THE CHANGING FACE OF SPORTS BUSINESS

THE MAGAZINE OF THE LUNDQUIST COLLEGE OF BUSINESS

UO BUSINESS
TABLE OF CONTENTS

**Message from the Dean**

1  **Emerging Stronger**

**Features**

6  **The Changing Face of Sports Business**

   To celebrate the Warsaw Sports Marketing Center’s fifteenth anniversary, faculty members and alumni reflect on its history.

10  **A Friend, a Colleague, an Inspiration**

   The college remembers the beloved founder of the Warsaw Sports Marketing Center.

12  **Putting Ideas into Motion**

   A group of students take on a business plan for a unique start-up.

**People and Places**

14  **On Point**

   Three UO professors publish a book on a topic that nobody else was talking about: marketplace deception and how individual consumers protect themselves.

15  **Best of Class**

   Michele Henney’s fun, innovative teaching style makes her a perennial favorite among students.

20  **Profile in Success**

   Frederick D. Jubitz returned to earn his degree after building and leading a successful company.

28  **Face of the Future**

   Jim Sever: “Pursue a passion and share it with others.”

**Collegewide News**

2  **Start-Up**

16  **Center Spotlight**

22  **Faculty Focus**

26  **Alumni Notes**

27  **Outside In**

**Special Insert: Annual Report to Investors 2008–9**

Turn to page 29.
CHARLES H. LUNDQUIST COLLEGE OF BUSINESS

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MESSAGE FROM THE DEAN

Emerging Stronger

Despite a challenging financial climate, the Lundquist College of Business continues to flourish. Certainly, I worry about the declining state of support for the university, but we’ve been operating on ever-declining state funding for years. Fortunately, the incremental tuition revenues realized from the past two years of record-breaking enrollment have largely offset diminished state appropriations. And the Lundquist College should be a major beneficiary of growing enrollment, as business remains the most popular major for students entering the University of Oregon.

As a result of the growing demand, the university has supported our need to hire new tenure-track faculty members—fourteen during the past two years alone. Our ability to recruit the best and brightest has been a direct result of the very generous private support we received for our Faculty Excellence Fund. We have been able to capitalize on the fact that many of our traditional competitors have not been able to compete due to serious funding cuts. This past year, all six of the candidates we hired had multiple offers and chose to come to the Lundquist College of Business. Not only do they have sterling academic pedigrees (see page 5), but all have distinguished themselves as first-rate teachers.

We are also attracting more and better-qualified students. This past year, the average cumulative GPA for students admitted to the college was 3.29. As the cost of a University of Oregon education has gone up, scholarship support for our students has grown enormously. In 2000–2001, thirty-nine Lundquist students received scholarships totaling $50,000. This past year, 127 students received $343,640 in scholarship monies. This amazing level of support comes entirely from private donations and is making a real difference in many of our students’ lives.

We are, in addition, proud of the fact that the Lundquist College moved further up the U.S. News and World Report rankings this year than any other business school. Recently, the Princeton Review named the Lundquist Center of Entrepreneurship as a top twenty program out of 2,300. (See page 16 for more information about our centers of excellence). And our faculty members continue to garner prestigious national honors, awards, and recognition (see page 22).

We are pleased to recognize and thank those who make these achievements possible in the Honor Roll list of donors found in the enclosed Annual Report to Investors 2000–9. I hope you share my pride in the great work and accomplishments of our students, faculty, and alumni.

Dennis Howard
Dean and Philip H. Knight Professor of Business
Charles H. Lundquist College of Business
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New and Notes

Accounting on the Rise

The accounting department at the Lundquist College of Business is growing in influence—particularly in the area of tax accounting. A recent study from Brigham Young University ranked accounting programs across the country and placed the University of Oregon ninth for academic publications in the tax area during the previous twelve-year and six-year periods. In addition, the article ranked the department eleventh during a nineteen-year period.

“This ranking is reflective of our hiring of Linda Krull (associate professor of accounting) as a faculty member last year,” said Dave Guenther, department head and Scharpf Professor of Accounting. “Linda is one of the top tax researchers in the country, and she really raised our visibility as a school with a tax specialty.”

