Alumni who hold multiple degrees are only counted once.

**TOTAL ELLER ALUMNI**: 49,260

**UNDERGRAD ALUMNI**: 41,189

**MBA & MASTER’S ALUMNI**: 9,400

**PH.D. ALUMNI**: 563

**TOP 25 COUNTIES WHERE ALUMNI LIVE**

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</thead>
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**TOTAL ALUMNI**

- **TOP TEN STATES WHERE ALUMNI LIVE**
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<tr>
<td>10</td>
<td>NV</td>
<td>594</td>
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*Alumni who hold multiple degrees are only counted once.*
DEAR ALUMNI AND FRIENDS,

Just about a year ago, I wrote my first letter to you as dean. Much has changed since then, and at the Eller College, so much of it is exciting.

The latest U.S. News & World Report rankings of undergraduate programs place the Eller College at #9 among public institutions.

We are now a very deservedly top 10 public program!

On the MBA front, a recent U.S. News & World Report ranking of return on investment placed our program at #6 nationwide. This is ultimately the ranking that matters for students who are seeking ways to advance their career through an MBA program. We are proud of our MBA program.

In August, we opened the Eller Professional Development Center, which has become the hub of all undergraduate activity at the college. Downstairs, students study individually and collaborate as teams on projects that test their classroom learning through real-world application. Upstairs, they meet with career coaches and academic advisors to chart their successful paths through the college. And after 5:00, the space is transformed by the clubs who meet there to test their leadership skills and work to achieve real progress in their goals. One of the things that’s so inspiring about the space is the way it has transformed the student experience at the Eller College.

We are committed to creating opportunities outside the classroom to broaden the education of our business students. Enhancing our space for students will continue to be a priority, but we are also exploring ways to expand our offerings so that students can access Eller degrees world-wide – not just online – and boost their skillsets through in-demand dual graduate degrees and other options.

The development of our portfolio of programs has been guided by our strategic directions of innovation, digital transformation and healthcare management.

I look forward to sharing details in the very near future. There’s never been a better time to be at the Eller College, and I’m excited for our collective future.

Bear Down!

Paulo B. Goes
Dean and Halle Chair in Leadership
Eller renovates a new home in downtown Phoenix

It’s been ten years since the Eller College launched an executive MBA program in the Valley, and now – with an expanding portfolio of programs that includes an evening MBA and Eller Executive Education – the College is expanding with newly renovated office space located on the UA’s downtown campus.

The new space, designed by SmithGroupJJR, is part of a historic block of buildings on Van Buren. It includes an office for the dean, administrative space for MBA and EEE, hotelling space for Eller students and staff who are on campus and meeting space.

“Growing our presence in Phoenix is an important priority,” said dean Paulo Goes. “We have a significant base of alumni in Maricopa County, and establishing permanent infrastructure is the logical next step.” Goes plans to be in the space at least one day a week.

When the Eller College launched its executive MBA program in Phoenix ten years ago, it operated out of an office complex in North Scottsdale. In 2015, the College moved downtown to join the UA campus.
Building the team

This fall, Eller welcomed two new members to its leadership team.

Elizabeth Fields
Associate Dean, Development and Alumni Relations

“Elizabeth is a double alumna of the University of Arizona, who was inspired to begin her 20+ year career in fundraising by her mentor Gayle Hopkins, who served as associate to the athletics director at the UA,” Eller dean Paulo Goes said. “We are thrilled to welcome her back to the UA and know she and her team will help continue Eller’s upward trajectory at the UA.”

Fields comes to the Eller College from NPR West in Los Angeles, where she was senior director of development and led the major and principle gifts program. She has extensive experience in fundraising for higher education, including time with leading universities including the University of Chicago and the University of Pennsylvania.

“I’m excited to join the Eller College,” Fields said. “This role allows me to combine my business school fundraising experience with my passion for the University of Arizona. It’s a privilege to give back in this way.”

Fields holds a bachelor’s degree in Judaic Studies and a master’s degree in Near Eastern Studies, both from the University of Arizona.

Remy Arteaga
Director, McGuire Center for Entrepreneurship

“Remy Arteaga joins us from Stanford University, where he ran the Latino Entrepreneurship Initiative,” Goes said. “He has over 20 years of experience that spans all facets of the entrepreneurship ecosystem, and comes to us with a vision to position the McGuire Center as the innovation hub for the entire university.”

