the art of connectivity

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

Rise to the top of a Fortune 500 corporation – or build one of your own. However you’re driven to succeed in the fast-paced world of global business, the Eller College of Management at the University of Arizona’s Online MBA will empower you with the strong critical thinking and solid communication framework you need to become a front-runner in your field.

Our top-tier online MBA offers:

• Convenient, flexible, 100% online study
• Accreditation from AACSB and NWCCU
• Degree completion in as few as 14 months
• Tuition assistance and scholarships available

Eller College of Management is consistently highly ranked in U.S. News & World Report’s annual survey of graduate business education.

Whether you want to rise to the top of a Fortune 500 corporation or build one of your own, our online MBA program is designed to help you develop the strong critical thinking and communication framework you need to create and communicate solutions to diverse groups of stakeholders.
Welcome to our latest issue of Progress magazine! As we celebrate our one hundred year anniversary, we reflect over what has clearly been a tremendous, successful century for Eller, with a lot of hard work and investment over that time that has gotten us to where we are today, one of the nation’s leading business schools.

We’re also celebrating outstanding accomplishments just in the past year, including a huge jump in the rankings of the Full-Time MBA program, in addition to upward movement in our undergraduate program, ambitious plans to build out our Professional Development Center, a very successful launch this past year of our new Eller Executive Ed, continued growth of our relatively new and successful Eller Economic Development initiative, and an aggressive expansion of our Economic Business Research center’s role in the region. Eller faculty members have also had a tremendous year, with leaders including Bob Lusch, Linda Price, Hsinchun Chen, and Price Fishback winning accolades for their incredible work.

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

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

See you soon, and, Go Cats!

Len Jessup, Eller Ph.D. ‘89
Dean and Halle Chair in Leadership
Professor of MIS; Professor of Innovation and Entrepreneurship
Global Cohort in Brazil

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

McGuire Alumni on Shark Tank

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

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

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

Executive of the Year Luncheon

This year’s Executive of the Year Award Luncheon—the 30th anniversary of the event—brought out the baseball fans. San Francisco Giants President and CEO Larry Baer is pictured with Eller College National Board of Advisors chairman Terry Valeski (left) and Dean Len Jessup (right). Baer and wife Pam also connected with Stevie and Karl Eller (lower left), as well as undergraduate and graduate Eller students.
Three McGuire Entrepreneurship teams are at the center of the downtown Tucson renaissance, thanks to entrepreneur and developer Fletcher McCusker, UA alum and founder of Providence Service Corporation and Sinfonia HealthCare Corp.

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

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

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

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

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

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

“Downtown Tucson is a great place to work,” said Björgvin Benediktsson of Crowd Audio. “Gangplank Tucson has their downtown offices down the street, so we’re never far away from like-minded individuals and startup resources. I started going there in June while the Hive was being furnished and really made
Crowd Audio connects independent bands and musicians with audio engineers eager to help them with their music. They will launch a crowdfunding campaign on indiegogo.com in October.


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

Currently working at the Hive

timefulphotography.com

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

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

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

– John Jackson, Sr.

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

L-R: Matthew Hurko (Eller Entrepreneurship and Finance ’13), Craig Jordens (Eller Management, Economics, and Entrepreneurship ’13), and Kevin Munsch (Eller Management and Entrepreneurship ’13).

“As four highly competitive individuals, our aspiration for FittidSport is to be the best at whatever we do. We want to deliver the fastest and best fitting competitive swim suit in the world, no exceptions.” – Craig Jordens
The Eller MBA will be available in an online format beginning in September. “We need to be responsive to the changing needs of our students,” said Len Jessup, Dean of the Eller College. “Making the MBA program more flexible for highly-qualified students is part of our broader effort to expand access to the University of Arizona.”

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

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

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

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

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

**eller online mba faq**

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

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

**How does this affect my Eller MBA?**
It doesn’t. The Online MBA is another delivery mechanism for our top-quality program, which already operates in multiple formats to meet the needs of our students.
never too early
undergrad team ramps up career prep program for freshmen and sophomores

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

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

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

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

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

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

get involved

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

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

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

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

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

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

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

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

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

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

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

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

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

“The bottom line,” Reynolds said, “is that it makes sense to have diversified energy sources now and going forward.”
research is at the heart of everything we do.

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

THOUGHT LEADERSHIP IN

- business intelligence & data analytics
- information assurance & security
- health care informatics
- IT-enabled innovation

40 years & counting

200 Ph.D. alumni
5,000 MS-MIS alumni
5,000 BSBA alumni

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

eller college welcomes four new faculty members

Gondy Leroy

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

Ten years ago, Gondy Leroy completed her doctoral work in MIS at the UA. Now she is returning as faculty, after a decade of teaching and research at Claremont Graduate University and as a visiting scholar at the National Library of Medicine. As an undergraduate and graduate student in her native Belgium, Leroy studied psychology, then took on a number of information science projects, which led her to MIS. “This is the perfect combination for me,” she said. “The problems I choose to study look at improving the ways that information is exchanged between people and communities.” One completed project revolved around the design of communication software for children with autism. New projects focus on a search engine for alternative views on readability of health-related information, for example, a doctor’s instructions to a patient for surgery aftercare. “It’s difficult to write easy-to-understand text for patients, and the existing readability formulas just don’t work,” she said. “We aim to develop an evidence-based writer support tool to improve materials for patients.”

James Stekelberg

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

James Stekelberg comes to Eller from the University of Southern California, where he completed his doctoral degree. It was at USC that he also completed a master’s in business taxation program that proved to be the pivot point for his career: in his pre-accounting life as an undergraduate, he studied history and music at Rutgers University. “I learned quickly that history wasn’t the most marketable degree,” he said. Stekelberg moved to Los Angeles and was working as a trumpet player and a waiter when he found out about the master’s program at USC. After its completion, he started work in public accounting. “Then I left to study for the CPA and started teaching GMAT prep courses,” he said. “I never looked back. I wanted to continue teaching and expand into research.”

“In a recent paper, he demonstrates how, once market mispricing is arguably removed from the valuation model, a firm’s taxable income, estimated from the firm’s financial statements, is better than its book income to explain firm value. “Prior research may have conducted tests of value relevance that are inherently biased in favor of book income,” he pointed out.
Ashley Langer joined Eller as a visiting professor of economics last year. After completing her undergraduate degree at Northwestern, she took a position researching transportation economics at the Brookings Institution. “I found that policy-relevant academic research was something that I liked doing,” she explained. She completed her doctoral studies at the University of California, Berkeley, where she continued a research agenda focused on transportation, specifically, how consumers make decisions that affect the environment. Her work has implications for energy policy, including the optimal level of gasoline taxes or corporate average fuel economy standards and potential incentives for alternative fuel vehicle adoption. One recent paper examines inherited product preferences. Using data from the National Science Foundation-funded Panel Survey of Income Dynamics, she said, “We document a strong correlation in the brand of automobile chosen by parents and their adult children.” These findings could influence firm strategy. “If loyalty to a specific brand is person-specific, firms should give younger consumers a discount in order to build loyalty over time. However, if older consumers are creating brand loyalty in their children, then firms will want to keep prices low even for older drivers.”

Martin Reimann comes to the Eller College from the University of Southern California, where he earned his doctoral degree. As an undergraduate, Reimann studied marketing and management in his native Germany, then worked for four years as a marketing manager at industrial gas supplier Linde. At that point, he entered grad school to focus on the psychological and emotional factors that drive consumer behavior. “I am interested in positive and negative emotional processing and its role in consumption,” he said. “I search for common emotional mechanisms that explain a wide array of consumers’ judgments and choices and serve as an overarching framework of how consumers use emotional information to make decisions in their everyday lives.” His work at Linde also influenced his research agenda: “I am interested in the differentiation of products that are homogeneous,” he said. “At Linde, I was in field sales, and our product was hydrogen fuel for zero emissions vehicles. The core product was the same no matter where you get it.” Prior research, he said, has focused on building strong relationships with consumers as a way to differentiate products of this type. In one recent paper, he and his coauthors investigate the extent to which customer relationship management (CRM) software can be linked to improved performance. “It does pay off,” he said, “but only if the firm uses the information they collect through the CRM system to design a better product.”
Sue Brown, Professor of MIS Ph.D., University of Minnesota
Brown’s research interests focus on the adoption and diffusion of information technology by organizations and individuals.

