squad. “In sports, I respect no one more than high-level wrestlers,” he said. “To be reminded of what incredibly tough and disciplined people they are and to continue to be involved is a total gift to me personally, and makes me a better person.”

Still, he said, “It’s never about any one person, but always about a team of people coming together. At the top of my list is my wife. Anything I have done in life would not be possible without her. Finding the right partner is the most important decision you’ll ever make.”

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**the drive for risk**

Growing up in Phoenix, Derek Harvey always dabbled in entrepreneurship. “I was wired for doing things my own way, and always had an eye toward the marketing side,” he said. As an undergraduate at the UA, he worked in sales at the Daily Wildcat. “It was my own little business, pure commission, that I could balance with school.”

Harvey was willing to put in the long hours to make it work, a philosophy he also applied to his first job out of school with a Texas-based packaging company. He moved up quickly to a division manager role and brought on fellow Wildcat Jonathan Gross (BA Communications ’03). “As frat brothers, we used to sit around late into the night, talking about businesses we could start together,” Harvey said. They continued doing that in their work roles: “We constantly had ideas about how the company we worked for could grow and take advantage of market opportunities. The business hadn’t changed much since its inception and Jon and I were frustrated that management was stuck in its ways.”

They brought several concepts to their company, but management turned them down. “So we left and formed our own company,” he said. “When you’re recently out of college, you think you’re the smartest guy in the room. I was running a division, but it wasn’t my money, so there wasn’t personal risk or reward.”

They had the ambition and drive to take that risk. “There is never going to be a perfect time to go off on your own, you’ll never have enough money saved or personal affairs in perfect order, we knew that we had a sound business plan and we trusted it.”

(continued on next page)

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**Derek Harvey**  
**Eller Marketing ‘97**  
**Co-CEO, Fusion Packaging**

“The experience I got at UA working in teams built a great foundation for my career.”
The early days of Fusion Packaging were tough times. Harvey focused on sales while Gross focused on operations. “We went the first six months without paychecks,” Harvey said. “On top of that, we both put our life savings, 401K accounts, and anything we could borrow into the business.” Going from a steady job to an entrepreneur at 29, he said, was a humbling experience.

Once up and running, they moved to carve out their niche as quickly as possible. As cosmetic formulations and products were becoming more aggressive, he explained, their packaging needs were shifting. “We saw formulations getting more aggressive and going all-natural or preservative free,” Harvey said. “These products lose their effectiveness once they are exposed to oxygen. Airless packaging was popular in the 80s with toothpaste containers and in the 90s with hair care products, but we believed that formulations would drive demand for this type of technology for skincare and cosmetic products.”

Soon, Fusion Packaging had a staff, a manufacturing partnership in China, and the beginnings of a client list that now, eight years later, includes the top players in the cosmetic business. Harvey credits some of their success with not only having the innate ambition, but the stomach to weather the rough early years. “The responsibility and stress of having a business is enormous. There are terrific highs and terrible lows, so keeping yourself somewhere in between is the key to longevity.”

Now that the business has matured, the focus is on sustaining long term growth. “We have plans to expand both our product offering and our geographic reach. Taking our brand to a global market is both a challenge and an opportunity.” Harvey sees people as another key to the long-term. “I learned early on that a company that doesn’t put value into who they hire and who they retain isn’t going to work…the right people create the culture that drives success,” he said.

That also ties to his memories of the Eller College. “One thing that stands out is that most of what we did was working in groups,” he said. “The experience I got at UA working in teams built a great foundation for my career. Students might complain about the relevance of a given topic to their future, but you can’t say that about teamwork—that’s how business works. The sum of all the parts is greater than any individual.”
“I was with Deloitte for two and a half years, but burned out as a consultant,” she said. She joined a startup consulting company focused on client server space, ultimately relocating to New York to lead a large project that office in the north tower of the World Trade Center. The September 11 terrorist attacks came less than a month after her entire team was let go from the project.

Shell-shocked and trying to plot her next steps, Newman attended an unemployment event in Madison Square Garden with thousands of others, all trying to do the same. She decided to volunteer with ReSTART Central, a coordinated effort between the New York City Partnership and the NYC Economic Development Corporation, focused on stabilizing small businesses in lower Manhattan devastated by the attacks. After six months as a volunteer, ReSTART brought her on as a full-time project director, and for the next three years, she helped small businesses get funding from tech companies for equipment and infrastructure to relaunch.