Arteaga has launched multiple successful startups, managed entrepreneurship centers, established accelerators, and led successful innovation initiatives within existing corporations. He is also the coauthor of a book titled Pivot: How Top Entrepreneurs Adapt and Change Course to Find Ultimate Success. Before his time at Stanford, he was executive director of the Leeds School of Business Entrepreneurship Center at the University of Colorado – Boulder.

“This is an exciting time to be in Tucson,” Arteaga said. “There is tremendous potential for the McGuire Center to be an even more active participant in an already-vibrant community.”

McGuire Innovation Expo

Top: Sonali George (MBA) explains her McGuire Program team’s new venture FoodChange, which is a developing nonprofit focused on creating sustainable, healthy meals from imperfect produce that otherwise would go to waste. FoodChange won the Microsoft Social Innovation Award at the 2017 McGuire Innovation Expo. Bottom left: Jack Trump (Marketing and Entrepreneurship), explains to a crowd the idea behind his McGuire Program team’s new venture Fasten, which offers products that utilize a unique magnetic fastener to make lives easier for individuals who live with disabilities and dexterity issues. Bottom right: McGuire Program team members Gabrielle Courtney (Business Management and Entrepreneurship), Alisha Acharya (MBA), and Poorva Rajguru (Biomedical Engineering) from MedLi, a healthcare company dedicated to improving patient understanding of their health through the use of virtual reality, encourage a booth visitor to try their VR prototype.
Understanding generational money chatter online

New research by Hope Schau is helping the banking industry understand how different generations approach money issues.

Schau, associate dean of Eller MBA Programs and Gary M. Munsinger Chair in Entrepreneurship, is leading the Filene Research Institute’s Center for Consumer Decision Making through a four-year, $1 million research grant to examine consumer decision making in the financial sector. The grant is funded by CUNA (Credit Union National Association).

The first report, coauthored by Schau and doctoral student Ignacio Luri, is a guide to Millennial financial discourse. Schau and Luri used netnography – an interpretive research method that adapts traditional ethnographic work to a digital environment – to analyze financial conversations among Millennials.

“Netnography is an excellent way to truly understand how young adults talk about money as they don’t think about their ‘responses’ as responses at all,” she said. “The objective of this research was to look for significant and unique language markers to understand how Millennials in particular deal with financial issues.”

Schau and Luri analyzed representative Twitter content, blogs and forums to capture the wider Millennial conversation about money, including the specific language they use to talk about personal finance and what that language revealed about their perception of financial services, instruments and institutions.

“Student debt monopolizes the money talk among Millennials, and the conversation is full of negative feelings,” Schau said, adding that their research is critical to credit unions, since Millennials are the largest living generation and represent the next potential heavy users of financial services and instruments.

“An emerging fintech market is appealing directly to this generation and poses a threat to credit union objectives for greater Millennial engagement,” she said. “We believe there is an opportunity for credit unions to tap into this generation’s perceptions of personal finance by utilizing the same money chatter phrases in marketing communications and investing time and resources to engage with them online.”

Future research funded by the grant will focus on consumer borrowing and comparing money discourse across generations (Boomers, Xers and Millennials). The Millennial Money Chatter report can be found at https://filene.org/research/center/consumer-decision-making. – Sue Kern-Fleischer

“The objective of this research was to look for significant and unique language markers to understand how Millennials in particular deal with financial issues.” – Hope Schau
How compensating customers for data theft can make or break consumer loyalty

The Sony PlayStation data breach of 2011 was the stuff of information security legends. Seventy-seven million customer records were compromised, and Sony’s costs were estimated at more than $1 billion. As compensation, Sony offered subscribers free games, free premium features and free credit monitoring, but in the larger game of customer loyalty, was that the right move?

How companies should treat customers following a data breach is the key question explored in new research by MIS professor Susan A. Brown in collaboration with researchers at the University of Arkansas and Australian National University.

In a study that tracked PlayStation subscriber reactions immediately following the 2011 breach and later compensation package, Brown and colleagues showed that the differences between customer expectations and what they received predictably shaped service ratings and projected loyalty.