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

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

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

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

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

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

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

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

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

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

Diza Sauers, Professor of Practice in Business Communication MFA
Sauers is director of the Eller Business Communication Program.

Sue Umashankar, Professor of Practice in Marketing Ph.D., University of Iowa
Umashankar is director of Eller’s Global Business Program.
In addition to being named UA Innovator of the Year, Hsinchun Chen has been named the Thomas R. Brown Chair in Technology and Management and a Regents’ Professor. Scan the code to read more about his recent achievements, as well as his ambitious research agenda in healthcare informatics.

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

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

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

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

transitions

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

Congratulations to Dave Pingry, McClelland Professor of MIS and Economics, on his retirement. Pingry joined the Eller College in 1974 and has served in many leadership roles, including head of the MIS department.
“When they first come to us, many students think of Google as the first stop for research,” said Diza Sauers, director of the Eller Business Communication Program.

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

**Bloomberg Terminals**

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

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

**Business Integration Model**

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

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

**Economic & Business Research Center**

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

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

<< Alexandr Svetnicky
Eller Executive Education—a startup organization focused on custom, non-degree continuing education—continued to serve the needs of key partners this spring by using collaboration technology developed in the MIS department.

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

Nunamaker originally developed Think Tank as part of a research program to design a facilitated process that would engage all meeting participants to improve decision-making. Think Tank builds on decades of research to run effective meetings. Particularly in highly political or hierarchical settings, meeting participants may not feel able to speak honestly, or, conversely, have faith that their colleagues are doing so.

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

Stephen Gilliland, Associate Dean of Executive Education

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

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

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

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

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

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

He said that many clients have expressed interest in the process. “We don’t know of any other executive education program that is offering facilitated discussions through the use of electronic brainstorming technology like Think Tank.”
helping hands
small business consulting class is a win-win for students and entrepreneurs

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

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

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

“They’ve been helping with suggestions for running the business,” said Teran. “They’re going through the finances, looking at the structure, and making suggestions for cutting costs.”

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

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

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

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

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

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

“This was a chance to work on a family business, not a big company with tiers of employees,” Segal said. “It’s make or break for the family, so it was really rewarding. We’re here to help.”
L-R: Mike Harshbarger, Jan Konstanly, Kevin Neman, Diana Teran, Francisco Moreno, Carl Segal.
Not pictured: Bradley Sherman and Hector Rosales.
...the University of Arizona began offering a degree in commerce through what would become the College of Business and Public Administration.

100 years later, we have grown into the Eller College of Management, home to 6,000 undergraduate and 800 graduate students, with top-ranked undergraduate and MBA programs and an international reputation for excellence across disciplines, especially in entrepreneurship and MIS.
Disruptive forces in higher education mean that business schools need to become entrepreneurial in the way they operate. At Eller, we have a vision to do just that.
For decades, we have been hearing about declining state support for higher education. That shift has resulted in higher tuition—and a greater burden on students and their families. They’ve responded by demanding more for their tuition dollars: “unbundling” lockstep degrees into more flexible options, hybrid online/on-ground delivery, greater access, and better return on their educational investment. There are more schools than ever to choose from to meet those demands. Growth for higher education in the U.S. is flat, but global growth is at 20 percent, and recently—for the first time—more GMAT test takers reported their scores outside the U.S.

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

A host of disruptive forces challenges the future of higher education in America.
ONLINE LEARNING AND
THE FUTURE OF HIGHER EDUCATION

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

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

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

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

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

What will it mean for Eller to thrive over its next hundred years?
How will business schools have to evolve in order to sustain
themselves? “At Eller, we’ve done a lot of soul searching,” said
Jessup. “We have focused on the attributes that we believe will
carry Eller into the 22nd century and have developed a strategy
to get us there.”
GLOBAL
- Attracting top domestic & international students
- Placing graduates domestically & internationally
- Teaching global concepts
- Engaging domestically & internationally

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

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

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

www.eller.arizona.edu The University of Arizona
Envisioning tomorrow’s business school

Five years ago the economy stalled, signaling the start of the Great Recession. Ten years ago, Facebook and the iPhone had yet to launch. Twenty years ago, Hong Kong was still a British colony and China was far from becoming a major global economy. Futurists anticipate that technology will continue to change the way that daily life, business, and higher education are conducted. They predict that cloud computing will become so ubiquitous that the term becomes irrelevant. That computational intelligence will be embedded in everything we do. That analytic tools for big data will be available to everyone.

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

“We aim to be one of the few top, global, comprehensive, multimodal, self-sustaining, entrepreneurial business schools in the world,” Jessup said.

THE CHANGING FINANCIAL MODEL

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

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

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

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

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

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

“We’ve already seen a lot of progress,” Jessup said. “But we have a long way to go. Change management is difficult. But we know we can do it, and we are getting ready to ask our alumni and friends to help us get there. Setting for what we’ve already achieved just isn’t an option. We aspire to do more than that, and we think our alumni do, too.”
to become one of the few
IVE | MULTI-MODAL | SELF-SUSTAINING | ENTREPRENEURIAL
ss schools in the world

Supporting creative inquiry by:

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

Making a difference in the community and the world by:

- becoming a go-to source for nurturing small business
- creating innovative continuing education offerings for regional, national, and international organizations
- putting relevant regional data in the hands of key policy-setters and decision-makers through the Economic and Business Research Center
- collaborating with Tech Launch Arizona, the UA unit focused on bringing lab discoveries to the market
Alumni and friends of the University of Arizona gathered on July 19 in Seattle for Northwest Meets Southwest, a cocktail reception hosted by Robert and Diana Murray. Speakers included UA Provost Andrew Comrie (top photo), Eller Dean Len Jessup (above right), Engineering Dean Jeff Goldberg, and David Allen, Executive Director of Tech Launch Arizona.

The Eller College celebrated a series of landmarks at a gala event in 2012. Among the milestones recognized was the 20th anniversary of McClelland Hall; attendees enjoyed a progressive reception that harkened back to the event that marked the building’s opening in 1992. Pictured, from top right: UA President Ann Weaver Hart and Karl Eller; the Witt Courtyard; Norm McClelland, Eller, and Schyler Linger; Hart (center) and Jessup (right) with Max and Stevie Eller and friends.
Chris McGuire was recognized as the Eller College Alumnus of the Year at Homecoming in 2012. McGuire is pictured below with UA Alumni Association President Melinda Burke and Eller College Dean Len Jessup.

2013 save the date

SEPTEMBER

Professional Admission
SEP 28
SATURDAY, SEPTEMBER 28, 2013 7:15 A.M. AT MCCLELLAND HALL
Volunteer to interview undergraduate students preparing to enter the professional phase of their Eller College experience. Register at eller.arizona.edu/eca.

DECEMBER

Economic Outlook
DEC 13
FRIDAY, DECEMBER 13, 2013 NOON-2 P.M. AT THE WESTIN LA PALOMA, TUCSON
Join us for lunch as UA economist George Hammond and Chase economist Jim Glassman preview what’s ahead for the national, state, and metro economies at this annual, must-attend event. Reservations required; details are available at eller.arizona.edu/outlook.

FEBRUARY

Fathauer Lecture in Political Economy
FEB 13
THURSDAY, FEBRUARY 13, 2014, 5:15 P.M., MCCLELLAND HALL’S BERGER AUDITORIUM
Join us for a lecture by Enrico Moretti, professor of economics at the University of California Berkeley, who will discuss the new geography of jobs.