“About then, the money for the project was wrapping up, so we folded,” she said. She spent a few months working for a private equity company, then began her MBA at the University of Oxford in England. “I was one of about 20 Americans in a class of 180, and one of the few women in the program,” she said. “My classmates knew more about my home state than I did. The program made me realize that one thing about growing up in small-town Prescott, Arizona—that I had missed a lot of the world.”

It was something she would go on to remedy. Out of Oxford, Newman joined Bear Stearns as a managing director, but continued to work on startups, including a cloud-based mobile music platform in the Middle East, now operating in Nigeria, Bahrain, and Saudi Arabia. When Bear Stearns folded, she barely paused. “I just don’t believe in sitting by the phone when things hit a rough patch,” she said.

Among her current projects is Wicked Start, a company devoted to startups. “My role is to get the idea from someone’s head to paper,” she said. It’s something she can do on a global basis: “Pretty soon, we’ll all be tied together. Now I can help a company launch anywhere in the world and it costs almost nothing in communication.”

One goal she cites is taking mobile technology to Africa. “When you stick a mobile phone in someone’s hand, you give them the chance to change their lives,” she said. “And I love to put myself into areas that are growing—big data is another example. I’m in one of those odd areas where I can jump on an idea before it’s been built. Wicked Start is helping foster business, but also helping investors get better information and a better idea of what the startup landscape looks like.”

Although an entrepreneur in her own right, Newman sees herself as a product manager. “Entrepreneurs struggle to find reliable developers, so I play the role of helping manage costs, development platforms, and more—and I come with a great team,” she said. “I look at life and startups in the same way: startups always go through rough patches, but the ones that succeed push through those times. Sometimes it can be a while before they get any traction.”
1970s

Gary Freed (Eller Accounting ’78), is a Certified Public Accountant focusing on providing litigation and valuation services including expert witness testimony. He recently retired as a partner in the Phoenix office of CPA and consulting firm, Clifton Gunderson LLP.

1980s

Armando G. Roman (Eller Accounting and Finance ’86), CPA, has been named chairman of the board of directors of the Arizona Society of Certified Public Accountants. He is managing principal of AXIOM Financial Advisory Group, LLC.

1990s

Christopher T. Brown (Eller Finance ’93) is vice president, operational risk manager with Wells Fargo Bank, N.A. He previously served the company as a technical audit consultant and communications manager.

Matthew Liao-Troth (Eller Ph.D. ’99), dean of the J. Whitney Bunting College of Business, has been named interim provost for Georgia College.

2000s

Christopher T. Mazzarella (Eller MIS and Operations Management ’03) is co-director of certification services with The American Board of Radiology.

Harisimran Khalsa (Eller Accounting ’04) is a tax manager with Ernst & Young in Phoenix and was chosen for and served as tax coach and trainer to the India outsource location.

John Dale (Eller MIS and Entrepreneurship ’05) is self-employed with daleTELE.com, which is preparing to launch a new line of business, daleMAIL.us.

Kristen Ebert (Eller Accounting ’05) is a licensed CPA and senior accountant with University of Colorado Hospital. She was previously a senior associate with Clifton Gunderson LLP.

Eric Freed (Eller Accounting and Entrepreneurship ’05, Master of Accounting ’06), is a Certified Public Accountant and is working as an Assurance Manager in the Dallas office of CPA and consulting firm, Ernst & Young.

Anna Suarez-Viramontes (Eller Marketing ’05) is a marketing manager for Goldenvoice/AEG LIVE, handling live concert marketing and promotions primarily for two venues in the Los Angeles area.

Ronald G. Sanchez (Eller MBA ’07) is a proposal manager with Raytheon Missile Systems in Tucson.

Vinay Kulkarni (Eller MBA ’04) is chief operating officer of Horizon Moving Systems in Phoenix. He previously served as a senior advisor with Strategic Growth Advisors. He is married to Archana Kulkarni (Eller Master’s of Accounting ’07).

John Dale (Eller MIS and Entrepreneurship ’05) is self-employed with daleTELE.com, which is preparing to launch a new line of business, daleMAIL.us.

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Ronald G. Sanchez (Eller MBA ’07) is a proposal manager with Raytheon Missile Systems in Tucson.

Armando G. Roman (Eller Accounting and Finance ’86).

Eric Freed receiving his CPA certificate from his father, Gary Freed, during Gary’s retirement celebration as a partner in the Phoenix office of CPA and consulting firm, Clifton Gunderson LLP.
Danielle Becker (Eller Marketing ’09) is the program administrator of global outreach at New York University College of Dentistry.