Specifically, the team found that customers whose expectations were only modestly out of sync with the actual package gave Sony higher service quality ratings and were more likely to say they’d continue using PlayStation and make future purchases. When expectations were significantly out of sync, the negative impact on customers who were disappointed was much greater than the positive impact on those who got more than they expected. "Finally, a big gap between expectations and the actual compensation made customers less likely to make future purchases – even when compensation was more than expected," said Brown. "This is a phenomenon we chalk up to perceptions of overcompensation seeding feelings of distrust."

As the first study of its kind – one that tracked actual expectations and reactions in real time for a real data breach – the research offers protocols for approaching related inquiries as future breaches occur. It also offers practical insights for managers, suggesting that data security plans should anticipate what to offer customers when security fails. Of particular note is the finding that overcompensation doesn’t pay off and can even negatively affect consumer thoughts and actions.

To mitigate the risk of that misstep, the researchers suggest that organizations consider measuring customers’ expectations around theoretical problems before such problems ever occur. Only by knowing in advance what consumers would expect in various scenarios could they quickly respond in ways mostly likely to maximize loyalty and do effective damage control.

The study "User Compensation as a Data Breach Recovery Action: An Investigation of the Sony PlayStation Network Breach" by Brown, Sigi Goode of Australian National University and Hartmut Hoehle and Viswanath Venkatesh, both of the University of Arkansas, is forthcoming in MIS Quarterly. – Eric Van Meter

"... a big gap between expectations and the actual compensation made customers less likely to make future purchases — even when compensation was more than expected." – Susan A. Brown
Tucson’s cream of the crop

Farmers markets have soared in popularity over the last few decades, and policy discourse positions them as helpful for the poor and people living in food deserts. However, findings from a new study by the Eller Economic and Business Research Center suggest Tucson’s farmers markets may not be reaching consumers who are at the highest risk for food insecurity.

Melanie Walendorf, Soldwedel Professor of Marketing, and Matthew Godfrey, Ph.D. candidate, examined all 20 farmers markets operating in the Tucson Urban Area (TUA) during the 2015 and 2016 seasons, as well more than 40 others that had operated and closed dating back to the 1980s.

While TUA farmers markets are currently within two miles of more than half the area’s residents, they tend to operate away from communities with correlated high rates of poverty, children and Hispanic or Latino populations. Many people in these tracts don’t own a vehicle, making it even more challenging for them to secure healthy food.

Notably different are farmers markets operated by the Community Food Bank of Southern Arizona, which has opened six locations in areas with higher poverty rates. The markets did help redress some TUA food deserts, although only three of them still operate.

The high rates of farmers market closures highlight how a snapshot of a city’s farmers markets can be misleading compared to data tracked over time, the study notes. On average, TUA farmers markets have lasted less than four seasons. Today’s 20 are what’s left of 64 that have operated over three decades, and only five have operated at the same site for more than 10 years.

The findings align with data from other studies showing farmers market customers across the U.S. tend to be white, middle- and upper middle-class consumers. In that sense, Tucson’s story is not unique, but because the city has one of the highest poverty rates among Western urban areas, food access is an especially pressing need.

The full text of “Food Accessibility in Southern Arizona,” which includes research on social functions that Tucson farmers markets serve, is available at tinyurl.com/faisaz. The study was commissioned for the MAP (Making Action Possible) Dashboard project. – Eric Van Meter

Findings suggest Tucson’s farmers markets may not be reaching consumers who are at the highest risk for food insecurity.
Boys, don’t cry

Men who cry during a negative performance review at work are more likely to receive lower performance evaluations, decreased assessments of leadership ability and more negative written recommendations, according to a new paper by doctoral student Daphna Motro and Aleksander Ellis, Stephen P. Robbins Chair in Organizational Behavior. The study, entitled “Boys, Don’t Cry: Gender and Reactions to Negative Performance Feedback,” was recently published in the Journal of Applied Psychology. The study is the first of its kind to examine how crying during a performance review at work can impact both the employee and the supervisor who provided the negative feedback.

“For men who are expected to exhibit more dominant characteristics, crying is not an option,” said Ellis, who is also research director at the Eller College Center for Leadership Ethics. “When men cry, our results suggest that they are labeled as atypical, which has negative consequences for how others evaluate them at work.”