NOVEMBER

Homecoming 2013
NOV 7-9
NOVEMBER 7-9, VARIOUS TIMES AND LOCATIONS AROUND CAMPUS
See inside front cover of this magazine for a complete description of events!
building bridges

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

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

After a brief stint with NY-based Doubleday & Co. in their Mexican subsidiaries, Garay became a stockbroker in Mexico City; it wasn’t long before he began building cross-border alliances at Mexico’s largest retail bank, which is now BBVA Bancomer. As managing director of the new division, he led strategy and growth of offices in both brokerage and banking in New York, Los Angeles, Toronto, London, Sao Paulo, Hong Kong, and Tokyo. “It was lot of fun to bring people together and open up the world to Mexican financial institutions,” he said.

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

He left the role just before the recent presidential transition in Mexico. “That was my only time in government,” Garay said. All along, through the 60 - 70 hour workweeks, he focused on finding balance to keep going, find meaning, and connect to community. “The things we do should not be all about money,” he said. “The world has come much closer together, sometimes in ways that are more stressful overall, but we need to look at the kind of world we are building together.”

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

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

breaking down barriers

In 1974, after finishing high school in Kentucky, Linda (Rostal) Medler worked a county job while living at home. Then, at a boyfriend’s Marine Corps basic training graduation, she was inspired by the discipline and ethics on display.
“I went to see a Marine recruiter,” she said. “My dad tried to talk me out of it. He said, ‘Talk to the Air Force,’ but I don’t regret it.” She enlisted and began her career as a United States Marine. Along the way, she fell in love, got married, and got pregnant. “I was one of the first women to stay in while pregnant,” she said. “There were no maternity uniforms at that point, so I had to wear civilian clothes.”

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

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

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

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

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

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

Linda Medler
MBA ’93
Director, Capability and Resource Integration, U.S. Cyber Command
leading in
the field

Four years into his five-year
commitment as an officer in the U.S. Army, Joe Munko was at a crossroads. “I had the realization that I had no idea what I wanted to do with myself.” He’d completed his undergraduate education at West Point, but he didn’t think he wanted to be career military. “I started looking at business schools,” he said. “I figured that an MBA would give me two years to transition out of the Army and enter the civilian business world.”

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

“The two years that I spent at Eller were transformative for me,” he continued. “I felt so prepared going into the civilian business world, and I give the school a lot of credit for that.” As a combat officer, he was well-qualified for roles in supply and logistics. “My two best offers were at Intel and Deloitte,” he said. While the Intel offer was the best, it focused on logistics, and he wanted to focus on technology. He accepted the lower Deloitte offer. “For me, what they say about consulting was really true,” Munko said. “Three years felt like nine years. I learned so much, and I was doing well at the company.”

But then an old friend of his lured him away to Washington Mutual. “At Deloitte, I was working on core technology implementations,” he said, “but the bank job was pure information systems work.” One of his big projects was transitioning Washington Mutual from installing software directly on ATM machines to installing remotely across the nationwide ATM network. “Then I was promoted to a technology architecture role in the commercial lending division, designing systems for the 1,000 mortgage lenders so they could operate efficiently.” Washington Mutual did not survive the financial crisis and was acquired by JP Morgan Chase, and though Munko’s division was healthy and maintained as part of the acquisition, he began looking at other options.

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

It didn’t take long: that year, the company was preparing to launch Kinect for XBOX 360, which enables voice and body-activated interaction with the XBOX. They needed someone to lead a field research project, and Munko stepped up. “Preparing for the Kinect launch was the largest field research project XBOX had done,” he said, “and Kinect went on to be the most successful electronic product launch ever, in terms of speed of sales.”

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

“My two years at Eller were transformative.”
seizing opportunity in China

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

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

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

He began to see a niche for himself. “It was apparent to me early on that China’s government was focused on creating a service sector-driven economy,” he explained. “China may have gotten to where it is today by being the world’s factory floor, but what it is really after is transforming Shanghai and Beijing into the next New York and London. To succeed in China, I needed to play a part in this transformation. But I didn’t have a background in finance, so I would have to go back to school.”

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

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

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

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

1980s

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

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

1990s

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

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

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

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

2000s

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

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

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

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

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

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

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

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

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

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

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

Amy Myers (Eller Marketing & Accounting '06) is a tax manager with the San Diego Chargers.
Eller Progress Fall 2013

On May 9, Karl Eller (pictured with wife Stevie, left, and grandson Max) was inducted into the Arizona Sports Hall of Fame. 1968, Eller became a founding investor of the Phoenix Suns. He hired Jerry Colangelo, then an assistant coach, away from the Chicago Bulls and he named him the team’s first general manager.

On the 2010s.

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

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

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

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

2010s

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

Donald Cooley III (Eller Business Economics ’10) recently moved back to the Phoenix area after completing his juris doctorate at Ohio State. He is currently preparing for the bar exam.

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

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

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

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

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

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

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

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

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

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

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

Kiley Gasparovic (Eller Marketing & Entrepreneurship ’13) is a marketing and communications manager with Vive Innovations in Tucson. Vive Innovations is a biomedical startup that launched from the McGuire Center for Entrepreneurship at Eller College.

www.vive-innovations.com

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

Submit class notes to progress@eller.arizona.edu.
Dear Friends of the Eller College,

The Eller College of Management is celebrating a series of major milestones. This year marks the 100th anniversary of business education at the University of Arizona. Next year will be the 40th anniversary of our MIS department and the 30th anniversary of our entrepreneurship program, both of which continue to dominate rankings of undergraduate and graduate business schools across the country. Next year too will mark the 70th year that we have been accredited by the Association for the Advancement of Collegiate Schools of Business.