In the past, most of the accounting research coming out of Oregon would have been focused on financial accounting, Guenther said, but the department is developing a national reputation for tax accounting, as evidenced by an increase in applicants to the Ph.D. program and an increase in the quality of those applicants. The addition of Krull, who came from the University of Texas at Austin last year, has heightened that reputation. And the fact that taxes are on everyone’s minds as governments wrestle with huge budget deficits suggests this area of expertise will only continue to grow.

Microsoft Digital Challenge Winners

Oregon M.B.A. students beat 136 other squads, including those from the Massachusetts Institute of Technology, Columbia, Wharton, and the University of California at Berkeley to win the Microsoft Advertising Digital Challenge. lcb.uoregon.edu/MSchallenge

Accounting Students Honored

Students from the local chapter of Beta Alpha Psi brought their ideas to the national stage, garnering one of the top three spots in a competition and receiving top-tier status. lcb.uoregon.edu/BAPhonors

Scholar-Athletes of the Year

Two Lundquist College of Business student-athletes topped the list of Pac-10 stars who succeeded on and off the field, and Galen Rupp was named the NCAA’s Academic All-American of the Year—the first UO student since Bill Musgrave. lcb.uoregon.edu/scholarathletes
When Representative Peter DeFazio announced earlier this year that he was interested in coming to the University of Oregon’s Securities Analysis Center at the Lundquist College of Business to discuss some of the financial proposals floating through the halls of Congress, officials were quick to extend an invitation to the Oregon congressman, who happens to be an economics and political science alumnus.

“DeFazio has been pretty active with all of the financial decisions going on in Congress,” said Ben Salm, the center’s managing director. “He knows financial services, and the marketplace resources he and his staff have are substantial.”

DeFazio and an assistant accepted the invitation and for an informal meet-and-greet that included Salm; John Chalmers, associate dean for academic affairs; and David Guenther, accounting department head. The ideas that were discussed included the merits of curbs on short selling, the municipal bond market, credit-default swaps, the new national budget, and the nascent idea of placing a small tax on stock market transactions.

“I think Congressman DeFazio got a sense that there are some people here who are world class in terms of their research areas,” said Guenther, who discussed with DeFazio a proposal to enact a tax holiday to encourage multinational corporations to send foreign profits back to the U.S. “We’d like to be a resource that he can draw upon for different proposals that Congress is considering.”

Salm said DeFazio’s visit was in keeping with the center’s mission of emphasizing applied learning through collaborations. It also reinforced the center’s goal of being a relevant source of information with an open-door policy.

“Clearly, what’s happening in the world has left everyone wanting answers and asking a lot of questions,” Salm said. “We’re an important part of that discussion, I’m happy to say.”

On July 22, 2009, Oregon governor Ted Kulongoski chose the Lundquist College of Business’s Lillis Business Complex as the backdrop for signing a series of historic climate-change bills that seeks to reduce greenhouse-gas emissions, increase investment in green technology, protect Oregon from new coal development, and help build energy efficiency in homes and businesses. The bills signed into law amid an entourage of state and local officials and business leaders were as follows:

**Senate Bill 38:** Establishes greenhouse-gas reporting  
**Senate Bill 79:** Creates green building codes  
**Senate Bill 101:** Ensures no new coal development  
**House Bill 2186:** Establishes a low-carbon fuel standard  
**House Bill 2626:** Provides energy-efficiency financing  
**House Bill 3039:** Creates a pilot solar feed-in tariff  
**House Bill 3463:** Implements a biodiesel blending requirement

The Lillis Business Complex was a symbolic location because it was the first public building in Oregon certified to LEED (Leadership in Energy and Environmental Design) green building standards, feeds 44 kilowatts of solar power into the university’s power grid, and prompted others on campus and across the nation to follow our lead to reduce carbon-fuel dependency.
“It’s interesting to hear and see that business in China is untamed. . . . It seems like the combination of market size and market immaturity is an opportunity to make big ideas come to life,” noted one M.B.A. student about the college’s annual Engaging Asia study tour, which completed its fourth year in early September 2009.

“One of my big takeaways is that ‘China is for the Chinese,’ meaning that no foreign company is going to exploit this country, and one should be very cautious in choosing to do business there,” noted another student.

As M.B.A. student Eric Chylinski, Class of 2010, pointed out about the trip on the Warsaw Sports Marketing Center’s blog (lcb.oregon.edu/blogs/wsmc), “These two opposite thoughts reflect the different views we heard from the range of speakers who spoke with us in China. As with most things, the truth is probably somewhere in the middle.”