To examine how crying during a negative performance review impacts a supervisor’s perception of an employee, Ellis and Motro presented four different review situations to 169 participants.

Each participant was shown a video of either a female or a male receiving a negative performance review. In half of the videos, the employee receiving the negative review cried as a result. After watching the video, participants were asked to complete a performance review, assessment of leadership capability and to write a letter of recommendation for the employee.

Study results showed that men who cried during the performance reviews were seen by participants as more atypical than the women who cried. In addition, the study shows the men who cried during negative reviews were more likely to receive negatively biased outcomes on their performance evaluations, perceived leadership capabilities and written recommendations.

When a woman being reviewed cried, it did not have a significant impact on her perceived performance or leadership capability or her written recommendations.

“When men cry, our results suggest that they are labeled as atypical, which has negative consequences for how others evaluate them at work.” – Aleksander Ellis

Here’s why the next Apple might not be a public company

A new study by Kathleen Kahle, Thomas C. Moses Professor of Finance, found that not only is the number of public corporations on the decline, but there is also a growing inequality in the economic fortunes of those that remain.

Business will pay a high price for soaring political risk

Political uncertainty delays decision-making in firms, especially in “old economy” companies such as manufacturing, according to a paper co-authored by Mihai Ion, assistant professor of finance.

Negotiating from a disadvantage

“The more you understand others’ positions and what they’re looking for, the easier it will be for you to have clarity over what your negotiation is going to be like and whether you’re going to be successful or not,” said Joe Carella, assistant dean of executive education with Eller Executive Education.

How to nail the retail experience in 60 seconds

“It’s all about trust, so get your digital and physical presence aligned – customers hate price and service differences,” said Joe Carella, assistant dean of executive education with Eller Executive Education.
Understanding the Business of Healthcare

Center for Management Innovations in Healthcare

"At 17.5 percent of our economy, health spending in the U.S. surpasses any other industrialized nation," said Stephen Gilliland, executive director of the Center for Management Innovations in Healthcare and holder of the Peter and Nancy Salter Chair in Healthcare Management. The chair is funded through Peter and Nancy Salter, whose $2.5 million commitment endows the Center for Management Innovations in Healthcare, which was founded in 2011.

"Challenges around healthcare as an industry are among the biggest problems we face as a society," Gilliland said. "We have a vision to develop ideas and talent to address these issues and transform health by building connections between business and medicine."

Paulo Goes, dean of the Eller College, said, "Peter Salter is an entrepreneur and visionary who has long supported healthcare-related work at the Eller College. Years ago, he funded a healthcare entrepreneurship class, and has supported business students’ engagement in the industry since then. By supporting this center, the Salters are helping the college accelerate its research and teaching in an area where cross-disciplinary thinking is a must."

When the economy took a downturn in 2009, "healthcare was still wide open for employment," said Peter Salter, a UA alumnus and founder of global medical devices company Salter Labs. "It’s important for business students to be aware of the demand for their talent and skills within the healthcare industry."

The Center for Management Innovations in Healthcare offers certificate programs at the undergraduate and graduate levels, and is developing partnerships with healthcare organizations on campus and across the state to facilitate hands-on learning opportunities in the form of job shadow experiences, internships and consulting projects.

"These types of connections are a win-win," Gilliland said. "Engaging students in real-world projects gives them experience, and positions them well for their job searches. And the organizations they serve benefit from the fresh thinking of students who approach problem-solving with enthusiasm."

"The Salters’ gift not only supports innovative thinkers focused on the business of healthcare, it also supports students who aspire to transform a critical sector of the economy."

John-Paul Roczniak, president and CEO of the UA Foundation

Nancy and Peter Salter
In the U.S., Certified Registered Nurse Anesthetists are trained to deliver anesthetics to patients in the same way as physician anesthesiologists, but have more restrictions in their practice. Following a 2001 federal decision regarding Medicare reimbursement, states were permitted but not required to allow CRNAs to practice without physician supervision, potentially reducing healthcare costs.

A new study by associate professor of management Joe Broschak and coauthors Scott Feyereisen and Beth Goodrick, both of Florida Atlantic University, looks at ramifications of uneven adoption by states of these policies, specifically on jurisdictional disputes between established professional groups.