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

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

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

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

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

Terrence Valeski
University of Arizona ’68
Chair, Eller College National Board of Advisers
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larry Abramson</td>
<td>CEO, Red Book Connect</td>
</tr>
<tr>
<td>Chris Ackerley</td>
<td>Co-Founder and Managing Director, Ackerley Partners, LLC</td>
</tr>
<tr>
<td>Laurence M. Baer</td>
<td>President and CEO, San Francisco Giants</td>
</tr>
<tr>
<td>John A. Bardis</td>
<td>Chairman, President, and CEO, MedAssets, Inc.</td>
</tr>
<tr>
<td>Betsy Bayless</td>
<td>CEO, Maricopa Integrated Health System</td>
</tr>
<tr>
<td>Bruce Beach</td>
<td>President, BeachFleischman PC</td>
</tr>
<tr>
<td>Fred T. Boice</td>
<td>Owner, Boice Financial Company</td>
</tr>
<tr>
<td>Teresa I. Briggs</td>
<td>Bay Area Managing Partner, Deloitte &amp; Touche, LLP</td>
</tr>
<tr>
<td>Scott Brittenham</td>
<td>President &amp; CEO, Clean Energy Capital LLC</td>
</tr>
<tr>
<td>Ronald Butler</td>
<td>Arizona Managing Partner, Assurance &amp; Advisory Business Services, Ernst &amp; Young</td>
</tr>
<tr>
<td>Susan R. Butler</td>
<td>Founder, Susan Bulkeley Butler Institute</td>
</tr>
<tr>
<td>Brian Cary</td>
<td>Manager of Forecasting, Research, and Economic Development, Salt River Project</td>
</tr>
<tr>
<td>Jerry I. Cohen</td>
<td>Vice Chairman and CEO, Canyon Ranch</td>
</tr>
<tr>
<td>Henry Granillo Corral</td>
<td>Corporate Services Americas Region Controller, Intel Corporation</td>
</tr>
<tr>
<td>Andreas Coumides</td>
<td>Phoenix Audit Partner, PricewaterhouseCoopers LLP</td>
</tr>
<tr>
<td>Donald R. Diamond</td>
<td>Chairman, Diamond Ventures, Inc.</td>
</tr>
<tr>
<td>Robert Eckert</td>
<td>Chairman of the Board and Former CEO, Mattel Inc.</td>
</tr>
<tr>
<td>Karl Eller</td>
<td>President, The Eller Company</td>
</tr>
<tr>
<td>Robert A. Elliott</td>
<td>President, The Elliott Accounting Group</td>
</tr>
<tr>
<td>Pat Engels*</td>
<td>Independent Telecommunications Professional, Executive V.P. of Product &amp; Marketing Quest (Retired)</td>
</tr>
<tr>
<td>Louise L. Francesconi*</td>
<td>President, Missile Systems and VP, Raytheon Group (Retired)</td>
</tr>
<tr>
<td>David Freshwater</td>
<td>President, The Freshwater Group, Inc.</td>
</tr>
<tr>
<td>Jay L. Geldmacher</td>
<td>Executive Vice President of Emerson Network Power, President of the Embedded Power and Computing Group</td>
</tr>
<tr>
<td>Bruce Gissing</td>
<td>Executive VP, Operations, Boeing Commercial Airplane Group (Retired)</td>
</tr>
<tr>
<td>Phil Hagenah</td>
<td>Executive Producer and President, Film House Inc. (Retired)</td>
</tr>
<tr>
<td>William Kyte</td>
<td>Partner, RCM Capital Management</td>
</tr>
<tr>
<td>Maria Lical</td>
<td>VP, Operations Support, Arizona Public Service Company</td>
</tr>
<tr>
<td>Olden C. Lee</td>
<td>Senior Vice President, PepsiCo, Inc. (Retired)</td>
</tr>
<tr>
<td>Brian D. Lesk*</td>
<td>Founder and CEO, Ultimate Consignment</td>
</tr>
<tr>
<td>Paul Lindsay</td>
<td>Retired Business Executive</td>
</tr>
<tr>
<td>Schuyler W. Lininge</td>
<td>Patron Grande, Raven Management Group, Inc.</td>
</tr>
<tr>
<td>George Livermore</td>
<td>Group Executive, Data &amp; Analytics, CoreLogic</td>
</tr>
<tr>
<td>Dennis H. Lyon*</td>
<td>CEO, Russ Lyon Realty Company</td>
</tr>
<tr>
<td>L. Ben Lyle</td>
<td>Chairman, Univita, LLC</td>
</tr>
<tr>
<td>Norman P. McClelland</td>
<td>Chairman, Shamrock Foods Company</td>
</tr>
<tr>
<td>Nancy McClure</td>
<td>First Vice President CBRE, Inc.</td>
</tr>
<tr>
<td>Fletcher J. McCusker</td>
<td>Chairman and CEO, Providence Service Corporation</td>
</tr>
<tr>
<td>Christopher M. McGuire</td>
<td>Vice President/Director, H. N. &amp; Frances C. Berger Foundation</td>
</tr>
<tr>
<td>Jeffrey D. McKeever</td>
<td>Chairman and Chief Executive Officer, MicroAge</td>
</tr>
<tr>
<td>Mark Mistler</td>
<td>President, Southern Arizona, Compass Bank</td>
</tr>
<tr>
<td>Chad Montgomery</td>
<td>Principal, Deloitte Services LP</td>
</tr>
<tr>
<td>James Muzzy</td>
<td>President, MZ Partners</td>
</tr>
<tr>
<td>Lisle W. Payne</td>
<td>Chairman, Jackson Street Partners</td>
</tr>
<tr>
<td>Jeffrey A. Rein</td>
<td>Chairman and CEO, Walgreens (Retired)</td>
</tr>
<tr>
<td>Joey Rodolfo</td>
<td>Director of Design for Men’s Sportswear, Tommy Bahama</td>
</tr>
<tr>
<td>Warren S. Rustand</td>
<td>CEO, Summit Capital Consulting</td>
</tr>
<tr>
<td>Peter W. Salter</td>
<td>President and CEO, Salter Labs (Retired)</td>
</tr>
<tr>
<td>Teri Spencer</td>
<td>President and CEO, Ephibian, Inc.</td>
</tr>
<tr>
<td>Jay Stein</td>
<td>President, Sandor Development Co.</td>
</tr>
<tr>
<td>Martha Taylor Thomas</td>
<td>Attorney and Counselor at Law</td>
</tr>
<tr>
<td>Tracy R. Thomas</td>
<td>Chairman, National Brands, Inc.</td>
</tr>
<tr>
<td>Christine J. Toretti</td>
<td>Chairman and CEO, Palladio, LLC</td>
</tr>
<tr>
<td>Jon O. Underwood</td>
<td>President, Desert Mountain Properties (Retired)</td>
</tr>
<tr>
<td>Terry Valeski</td>
<td>Vice Chairman, T-Mobile</td>
</tr>
<tr>
<td>Gregory Vaughn</td>
<td>Managing Director, Morgan Stanley Private Wealth Management</td>
</tr>
<tr>
<td>J. Burgess Winter*</td>
<td>Mining Advisor, Magheramorne House</td>
</tr>
<tr>
<td>Ex Officio Member</td>
<td></td>
</tr>
<tr>
<td>Kenneth R. Smith,</td>
<td>Eller College of Management</td>
</tr>
</tbody>
</table>

*Emeritus
Individual Donors

$250,000 & Above
Chuck Tyler ’90
Kerry Tyler ’91
Ed Eisele ’61
Nancy Salter
Pete Salter ’65

$100,000 – $249,999
Anonymous
Hischung Chen
Sherry Chow
Phil Hagenah ’69
Susan Hagenah ’70
Barbara McClelland
Norm McClelland ’49, ’91
Jeff McKeever ’65, ’73
Tahnia McKeever
Jim Muzzy ’63, ’64
Pamela Muzzy

$50,000 – $99,999
Luda Soldwedel ’46

$25,000 – $49,999
Bob Eckert ’76
Kathie Eckert
Kuan chang Gao
Carol Lee
Olden Lee ’68
Laura Ospanik
Gail Peyton
James Peyton ’65
Steve Robbins ’64, ’71
John Schmidt
Peg Schmidt
Robert Steinberg ’81
Sonia Steinberg
Walt Zipperman ’69

$10,000 – $24,999
Kathy Alexander ’73
Anonymous
Bruce Beach ’72, ’73
Julie Beach ’71
Lydia Buchanan ’78
Elliott Chernin
Bill Chiasson ’74
Carol Chiasson
Andy Coumides ’83
Mary Coumides ’84
Ralph DeCesare ’83
Amarjeet Dhaliwal
Dan Dhaliwal ’75, ’77
David Freshwater ’81
Diana Freshwater ’82
Jay Geldmacher ’91
Judith Geldmacher
Bruce Gissing
Edythe Gissing
Bucky Hazan ’68, ’74

Robert Huber ’07
Kevin Kneafsey ’99
Paul Lindsey
Bob Lusch ’71, ’72
Virginia Lusch ’73
Medwin Mintz
Nancy Mintz
Candace Nelson
Charles Nelson ’92
Jay Nunamaker
Nancy Nunamaker
Connie Rosso
John Rosso ’68
Maria Schlossberg
Mark Schlossberg ’84
Teri Spencer ’87
Jon Underwood ’64
Tammy Underwood ’65
Pam Valeski ’67
Terry Valeski ’58
Elizabeth Vaughan
Greg Vaughan ’78

Len Jessup ’89
Carla Keegan ’80, ’82
John Kovacik
Halbert Lindquist ’68, ’69
Schuy Lininger ’47
George Livermore ’84
Laura Livermore
Shayan Mahmod ’11
Keith McKenzie
Joshua Mickler ’10
Kathy Mistro
Mark Mistro
Lisle Payne ’64
Roslyn Payne
Chuck Pettis
Pat Pettis ’51
Joan Renken
Keith Renken ’57, ’59
Carolyn Russo
Pamela Russo ’75
Russ Russo
Steve Russo ’75, ’78
Bill Sheoris ’92
Arvind Singh
Dave Sirota ’82
John Slosser ’85, ’90, ’97
Martha Thompson
Thaddeus Thomas
Steve Tooker
Christine Toretti
William Waller
Yuanlong Zheng
Prabhudev Konana ’91, ’95
Suchetha Konana
Maria Lalac