Kimberly Hagg (Eller Business Management ’09) is an executive search consultant at BluEra Team Inc. She was previously an investment analyst at a private family trust. Hagg graduated magna cum laude and was named one of the Eller 100.

Nicole Mallery (Eller Finance ’09) is a manager at Vanguard. She was previously part of the company’s Accelerated Development Program.

Gabriel Munoz-Fitch (Eller Business Management ’09) is a category account executive in Duracell Professional Products with Procter & Gamble. Formerly based in Dallas, Tex., Munoz-Fitch recently relocated to Cincinnati, Ohio.

Andre Ospital-Cone (Eller Finance ’10) is a portfolio monitoring analyst with US Bank in San Francisco.

Eytan Ben-Yeoshua (Eller Finance ’11) is co-founder and CFO of BarSential, the venture he and his team developed in the McGuire Entrepreneurship Program. BarSential a mobile app that allows consumers to purchase and redeem offers from their phone. The app will initially be available in the Tucson, Scottsdale, and Tempe markets.

Michael Mandel (Eller MBA ’12) has joined the Community Food Bank of Southern Arizona as director of development. He was previously director of housing services for the Primavera Foundation, vice president of external affairs for Planned Parenthood of Southern Arizona, and communications director of Southern Arizona Center Against Sexual Assault.

Norm and Frances McClelland Honored with Regents’ Award for Outstanding Service to Higher Education

The Arizona Board of Regents honored Norm (Industrial Relations ’49) and the late Frances McClelland (Accounting ’44) with the Regents’ Award for Outstanding Service to Higher Education at a dinner reception in June. UA President Eugene Sander added his praise for the honorees. “Norm and Frances McClelland have made extraordinary contributions to the University, which have transformed multiple colleges, impacted thousands of students and faculty and left a permanent imprint on the UA campus.”

2012 Alumnus of the Year

Eller is pleased to recognize Chris McGuire as its 2012 Alumnus of the Year at Homecoming. McGuire is vice president and director of the H.N. and Frances C. Berger Foundation of Palm Desert, California. After completing his bachelor’s degree the UA, he served in the U.S. Navy, earned a master’s degree from USC, and then fast-tracked to a leadership role in the health care industry in California. Eventually McGuire bought, grew, and sold two glass and mirror companies in California. The Chris and Carol McGuire Center for Entrepreneurship in the Eller College is named for McGuire and his wife.

UA Presents Harry George with Honorary Degree

In May, Harry S. George was presented with an honorary doctorate degree from the UA. He was nominated by the Eller College’s McGuire Center for Entrepreneurship. For over 15 years, George has led the Southern Arizona region’s primary venture capital fund, Solstice Capital. Many companies invested in by George’s firm, Solstice Capital, are tied directly to the University of Arizona and are bringing socially and economically important UA innovation to market.
Dear Friends of the Eller College,

The Eller College of Management continued to excel in all categories during the past year and we can all be proud of the achievements of our dean, Len Jessup, Eller staff, faculty, and our students. Eller programs in MIS and entrepreneurship rank among the top programs in the country. The McGuire Center is highly recognized nationally and produces graduates who have become successful in their business endeavors, professional careers, and contributions to a better society.

Eller has recently launched a designated Center for Business Intelligence and Analytics, called INSITE. This achievement is due to the hard work and dedication of a number of faculty and at the same time, provides the recognition so critical to moving UA projects forward into the marketplace. INSITE is a visionary project targeted at “big data” analytics, crucial to companies’ needs to harness burgeoning data and opportunities within social media. Other programs in sports marketing, ethics, accounting and others have accelerated, continued to expand, and become recognized and sought after by students and external companies.

In particular, cohort programs abroad have increased significantly, expanding student opportunities for not just learning abroad but gaining the cultural experiences necessary to prepare them for the global marketplace.

Our students have found success in major companies and major markets. I had occasion to spend some time this summer with a few of them. Emma Tonetti, Eller Marketing ‘12, is starting her career with Grey Group Advertising in New York. Accounting junior and McGuire student Hunter Curtis is interning in New York for Wells Fargo Real Estate Investments, and his major client is Blackstone. Alex Ramero Wagner is beginning his professional career at Macy’s in New York. Andrew Cole has just finished his first year with Accenture in Boston. Others are in similar positions in the United States and abroad. We can be proud of these young people and be assured they represent the values of the University of Arizona and Eller. They are a true measure of our collective contribution to a better world.