“We show that higher levels of incumbent physician power makes it less likely that a state will change jurisdictional boundaries,” Broschak said. “Increasing relative power among challenging CRNAs and the past successes of other challenging health professionals increase the likelihood that states will change.”

State labor market deficiency and proximity to other adopting states also positively influenced expanding CRNAs’ scope of work.
in memoriam:
Robert Lusch

Lusch Endowed Initiative launched by college and marketing department

Professor Robert Lusch, who recently retired from the UA, died in February after a long battle with cancer. He was 69.

Lusch joined the UA as head of Eller's Department of Marketing in 2004. He held that position until 2010, when he was named executive director of the McGuire Center for Entrepreneurship. He served in that role until 2015.

Lusch's teaching interests included complex adaptive systems, marketing channels, retailing and innovation in society. He published almost 160 articles, which were placed in top-tier and specialty journals on topics ranging from marketing institutions and planning to consumer behavior and retailing.

He co-created, with Stephen Vargo, the concept of service-dominant logic, a highly influential marketing framework that has impacted a variety of business disciplines. Among his many other accomplishments, he co-authored *Retailing*, which is the most widely used textbook in the field of retailing.

Lusch was "the elder statesman" of the marketing department, said Mrinal Ghosh, who now heads the department. "His passion toward his students, his faculty and his field was unwavering and continued to the last day of his life."

Shortly before he passed away, the college and marketing department announced the Lusch Endowed Initiative, a new fund to honor Lusch's illustrious career. The fund will support Eller marketing students, faculty and research. To learn more, please contact Eller Development and Alumni Relations at 520.626.0052 or development@eller.arizona.edu. – Amy Williams
Marketing insights drive advertising strategy

Longtime Eller marketing researcher Merrie Brucks – holder of the Robert A. Eckert Professorship – has a substantial body of research examining the effects of advertising on children. A recent project looks at a different topic: how natural and urban environments can effect people's decision-making.

“Life is stressful and people look for ways to restore their mental energy,” Brucks said. “Research suggests that people should spend more time in nature to reduce their mental fatigue, but we find that tranquil natural environments are not restorative for every personality type.”

Consumers who tend to be more anxious make better judgments when they are exposed to more active environments, such as a lively downtown area. “For example, we find that anxious consumers have less self-control over their spending when they see ads for calm, peaceful vacation experiences,” she said. “They exert better self-control when the ads promote excitement or thrill seeking. People who are naturally low in anxiety show the reverse pattern.”

Brucks’s paper, published in the Journal of Consumer Psychology, has been covered by NPR and other media outlets.
Thank you for helping us reach $58.5 million in 4 years during the Arizona Now campaign.

Help us continue to Make Eller Greater...

ELLER PRIORITIES

- **Faculty**
- **Scholarship**
- **Learning Environment**
- **Dean’s Excellence**

SPECIAL INITIATIVES

- Lusch Endowed Initiative
- Dan Dhaliwal Memorial Fund
- Center for Management Innovations in Healthcare
- Entrepreneurship + Innovation

For more information, visit MakeEllerGreater.com or call 520.626.0052.

Eller College  
sources & uses of funds

**SOURCES OF FUNDS**  
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<th>FY 15 ROUNDED</th>
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**USE OF RESERVES**  
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*All numbers in thousands*

THANK YOU to all those who have contributed to the Eller College during Arizona NOW: The Campaign for the University of Arizona. We recognize our supporters annually in the fall issue of Progress magazine. If you have questions about recognition, please contact Elizabeth Fields, efields@email.arizona.edu.
BY THE NUMBERS

1,500+
UNIQUE COMPANIES POSTING INTERNSHIPS/FULL-TIME OFFERS

undergraduate program

PRE-BUSINESS FRESHMEN
FALL 2016
Total students 1,809
Non-resident 64%
Under-represented 34%
SAT 1067
ACT 24
Honors 6%
International 5%

PROFESSIONALLY ADMITTED STUDENTS*
Total students 1,621
Eller minor students 1,539

INCOMING COHORT
Avg. GPA at Professional Admission 3.57
Cumulative
3.48
Foundation
Non-resident 50%
Under-represented 36%
International 7%
Honors 114
Transfer students 18

*Students must be professionally admitted into the college to begin upper division coursework.