$1,000 – $4,999
Alan Augusten
Peter Badenhuizen ’93
Vinnie Badinehal ’92
Lillian Bell
Barbara Bendalni
Marshall Bendalni ’66
Brad Berkowitz
Jennifer Berkowitz ’95
Cecilia Bermudez
Betsy Bowen
Bill Bowen
Patrick Brennan ’05
Scott Briggs
Teresa Briggs ’82
Estarr Carrasco
Mark Casey ’83
Catherine Castle-Brennan
Janet Cermak
Gary Chaste ’63
Peggy Chaste
James Chyz ’10
Somer Chyz
Chas Clark ’54

Diane Constantino
Mike Courmides ’81
Dave Cowen ’04
Robert Dombowski ’06, ’08
Bernadette Donahue ’85
Hugh Donahue ’85
Andrew Feng ’69, ’72
George Figuerrea ’93
Howard Friend ’73
Loren Friend
Laurie Fusco
Thomas Fusco ’83
Fabio Gaertner ’11
Cynthia Galbut
Martin Galbut
Ronen Gal-Or ’11
Scott Gerber ’82
Tracey Gerber
Beth Gibbs ’01
Cindi Gilliland
Stephen Gilliland
Donna Grant
Joel Greenberg ’90
Michelle Greenberg ’89
Ronald Grodsky ’68
Susan Grodsky
John Halsey ’81
Mindy Halsey
Patricia Haynes
Ray Haynes ’67, ’70
Keiseki Hirano
Ray Hoffman ’67
Jennifer Hohman
John Hohman ’89, ’91
Merilee Holmes
Mike Kaiserman ’67
Robin Kaiserman
Linda Krull ’01
Tim Lake ’07
Ronald Lee
Loretta Little ’84
Tim Little
Ed Long ’94
Hillery Long
Deborah Loober ’85
Mark Macaluso ’86
Virginia Macaluso
Deborah Maddox
John Maddox ’80
Kathryn Maxwell
Kevin McHolland
Philip McKenzie ’87
Benjamin Miller
Don Milne ’59
Mary Milne
Beth Mittelstaedt ’81
Reed Mittelstaedt ’80
Cynthia Mix
Jerry Mix ’80

Cheryl Morley ’76
Dave Morley
Dottie Moses
Len Mott ’71, ’77
Nancy Mott
Anne Myers
Gary Myers
Cameron Omoto ’03, ’04
Christine Portney
Paul Portney
Bradley Preber
Linda Price
Jim Reidy ’54, ’55
Virginia Reidy ’50, ’54
Donald Rieger
Mallory Rieger ’85
Mary Roberts
Leo Roop ’67
Chip Ruscher ’99
Dianne Ruscher
Ken Smith
 Lynne Smith ’93
David Spinelli
Suzanne Spinelli
Tatiana Stroilyeva ’11, ’12
Johnna Switzer
John Switzer ’63
Mark Trombley
Sue Trombley ’99
Dennis Trufio ’92
Mary Turner ’86, ’90, ’93
Mike Turner ’00
Jean Vock ’06
Rick Vock
Gordon Waterfall ’65
Ralph Wetmore ’73, ’82
Shirley Wetmore
Marian Wilfert
Beauchamp ’79
Sandi Williams
Wink Williams ’82
Clark Woolston
Roni Woolston ’69
Joe Yob ’71
Joyce Yob
Aaron Zeese ’99
Jianghong Zhao ’06
Ned Zilman ’68, ’70
Kent Kuskar
Jim Sakrisson ’63, ’66
Dee Ann Sakrisson ’64, ’87

$999 & Below
Dee Ann Sakrison ’64, ’87
Jim Sakrison ’63, ’66
Kent Kushar
Jim Sakrisson ’63, ’66
Dee Ann Sakrisson ’64, ’87