In order to make these achievements possible, we must dedicate our time and our financial resources to this, our future. This year, private support and commitments to the Eller College are approximately $5 million. This support is from you, donors, alumni, friends, and institutions. We thank you for that and ask that you continue and do more. We have asked our own Eller National Board of Advisers to contribute even more to assure that the Andrews, Emmas, Alexes, and Hunters of the future have the opportunity of “The Eller Experience.” At Eller, we provide more than just education for business. Eller provides an education for life.

We can all be proud of what we’ve accomplished this year, and be gratified by our return on investment. Quite frankly, we need to reinvest.

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

Terence Valeski
University of Arizona ‘68
Chair, Eller College National Board of Advisers
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Lovitt & Touché Support Ethics-Focused Students

Five Eller students who are active in the Eller Board of Honor and Integrity received scholarship funding this past year, thanks to Phoenix-based insurance agency Lovitt & Touché.

“Our philosophy is pretty basic,” said Dave Wilder (Eller Real Estate ’69), executive vice president with the firm. “We’re now 100 years old, we were founded in Tucson, and we believe in the importance of giving back and helping young people prepare for careers that will keep them contributing to our state.”

Lovitt & Touché has been selected as one of the “Best Places to Work in the Valley” for five years in a row by the Phoenix Business Journal.
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Esthermarie Hillman
Judith Hines
Lin Hines
Matthew Hobbs
Cheryl Hoek
Mike Hoern
Meredith Hofer
Christine Hofer
Timothy and Melissa
Hoffelmeier
Jeneca Hoffman
Katherine Hoffman
We can confidentially discuss ways to create a planned gift, depending on your personal and financial goals. There are many ways to design a planned gift, including by donating cash, securities, or other appreciated assets.

If you are committed to supporting the Eller College, consider establishing a new endowment that is most meaningful to you, while providing payments that may be partially tax-free. You can supplement your income with steady income tax deductions, leveraging a large gift with little cost to yourself, making a gift of property no longer needed and securing a fixed or variable income stream for life.

Please contact Daniel Petrocelli today to begin the personalized planned giving process at 520.621.4121.
Patti Ota's class MIS 150B course, which is focused on interpersonal relationships in a changing world. All Eller ELITE pre-business students also take the general education course each fall. “We have broad-ranging talks about difference and barriers in communication between different types of people,” Ota explained. “The idea is to get comfortable communicating with people from all backgrounds.”

Ota and Wildcat football team members on the team-building ropes course that kicks off the class.
Corporate Giving

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Anonymous
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Intel Foundation
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New York Life Foundation
Northrop Grumman Foundation
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PG&E Corporation Foundation
PricewaterhouseCoopers
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Shell Oil Co. Foundation
The Charles Schwab Foundation
The Clorox Company Foundation
The MMC Matching Gifts Program
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Toyota Motor Sales USA
U.S. Bancorp Foundation
Verizon Communications

Foundation and Organization Giving

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BPA Student Council
Brian and Kristen Hogan Fund
Bruce T Halie Family Foundation
CFA Society of Nevada
Anonymous
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The Muzzy Family Foundation
The Rein Family Fund
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World Vision
A successful leader must start with a vision for making an organization better, for constructive change. Having the right vision is one thing, implementing that vision, and achieving measurable results, is where things get tough. Most people, no matter their rank or place on the organizational ladder, don’t like having the status quo challenged. Large, tradition-bound public institutions such as the three I led present particular challenges in turning a vision of change into reality. In these kinds of institutions, you’re dealing with a large professional career staff, be they civil servants, uniformed military, or tenured faculty, who were there long before you arrived, and will likely be there after you leave. So if they don’t buy in to what you’re doing, they can simply wait you out. If you don’t involve your internal and outside stakeholders in shaping and informing your vision, and the change you’re trying to achieve, thus making it their own, the reforms you seek will probably go out the door when you do.

It’s important to be transparent in your decision-making, to be open about what you’re doing and why. I’ve found subordinates can live with, and even embrace, decisions they disagree with, but only if they feel like they were consulted with seriously, their views were given serious consideration, and had influence. And they as professionals were taken seriously enough and respected enough to have the boss explain decisions to them.

Encouraging candor is something many leaders try to do, or say they want to do, but it rarely happens. One of the things I did to facilitate candor was to be sure that when someone brought a problem to my attention, or disagreed with me and got me to change my mind on something, I made it a point publicly to highlight that fact to others, to show that speaking truth to power is not career defeating but career enhancing, hopefully encouraging others to do the same. It is the leader’s responsibility to cultivate that kind of professional environment, because it will not arise on its own.