2016 UNDERGRAD CAREER OUTCOMES

87% successful career outcomes at 90 days after graduation (▲ 2% year-to-year)

AVERAGE SALARY
$50,143

INTERNSHIPS
90% juniors who reported internships

TOP RECRUITERS ACROSS MAJORS
Ernst & Young
Goldman Sachs
Honeywell
General Mills
Macy’s

BY THE NUMBERS

1,500+
UNIQUE COMPANIES POSTING INTERNSHIPS/FULL-TIME OFFERS
graduate programs

2016 MBA CAREER OUTCOMES

86% employed at 90 days

AVERAGE SALARY
$89,870 base salary & $19,360 signing bonus

INTERNSHIPS
100% Class of ’17 reporting internships

TOP RECRUITERS FOR 2016
Microsoft
Nationwide Insurance
Vantage West Credit Union
PricewaterhouseCoopers
Intel
grit is the key to startup success

Tech entrepreneur Matt Williams grew up in a family of entrepreneurs and never doubted that he wanted to be one as well. As a 16-year-old, he set his sights on the McGuire Entrepreneurship Program.

“I looked at the University of Arizona – specifically the Eller College and the McGuire Entrepreneurship Program – as a bright shining star, as my ticket,” said the California native. “I looked at all the universities I could go to, and I chose the University of Arizona because of its dedication to entrepreneurship, which was very forward-looking back in 1990.”

Williams graduated in three years, the last year of which he spent in the McGuire Program where he worked with graduate students and received quality, career-impacting advice from entrepreneurship mentors.

“It was an incredible experience,” he said. “What the entrepreneurship program really did for me was raise my game.”

Though Williams first took a position at a large company, the 20-year-old found ways to innovate there. He built an internal application for business analysts that the company developed as a nationwide tool. He then started a custom software solutions firm and developed a number of innovative platforms, but decided to focus on commercializing one.

“I am a firm believer that the idea is two percent of the business,” he said. “It’s not as much about the idea as it is the commitment, will and grit to continually try, try, try to see an idea through to a product that demonstrates product-market fit and unit economics that work, all while not derailing yourself. It’s a tough balance.”

In 1996, Williams founded LiveBid.com, which pioneered live, event-based auctions on the Internet. The company gained exposure through high-profile auctions, such as the Batmobile featured in “Batman Returns” and the O.J. Simpson estate. In 1999, the startup looked for venture backing and became the subject of a bidding war between eBay, Yahoo and Amazon. Williams went with Amazon, which offered stock worth $50 million.

As an executive at Amazon for 11 years, Williams drove innovation within the company. He served as CEO of Digg and was entrepreneur in residence at venture capital firm Andreessen Horowitz before he settled on the $350 billion home services market for his next venture.

“Owning the home from a service perspective is a really big deal,” he said. “No one is tackling that from a technology perspective.”

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Enter Pro.com, a home service professionals marketplace that Williams founded in 2013. Pro.com seeks to provide price transparency around home improvement jobs and connect customers directly with qualified, high-rated contractors. The company received $17.5 million in three rounds of funding, and Amazon CEO Jeff Bezos was a seed investor.

“It’s very rewarding to create something from scratch,” Williams said. “To build something that truly lasts the test of time. You transition from the adrenaline of a startup and making something out of nothing, to thinking about what legacy one leaves in life. That’s where I am now. I’m out to build the next Amazon.” – Sarah Mauet

building an innovative family brand

She was a city girl with no farm or dairy experience, yet over the past two decades Ann Ocaña helped elevate Shamrock Foods Company, comprised of Shamrock Farms and Shamrock Foods, into the $3 billion company it is today.

Ocaña leads brand strategy and marketing for all of Shamrock’s businesses, including dairy, foodservice distribution, the Shamrock Foodservice Warehouse and food service manufacturing operations.

Ocaña credits the owners of Phoenix-based Shamrock Company, the McClelland family and her experience at UA Eller College with helping her advance to the C-suite.

“The McClellands took a chance on me – hiring me directly out of the University of Arizona after achieving my MBA,” she said. “Back then, Shamrock was an organization that was traditionally operations and sales driven. They took a risk on me and my marketing ideas, and for that, I’ll be forever grateful.”