www.eller.arizona.edu
Shelley Addy
Ryan Adkins '11
Sandra Afarin
Sara Alavi '86
Hussain Al Ali '12
Saada Alizni
Frank Alfano '83
Maureen Alfonso
Michael Alfonso '86
Todd Allen '99
Kris Aman
Peter Aman '91
Fred Amberg '91
Gabriel Amparano
Silvia Amparano '94
Aaron Anaya '07
Kyle Anderson '12
Carol Anderson Todd
Meredith Ann Andrews
Mike Andrews '70
Anonymous
Courtney Anthony '08, '11
Tracy Anthony
Susan Arenson '81
Dawn Arkfeld '89
Linda Arrington-Bowles '82, '92
Austin Arseo '10
Kregg Aytes '84, '93
George Banyi '04
Monica Banyi '04
Robert Banyi '12
Matthew Bailey '03
Geoffrey Baker '10
Lani Baker '02
Sunil Bala '97
Bobby Baldwin
Nancy Baldwin '57
Shawn Ballard '96
Roger Bambarger '69
Monica Banyi '04
Nancy Barber '83
Steve Barber
Christine Barnes '01
Nicholas Barnes
Anna Barraza '04
John Barrett '76
Debbie Barrie '86
Michael Barrie '86
Maria Barrie '89
Jeremy Bates '06
Kevin Bates '05
Joseph Baugh '00, '04
Paige Bausman '84
Paddy Baysinger '69
Ryan Beall
Chad Becker '97
Dena Becker '97
Bonnie Bedillion '73
Stephanie Beery '03
Gary Beesley '84
Michael Bell '12
Scott Bell '79
Sharon Bell
Larry Bello
Michael I. Bellvin '09
James Bell-smith '05
Wendy Benes '94
Brian Benesch '93
Pam Benitez '84
Tracy Bennett '08
Rosemary Berg '90
Leif Bergquist '03
Jean Berman
Don Bernheisel '69
Amy Berry '97
James Best
Lisa Best '12
Jerry Billera '94
Tara Billlera '94
Kristine Billings '10
Lynn Binnie '74
Denise Birger '88
Claire Bissonnette
Lee Bizik '92
Stewart Bloch '00
David Bloom '05
Marty Bloom '84
April Boerger '01
Carolee Boerger
Todd Boerger
John Bolinger '49
Patty Bolinger
Doug Bollermann '87
Laura Bollermann
Doris Bollinger
Ed Bollinger '61
Jess Bonham '04
Charles Booth '11
Bret Borg '82
Nancy Borg
Leonard Bower '64
Cephas Bowles '92
Colin Bowing '08
Robert Bowron '08
Diane Bradley '94, '99
Maria Bradley
Neil Bradley '82
Dave Brady '86
Megan Brady
Patricia Brailey '99
Mark Brandow '00
Fred Brandt '68
Henry Brandt '08, '09
Kirk Brandt '76
Jeanette Brauchli '95, '05, '09
Robert Brauchli
Martha Braun '81
Stephen Braun
Tamarra Breiner '85
James Brennan '89
Michele Brennan
Robert Brezt '67, '69, '72
Derek Briese '09, '10
Geri Bringman
Lauran Brito '10
Chloe Bronen
Gina Broenen
Chuck Brookfield
Art Brooks '69, '75
Art Brown '74
Chris Brown '87
Corinne Brown '03
Dolores Brown
Jeanne Brown '81
Larry Brown '81
Mary Brown
Meg Lota Brown
Rick Brown '96
Robert Brown '87
Stefanie Brown
Steve Brown '78
Liz Browne '00
Bob Brunsman '87
Bonnie Brunsman '80
Derek Budd '82
Garret Buehner '09
Bradley Bulrow '07
Robert Burke
Stacie Burke '11
Kevin Burnett '83
Lois Burnett
Dawns Burns
Jean Burns '58
Britt Burridge '05
Donna Bushong
Pamela Butcher
Sarah Buxton '81
Cheryl Caballero '98
Mike Calegari '96
Trent Cameron '96
Aron Canton
Emma Carlson '82
John Carlson
Pat Carlson '58
Randi Carlson
Eilene Carlton
Rich Carlton '74
Amanda Carr '99
Matt Carr '06
Ryan Carr
Tony Carrelli '98
Adam Carroll '07, '12
Jodi Carroll
Joan Caruso '69
Gina Carval
Joel Carvalaj '83
Patrick Casey '12
Carole Catherall
Mike Catherall '62
Stacey Cato '08
Jim Cavanaugh '65, '66, '67
Mary Cavanaugh
Louis Cerato '02
Gerald Chaifeitz '63, '68
Marcia Chaifeitz
Rick Chaissen
Rosa Chaisson
Christine Chao '09
Joyesha Chesnick '11
Mike Chesnick '84, '88
Chih-hui Chiang '04
Frank Chmura '76
Joyce Chmura
Brian Christensen
Dai Chuang
Sufei Chuang '89
Kathy Chudoba '93
Neal Churney '85
Arlyn Citizen '94
Robert Clarke '05
Sara Clark '82
Dave Cohen '81
Leslie Cohen
Linda Cohen
Mike Cohen
Christina Colchado '01
Cari Cole '70
Jule Cole '88
Matthew Collins '05, '06
Nathan Comferdor
Jason Conley
Jennifer Conley '01
Kirsten Cook
Euwela Cornelius
Frank Cornelius '81
Jan Corson '70
Rod Corson '70
Eva Cota '61, '75, '77
Charles Cory
Monia Cory
Jamie Cox '75
Jed Coxon '84
Kelly Crandall '91
Bill Cray '54
Mary Cray
Joe Crawford '64
Serge Crawford
Cheryl Creagh
James Crotten '31
Ruth Crotty
Graham Crouse '87
Ginny Culhane '49
Albert Cummings
Virginia Cuming
Glenn Cunningham '91
Bruce Cutting '74
Holly Daetwyler '99
Margie Dale
Nicoll Daly '08, '10
Matt Damiano '97
David Damron
Kelly Damron
Julie Danielson '97
Michael Daniels '00
Homer Darnall '54
Bill Davidheiser '89
Clinton Davis '73
Craig Davis '83
Jeff Davis '79
Peg Davis
Sarah Davis '00
Sharon Davis
Tracey Davis '84
Mary Beth Dawson '95, '97
Marsha Deane '92
Joe Dombrowski '01
Valerie Derryberry
Connie Dettra '82
Kate Dias '01
Lauren Dickey '05
Elizabeth Dietz '97
Jim Dillon '75
Didi Dione '97
Pamela Dixon '84
Russell Dixon
Danelle Dobbins '12
Ethan Don
Paula Donley '76, '78
Kathy D’Onofrio
Vince D’Onofrio '70
Michael Donoho '09
Hannah Dooley '11
Jeremy Dorfman '04
Bhavesh Doshi '91
Cherie Douglass
Daniel Douglass '08
Mari Downey '93
Samuel Drake '86
David Dreilbeils '74
Sean Drew '93
Maria Drummond '89
Alexandra Duby '12
Gary Duff '73
Mindy Duff '73
Gregory Dunford '92
Bob Dunham '56
Mary Dunham-Pflibsen
Kent Dussais '62
Linda Dussair
Rhonda Dwyer '02, '08
Corey Eck '12
Hannelore Eckert '91
Peter Economidis '63, '65
Ashley Eden '06
Eva Edwards
Stacie Kawamoto
Joshua Kay ’10
Ryan Keefer ’02, ’07
Barb Keeler ’82
John Keeler ’71
Robert Keeler
Kathy Keller ’68
Richard Keller ’68
Bill Kelley ’78
David Kelley ’70
Jamie Kelley ’79, ’82
Christopher Kennedy ’05
Frank Kennedy ’12
Jason Kennedy ’05, ’07
Jordan Kennedy ’07
Greg Kilroy ’92
Peter Kim
Jeff King
Sue King ’76
Jennifer Kingsley
Green ’96
John Kjelstrom ’04
Stephanie Kjelstrom
Lori Klauber
Adam Klein ’90
Stacy Klein
Linnette Klinedinst ’06, ’07
Steven Klinger ’79
Devin Knauft
Rachael Knight ’04, ’09
Joseph Knoblock ’98
Carter Knowles ’95
Shannon Knowles
Scott Koenig ’03, ’09
Monica Koestner ’11, ’12
Jim Kogura ’10
Kelly Kokof
Dennis Kong ’96
Wiran Koral ’08, ’09
Naresh Kotacherry ’10
Bill Krahm ’73
Connie Kraska ’88
James Kraska
K Krishnan ’92, ’94
Andrew Kroese ’82
Frederick Kuhn ’78
Dave Kulze ’11
Hareesh Kumar
Brandon Kunz ’09
Kerry Kurisu ’78
Stephanie Lackenby ’02
Riea Lainoff ’76
Steven Lainoff ’77
Samantha Lambert
Pam Lambros ’90
Ira Lamin-Rocchi
David Lamp ’95
Ellyn Langer
Harold Langer
Jai Larmar ’94, ’97
Heather Larson ’09, ’10
Marla Larson
Peter Larson
Steven Larson
Tim Laskoski
Janelle Lavoie ’96
Ben Lawrence ’01
Andrea Lawson
Emily Lawson ’12
Jim Lawson
Lori Lawson
Paige Lawson ’09
Cynthia Lazarz ’82
Michael Lazarz ’81
Jim Lee ’73
Kathy Lee
Marie Lee
Richard Lee ’65
Alan Leiwant ’63
Carol Lemon ’87
Sara Leone ’77
Tony Leone
Bryan Leon ’09
Christine Levenda
Carol Levey ’82
Lawrence Levey ’79
Lance Levy ’92, ’94
David Levine ’06
Michelle Levie ’07
Chris Levy ’99
Hope Levin ’80
Michael Levin
Randi Levin ’80
Bruce Levy
Marion Levy
Marty Levy
Saundra Levy ’69
Alyssa Lew ’10
Dave Lew ’02
Odell L’Heureux ’83
Wayne Liao ’04
Chienting Lin ’95, ’04
Dale Lin ’01
J. Adam Lin ’90, ’94
Yonggu Lin ’91
Frank Linebaugh
Debra Linzer
Eric Lituchy ’91
Leslie Livingston-Afano
Ed Lobdell ’54
Patsy Lobdell ’54
Patrick Loftus ’02
Stacy Loftus ’02
Jack London
Anna-paula Lopez ’12
Benjamin Lord
Vince Lotti ’88
Andrew Lowden ’00
Karen Lowe ’81
Tom Lowe ’80
Alison Lucht Grinney ’10, ’11
John Luciani ’92
Laura Luciani ’92
Roland Luftin ’65
Victor Lui ’12
Stephanie Luke ’08
Adam Lundquist ’09
Larry Luter ’77
Nancy Luter
Lori Lyons-Williams
Jeff Mace ’78
Aida Madero ’77
Ajay Madhvanai ’03
Howard Malley
Nina Mamenta
Reynaldo Mamenta ’78
Ryan Manacheni ’12
Marie Mandel
Melissa Manson ’98
Alexander Manuel ’08
Alexandra Manuel
Tony Martel ’00
Irving Marcus
Robin Marcus
Geoffrey Margow ’98
Marsha Markle ’80
Nikita Markov ’12
Eugene Marsh
Mason Marsh ’09, ’10
Jennifer Marshall ’02, ’03
Keith Marshall
Carol Martella
Wayne Martella
Barbara Martin ’76
James Martin ’80
Charles Martindill ’75, ’76
Adair Martinez ’12
Desiree Martinez ’08
Matt Masters ’78
Monica Mastin ’09, ’10
John Mather ’75
Robert Mather
Geoffrey McDonald
Sukanya Mathur ’06
Melissa Mathews ’85
Mark Matthews ’87
Matt Matthews ’85
Bob Maynard
Sue Maynard
Daniel McBride ’08
Jordan McClaren
Julia McCoy ’06
Steven McCoy
Diana McCutchen ’93
Matt McCutchen ’92
Caitlin McDaid ’12
Cathy McDavid
Denise McDonald
James McDonald
Lois McDonald
Mark McDonald ’92
Phil McDonald ’80
Eva McDonough ’00
Jim McEntire ’00
Tammy McEntire
Brian McEvoy ’83
Becky McGlynn ’10
Kenneth McGovern ’11, ’12
April McGuire ’92
Ted McGuire ’92
Andrew McInerney ’05
Donna McKee
Ron McKee ’86
Peggy McKennon ’83
Robert McKennon
Deborah McLaughlin ’90
Louise McLeod ’58
Neil McLeod
Tim McManus ’94
Matt McMenie ’83
Bob Mead
Dan Medina ’81
Nancy Meech ’80
Todd Mello ’90
Ryan Mendenhall ’98
Marvin Mendieta ’04
Valery Muesburger
Jena Michels ’09, ’10
Mark Midgley ’70
Troy Mihalek ’06
Bob Miller ’83
Carolyn Miller ’72, ’90
Karen Miller
Leonard Miller ’82
Patrick Miller ’67
Stojce Mitosovski ’12
Julian Mintzis ’09
Jeff Mitchell ’96
Brett Mittelstaedt ’08
David Monheit ’91
Mary Montague
Sabrina Montano ’00
Michael Montefro ’09
Bert Monteverde ’93
Michael Montoya ’03
Edward Moran ’75
Nancy Moran
Douglas Moreen
Lynn Moreen ’77
Megan Moreno ’07
Stephen Moreno ’12