To create this kind of candid environment requires self-confidence. Not the kind of chest-thumping, strutting egotism we see and read about all the time, but rather, the quiet self-assurance that allows a leader to give others real responsibility and real credit for success, the ability to stand in the shadow and let others receive attention and accolades. Too many people in leadership positions feel they have to do everything themselves. A leader is able to make decisions, but then delegate and trust others to make things happen. This doesn’t mean turning your back after you’ve made a decision and hoping for the best. It does mean trusting people at the same time you have a regular reporting mechanism. The bottom line: a self-confident leader doesn’t cast such a large shadow that no one else can grow.
Eller MBAs at the up-close-and-personal session with former U.S. Secretary of Defense Robert Gates, the 2012 University of Arizona Executive of the Year.

For the 2012 Thinking Forward conference, the Department of Marketing collaborated with the Department of Management and Organization’s Sports Marketing Program. Students connected with leaders including Larry Baer, president and CEO of the San Francisco Giants; Dennis Moore, VP of sales and marketing for the Denver Broncos; Daniel Shlossman, a product manager for the National Football League; and Jeff Plush, founder and CEO of Helium Sports Group.

Eller undergraduates numbering over 400 volunteered in the Tucson community on October 22 as part of Make a Difference Day, a national movement founded by USA WEEKEND magazine.

The students behind the McGuire Entrepreneurship venture OnwardPacks won third place and a $5,000 prize in the international Values and Ventures Business Plan Competition hosted by the Neeley School of Business at Texas Christian University. Pictured L-R: James Taylor, Amanda Weiland, Jacklyn Hall, Zach Lewis.

Eller Wildcats Represent!

Come home in 2012 and reconnect with UA and Eller—tour campus, participate in events, and join us for tailgating on the Mall before the big game against Colorado. Don’t miss the start of a new era in UA Football! Regular updates available at eller.arizona.edu/homecoming.

Thursday, November 8, 2012
CLASS OF ’62 – GOLDEN REUNION RECEPTION AND DINNER
Hosted by Reunion Chair Chris McGuire
Friday, November 9, 2012
ELLER CUP GOLF TOURNAMENT
Hosted by the MBA Student Association
8:45 a.m. shotgun start Skyline Country Club
Join Eller MBAs, faculty, students, and alumni for golf, food, and friendly competition. Scramble play. Registration at eller.arizona.edu/golf

COFFEE & CONVERSATION WITH STUDENTS
9:00-10:00 a.m., McClelland Hall
Room 208
1130 East Helen Street
Business school alumni from all graduating years are invited to meet with current students to share and compare their Eller experiences.

COLLEGIATE SHOWCASE: Big Data Analytics and Applications in Security and Health
10:00 a.m., Berger Auditorium
1130 East Helen Street
Hsinchun Chen, McClelland Professor of Management Information Systems and director of the Artificial Intelligence Laboratory, presents his latest research in data mining. RSVP at eller.arizona.edu/homecoming/signup.asp.

MCGUIRE CENTER FOR ENTREPRENEURSHIP HOMECOMING BRUNCH
10:00 a.m., McClelland Hall
East Atrium
1130 East Helen Street
Join namesake Chris McGuire and your fellow entrepreneurship alumni for a festive morning.

MIS ALUMNI LUNCHEON
11:30 a.m., McClelland Hall, Patio
GENERATIONS OF ENTREPRENEURS’ PANEL TALK
1:30-2:45 p.m., McClelland Hall
Bever Auditorium
UA ALUMNUS OF THE YEAR PROGRAM
3:00-5:00 p.m., Student Union Grand Ballroom South
The awards program honors outstanding achievement and support of an alumnus from each academic college on campus. Eller is pleased to recognize Chris McGuire as our Alumnus of the Year.

Saturday, November 10, 2012
TAILGATING ON THE MALL
Time TBA, Main Campus Mall Area
Stop by the Eller tents for food, fun, giveaways – and prime parade viewing!

FOOTBALL GAME: ARIZONA WILDCATS VS. COLORADO
Time TBA, Arizona Stadium
A block of tickets for Eller alumni is available in Sect 17. To purchase your tickets or for more information go to eller.arizona.edu/homecoming.

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

Mentor students
ellar.arizona.edu/eca

Volunteer to conduct professional admission interviews
ellar.arizona.edu/eca

Catch up with us at upcoming Dean’s Mixers
ellar.arizona.edu/deansmixer

Show your Eller Wildcat pride
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Eller undergrads attend London Olympics
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Hot research in managing big data
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an agenda to fuel growth for Eller, the UA, Tucson, and beyond
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