A native of Lincoln, Nebraska, Ocaña was attracted to Eller College because of its entrepreneurial culture and high rankings. Advertising was always her passion, but she knew technology was going to be the future, so she elected to concentrate in both MIS and marketing.

“Eller gave me a well-rounded perspective of business and a toolbox,” she said. “It helped me build my greatest strength, understanding marketing as business strategy.”

Among the mentors she credits with helping her develop as a leader are former Eller professors Chris Puto and the late Susan Heckler. “They helped me think through difficult marketing issues, which

“[Eller professors] helped me think through difficult marketing issues, which was important since Shamrock didn’t have a marketing department when I started.”
Building an innovative family brand (cont.)

was important since Shamrock didn’t have a marketing department when I started. I was developing something from scratch,” she said.

Ocaña began her career with the dairy, leading Shamrock Farms on a brand journey that now spans 20 years. There were challenges from the start. She was in an industry dominated by men and dealing with a product traditionally seen as a commodity.

“Brands with an emotional consumer connection didn’t exist in the dairy industry,” she said. “My team and I created Roxie the Cow in 1994 and in doing so, gave the Shamrock Farms brand a whimsical, fun and relevant personality.”

Today, Shamrock Farms mmmmmilk and Rockin’ Refuel protein milk beverages can be found nationwide at retail stores and restaurants such as SUBWAY and Wendy’s. The company’s products also can be found in more than 35,000 retail locations and more than 52,000 quick-serve restaurants across the country.

Innovation has always been a key McClelland family principle and the cornerstone of success for the Shamrock Farms brand. The same principle rings true for the company’s food service division, Shamrock Foods, for which Ocaña plays a critical role in taking the company’s success to the next level.

“We’re now raising the bar on our extensive branded portfolio of products for chefs, restaurants, and other food service businesses,” Ocaña said.

Looking back 24 years, she is proud of her career track, and grateful to be an Eller alumna.

“My time at the University of Arizona was a milestone in my life that changed everything from building relationships to learning the foundations of business to developing my strategic thinking abilities. It’s a time I will never forget,” she said. – Sue Kern-Fleischer

The drive to keep pushing

Rob Ross grew up outside of Boston, but his parents moved the family to Orange County, California, when he was in high school. A cousin was at the UA and encouraged him to visit. “From the minute I saw the campus, I knew I’d be going to the UA,” he said. “I love Tucson, it’s a great university town.”

He focused on the business school early on. “I knew I was interested in real estate and took a couple of real estate classes,” he said. He also got a taste for the industry through multiple internships. “I worked for Leo Eisenberg Company, a large real estate development firm, for a few hours a day.” They had him doing menial tasks, he said with a
Robert Ross
Finance '88
Owner, Ross Commercial Real Estate

“By the time I graduated, I had four semesters’ worth of internships and that confirmed that I wanted to work in real estate,” he said. “Internships can work the other way, too – they can teach you what you don’t want to do.”

In 1995, Ross purchased his first shopping center, and has grown his business to include office investments as well. His portfolio expanded further in recent years to include residential properties in Tucson. “Now I have kids at the UA, so I ended up buying some homes in Tucson and leasing them out. It’s been great, I love the residential market in Tucson, and it gives me a good reason to come back.”

The UA was formative for him in many ways – he met his wife, Melanie Berg, while he was a student – and once his son decided to come to the UA, Ross began looking at ways to get involved.

“I reached out to [then senior director of development] Vicki Fleischer and met [then dean] Jeff Schatzberg. We started talking and I joined the National Board of Advisors.” He has also contributed to the Eller Professional Development Center.

“All the Arizona alums I know love their school,” he said. “When I get the chance, I attend football and basketball games out of town, and there is always a passionate UA crowd on the road.”

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Celebrating success

The Eller community gathered in October to officially open the new Eller Professional Development Center. Undergraduate students toured project supporters through the space, demonstrating how the space has transformed their engagement at the college. Three deans who shepherded the project to completion were there: Paulo Goes (pictured on stage), Jeff Schatzberg (pictured center, with Karl Eller), and Len Jessup (pictured with Stevie Eller and Jean Vock).
Reconnecting with good friends

This fall, Eller alumni gathered in downtown Phoenix to reconnect with beloved faculty Jim LaSalle and Gerry Swanson.