Giving for Today, Tomorrow, and Forever

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

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

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

Contact Vicki Fleischer at 520.626.0052.

Listing reflects gifts received July 1, 2012 - June 30, 2013.
thank you to alumni and friends who give to the Eller College of Management
LISTING REFLECTS GIFTS RECEIVED JULY 1, 2012 - JUNE 30, 2013

Mai Slater-Brown '90
Jerel Slaughter
Rosemary Slavin '65
Steve Slavin '66
Ilan Slovin '12
Bill Smith '68
Brad Smith
Dale Smith
Danielle Smith '09
Jason Smith '08
Karlin Smith '97, '08
Katherine Smith '11
Kelli Smith '12
Kerry Smith '77
Kristy Smith
Mary Jayne Smith '87
Susanne Smith
Trent Smith '94
Justin Snell '11
Zachary Snickles '04
Nancy Snowden '74
Edward Soens '60
Jessica Solis
Marvin Sondag
Julia Song Collins '04
Tom Sonleitner '99
Doug Soren
Lon Soren '78
Gabriel Soto '03
Gregory Soyka '93
Angela Sorying '88
Gerald Spaniol '06
Pat Spaniol
Walter Spector '79
Alan Speert
Marilyn Speert '68
Alan Speert
Walter Spector '79
Bill Smith '68
Steve Slavin '66
Rosemary Slavin '65
Jerel Slaughter
Mai Slater-Brown '90

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

Douglas Turner
Tom Tunnicliffe '85
Brad Tuffs '00
Stephen Tucker '95, '98
Tara Usrey '06
Drew Vector '69
Kandie Vector '69
Andrea Valdez '07
Cheryl Valdez '78
Jennifer Van Polanen '87
Jody Vandiver '45
Thomas Vandiver
Krisell Varela '10, '11
Jean Vargas '01
Linda Vlasquez '06, '10
Betty Vest '82
Marshall Vest '75
Joel Vigil '07, '08
Duane Vincent
Ben Vintz '04
Zalina Visentin '97
Jeri Vitello '82
Margaret Voge
Tobin Voge '86
Elroy Voss '68
Julia Voss
Julia Wada
John Wagner '89
Allen Wang '05, '11
Luyao Wang '12
Brad Wareazak '98
Hugh Warren '75
Janette Warren
Wayne Warren '93
Phyl Wason '69
Norma Watson '63
Ted Watson '71
Tijuana Watssen '01
Dixon Weaver '77
Keith Weaver '10
James Webb '05
Jeremy Weed '00
Steve Weil '76
Allison Weinstein
Susanne Weir Johnson '59
Sally Welborn
Pete Wentis '81
John Werdon '62
Susan Wescott '84, '87
Secret Wherrett '96
Darren Wherry '01
Clarity White
Kenneth White
Kimberly White '86
Sandra Widmer '00
Amy Wilcox '86
David Wilhelm
Anne Williams
Betsy Williams
Fred Williams '71
Janet Williams
Jeff Williams '85
Keith Williams '12
Kurt Williams '88
Pat Williams '99
Steve Williams '66
Britney Williams
Spross '00, '04
Patricia Williamson '81
Ethan Willinger
Bill Willis '76
Alexander Wilson
Christine Wilson '84
Hendalee Wilson '00
Jeanette Wilson
Leroy Wilson '85
Jim Wingrove
Mary Wingrove
Donald Winter '75
Kathryn Winters '94
Lee Winters '12
Melinda Wittmer '84
Tory Witt '12
Aaron Wixom '05
David Wohleben '10
Jennifer Wolert
Marek Wolert '11
Betty Wolf
Joe Wolf '60
Matt Wolf '99
Jonathan Wolfert '07, '08
Kim Wolfson '74
Mary Anne Wolfson
Anne Wood
Heather Wood '98
Jan Wood
Mike Wood '66
David Woodruff '08
Eleanor Wrenn
Kevin Wrenn
Cherie Wright '89
Jeff Wright '98
Wes Wright '95
Xiaohui Wu '99
Chris Wurm
Rod Wyse '62
Vera Wyse
Yang Xiang '00, '02
Martin Yazdegar '91
Jenny Yang '12
Meagan Yannitelli '07, '08
Ed Yasko '84
Craig Yeager '00
Kimberly Yin
Steve Yin '88
Erica Yngve '00
Rick Yngve '99
Martha Young '48
Jay Yparraguirre '93
Jiao Yu '03

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

Eller Progress 41 Fall 2013
thank you to organizations that give to the Eller College of Management

Organizations

$250,000 & Above
Fidelity Charitable Gift Fund
Leading Market Technologies Inc.
Peter & Nancy Salter Family Foundation
Tyler Family Charitable Gift Fund

$100,000 - $249,999
Chicago Community Foundation
Community Foundation for Southern Arizona
Hsinchun Chen and Hsiao-Hui Chow Fund
JP Morgan Chase
MicroAge, LLC
Philip W. Hagenah Family Fund
Shamrock Foods Company
The Muzzy Family Foundation
Thomas R. Brown Foundation

$50,000 - $99,999
Academic Partnership, LLC
Ernst & Young Foundation
Ernst & Young Foundation - Matching Gifts
Sanofi-Aventis

$25,000 - 49,999
Altria Group, Inc.
Anonymous
Ayco Charitable Foundation
IBM
Law Offices of Robert L. Steinberg
Merchants Information Solutions, Inc.
Microsoft Corporation
NaveX Global
Robert & Kathleen Eckert Family Fund
William E. Schmidt Charitable Foundation

$10,000 - $24,999
Anonymous
Arizona Building Officials
BeachFleischman PC
CBIZ
CliftonLarsonAllen
Emerson Charitable Trust
Ephbian
ExxonMobil Foundation - Matching Gifts
Huber CPA, P.C.
Morrison A. Hazan Family Foundation
Paul Lindsey and Kathy Alexander Charitable Fund DAF
PriceWaterhouseCoopers PricewaterhouseCoopers - Matching Gifts
Robert & Virginia Lusch Family Fund
Salt River Project Sprinkles Cupcakes Inc.
The Coleman Foundation
The Gissing GABE Group Fund
Trust
Vanguard Charitable Endowment Program
Walgreens

$5,000 - $9,999
American Express Foundation - Matching Gifts
Arizona Public Service
Arthur and Joan Funk Charitable Foundation
Association for Consumer Research
Bank of America
Clean Energy Capital LLC
Compass Bank Accounts Payable
Cyracom International, Inc.
Deloitte & Touche
Dream Careers Inc.
Ernst & Young LLP
Frank, Rimerman & CO. LLP
Golden Eagle Distributors
Grant Thornton Foundation - Matching Gifts
HC Analytics Inc.
Honeywell Aerospace
Intel Corporation
Macy's Corporate Services, Inc
Nextrio
Payne Family Foundation
PetSmart, Inc.
Protiviti
R & A CPAs
Raytheon Company - Matching Gifts
Russ and Carolyn Russo Scholarship Foundation
Russco, Russo & Slania, P.C.
Smith Family Foundation
Target Corporation
TM International Watermark Retirement Communities
Wells Fargo Foundation - Matching Gifts

$1,000 - $4,999
A James Westzenfeld Memorial Foundation
Aalto University
Abcam PLC
American Marketing Association
Atlantic Trust Company, N.A.
Ball Corporation - Matching Gifts
BDO USA LLP
BlackRock, Inc. - Matching Gifts
BMO Harris Bank N.A.
Boeing Company
Deloitte Foundation - Matching Gifts
E & J Gallo Winery - Matching Gifts
Edward Jones
Eller College Student Council (ECCSC)
Enterprise Leasing Company of Phoenix, LLC
Freepoint McMorran Copper & Gold, Inc.
Friend Family Foundation
Gary and Kary Myers Fund
GEICO Direct
Greater Cincinnati Foundation
Hamel & Company P.C.
Harry Grolsky & Co., Inc.
Health and Wellness Marketing Group
Heinfield, Meech & Co., P.C.
Kohl’s
KPMG Foundation - Matching Gifts and Employee Giving
Microsoft - Matching Gifts and Giving Campaign
Regier, Carr & Monroe
The Johnson Foundation, Inc.
The Laurie and Thomas Fusco Family Charitable Fund
The MMC Matching Gifts Program
The Tim and Loretta Little Fund
Vanguard
Wells Fargo Bank
Wetmore and Company, LLC

$999 & Less
ABC One-Hour Cleaners
Altria Group, Inc. - Matching Gifts
American Express
Atlantic Shores Distributors
Bank of America Foundation - Matching Gifts
Bar-S Foods Co.
Baxter Healthcare Corp.
Baxter International Inc. - PAC Matching Program
Bionet USA Corp.
Boeing Company
Boeing Company - Matching Gifts
Borg Property Services
Bpoe Designs
BTO By Choice L.L.C.
dba BTO Speedway
Charlap & Miller, Inc.
Chopped On
Speedway, LLC
Club 21 Special
Corning Incorporated Foundation - Matching Gifts
Costco Wholesale Corporation - Matching Gifts
Dell - Matching Gifts
Driehaus Capital Management LLC - Matching Gifts
El Camino Drive Inc.
Gentle Ben's Brewing Co. Inc.
Gift4Giving Program DAF
Global Impact for Robert Half International
Global Impact for Robert Half International
Goldman, Sachs & Company - Matching Gifts
Helios Education Foundation - Matching Gifts Program
Hewlett-Packard Company
Hong's Merchandising Group Inc
IBM International Foundation - Matching Gifts
Institute for Operations Research & The Management Sciences
Intel Foundation - Matching Gifts
Jani-King Of Tucson
KeyBank Foundation
Leslie's Poolmart
Ludwig Klewer & Co., PLLC
Martin & Maureen/Fox Charitable Fund
Mika LLC
Network for Good
Northrop Grumman Corp.
Patrick I. Harvey, CPA, P.C.
PepsiCo Foundation - Matching Gifts
P&G Corporation Foundation
Red River Resources
Research Affiliates - Matching Gifts
Robbins Investment Company
Rochester Institute of Technology
San Antonio Area Foundation
San Francisco Giants
Saykin Foo Certified Public Accountant
Shell Oil Co. Foundation - Matching Gifts
Speedway Dining LLC
State Farm Companies Foundation
Stifel Nicolaus
The Charles Schwab Foundation - Matching Gifts
The Intuit Foundation - Matching Gifts
The Northern Trust Company
The Progressive Insurance Foundation - Matching Gifts
The Rupprecht Family Fund DAF
The Scholarship Foundation for Lockheed Martin Corporation
The Vanguard Group, Inc
Thomas Realty Co., Inc.

www.eller.arizona.edu 42 The University of Arizona
A Legacy of Mentorship: New commitment honors Dave Sitton’s memory

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

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

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

“Hundreds of people have sent me letters, cards and emails telling me what Dave meant to them and how much he will be missed,” said Margie Sitton, his sister. “Almost all referred to him specifically as their ‘mentor’ who had such a positive impact on their lives. His daughters and I can’t think of a more fitting tribute to his memory than having this mentorship grant named for him. He dedicated his entire life to helping young people. He approached everything that he did, whether working on the Rugby program, his various business endeavors, radio show or teaching, from an entrepreneurial perspective. That is why this tribute is such a perfect match and we are thrilled.”

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

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

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

For more information about how you can grow the impact of the Dave Sitton Student Mentorship Grant, contact Tammy Farris at 621-9954 or tfarris@eller.arizona.edu
On April 19, Larry Baer addressed a crowd of students, faculty, and community members as the 2013 University of Arizona Executive of the Year. The following is edited from his talk on diversification in the sports industry.

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

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

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

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

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

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

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

Rise to the top of a Fortune 500 corporation – or build one of your own. However you’re driven to succeed in the fast-paced world of global business, the Eller College of Management at the University of Arizona’s Online MBA will empower you with the strong critical thinking and solid communication framework you need to become a front-runner in your field.

Our top-tier online MBA offers:

- Convenient, flexible, 100% online study
- Accreditation from AACSB and NWCCU
- Degree completion in as few as 14 months
- Tuition assistance and scholarships available

Whether you want to rise to the top of a Fortune 500 corporation or build one of your own, our online MBA program is designed to help you develop the strong critical thinking and communication framework you need to create and communicate solutions to diverse groups of stakeholders.

Eller College of Management is consistently highly ranked in U.S. News & World Report’s annual survey of graduate business education.

Thursday, November 7, 2013
UA CLASS REUNION RECEPTION & DINNER
5:00 – 8:00 p.m., Tucson Marriott University Park

Friday, November 8, 2013
ELLER CUP GOLF TOURNAMENT
Hosted by the MBA Student Association
8:00 a.m. shotgun start, Skyline Country Club
Join Eller MBAs, faculty, students, and alumni for golf, food, and friendly competition. Scramble play. Registration at eller.arizona.edu/golf.

BREAKFAST WITH THE DEAN
9:00 – 10:00 a.m., McClelland Hall Room 208
BPA and Eller 2013 reunion classes (9th - 1963, 20th - 1988, and 10th - 2003) are invited to join Eller College Dean Len Jessup for breakfast.

ALL-CLASS LUNCHEON
Hosted by the UA Alumni Association
11:30 a.m. – 1:30 p.m., UA Student Union Ballroom
UA ALUMNIUS OF THE YEAR PROGRAM
3:00 – 5:00 p.m., Student Union Grand Ballroom South
The awards program honors outstanding achievement and support of an alumnus from each academic college on campus. Eller is pleased to recognize Jeffrey McKeever (MBA ’73 and Undergrad ’65) as our Alumnus of the Year.

MCGUIRE CENTER FOR ENTREPRENEURSHIP RECEPTION
5:00 – 8:00 p.m., McClelland Hall
Join your fellow entrepreneurship alumni for a casual gathering.

Saturday, November 9, 2013
TAILGATING ON THE MALL
Time TBA, Main Campus Mall Area
Stop by the Eller tents for food, fun, giveaways—and prime parade viewing!

FOOTBALL GAME: ARIZONA WILDCATS VS. UCLA BRUINS
Time TBA, Arizona Stadium
Call 520.621.CATS or 800.452.CATS to reserve.

AC e l e b r a t i o no fL i f e
Longtime Eller professor Bob Tindall passed away July 15 after a five-year battle with lymphoma. Honor his memory at a Celebration of Life on Friday, November 8 at 6 p.m. To RSVP and for details, email lindablymp@eller.arizona.edu.

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

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