Those observations also speak directly to the value of the annual trip, which this year took twenty-nine students and eight faculty members from the Lundquist Center for Entrepreneurship, Securities Analysis Center, Warsaw Sports Marketing Center, and Center for Sustainable Business Practices to Beijing, Hong Kong, and Shanghai.

From meetings with representatives of Intel Capital, Climate Action, Microsoft, EcoSecurities, Nike, MLB China, NBA China, Helios, Adidas, Octagon, Li Ning, Morgan Stanley, JK Capital, Orchid Asia, Worldwide Capital, Barings Private Equity Asia, and more to visits to the Olympic Green “Bird’s Nest,” Forbidden City, Factory 798 (Beijing’s artist mecca), Tiananmen Square, and the Great Wall (where one cannot help but gain a sense of China’s deep footprint on the history of the world), students gained invaluable perspectives on Asian business and culture that few in the United States get to experience so intimately.

“It was another successful year,” said Randy Swangard, special assistant dean of external programs at the college. “We are very grateful to Bob DeArmond, Ed Maletis, Don Tykeson, and an anonymous donor for funding the tour, which has quickly become a cornerstone of the college’s M.B.A. experience. We hope the impact of their generosity sparks others to contribute so we may continue this program.”

Please contact External Programs at (541) 346-3370 to learn more.
NEW FACULTY MEMBERS BRING TOP CREDENTIALS

A business school is only as good as its faculty. That's why the Lundquist College of Business is pursuing an aggressive strategy to hire and retain the very best faculty members. For the 2009–10 school year, we added seven full-time tenure and tenure-track faculty members to our community. They come with prestigious credentials from top institutions and have a wide range of research interests. They also possess a dedication to their profession and teaching that distinguishes them from their peers. The college is pleased to welcome the following new professors:

**Julian Atanassov**
Assistant Professor of Finance
From: University of Oregon, reappointed to tenure-track faculty line after a national search.
Degree: Ph.D., University of Michigan, 2006.
Research: Corporate finance, corporate governance, and international corporate finance.

**Ekkehart Boehmer**
Professor of Finance
From: Texas A&M University, Associate Professor and Mays Research Fellow.
Degree: Ph.D., University of Georgia, 1991.
Research: Microstructure (individual trade by trade analysis) in financial markets, information transmission through corporate share repurchases, short sales, and information links among equities, options, and bonds.

**Sith Chaisurote**
Assistant Professor of Finance
Degree: Ph.D., Stanford University, 2009
Research: Empirical asset pricing and international finance.

**Kenneth Njoroge**
Assistant Professor of Accounting
Degree: Ph.D., Duke University, Fuqua School of Business, 2009
Research: Financial reporting, capital markets, earnings quality, and corporate disclosure.

**Matthew O’Hern**
Assistant Professor of Marketing
Degree: Ph.D., University of Wisconsin, 2009
Research: Customer cocreation, new product development, interfirm alliances, customer equity and customer lifetime value, and electronic and Internet marketing.

**Zhibin (Ben) Yang**
Assistant Professor of Decision Science
Degree: Ph.D., University of Michigan, 2009
Research: Supply-chain risk management, global supply-chain management, asymmetric information and incentive in operations, and applied game theory.

**Yongli Zhang**
Visiting Assistant Professor of Decision Sciences
Degree: Ph.D., University of Minnesota, 2007
Research: Time-series analysis, model selection, and applied econometrics.

Find Out What’s New Before It’s News
Follow the Lundquist College of Business on Twitter: www.twitter.com/UOBusiness
Thirty years ago, basketball fans could still walk up to the ticket window and buy a couple of seats to the NBA finals. Today, those same tickets are among the most sought-after in all of sports. And the price tag? Don’t even ask.

To be sure, the business of sports has grown at an exponential rate—particularly since the founding of the Warsaw Sports Marketing Center at the Lundquist College of Business in 1993. And although the economic recession has taken some of the wind out of the industry’s estimated $200 billion sails, the growth continues as technology and globalization add more avenues of exploration.

The continuing evolution of the business of sports and the recent passing of Jim Warsaw (see page 1) have prompted some reflection on the question of what the evolution of the Warsaw Center will look like. Those who’ve been through the program in the past and those who are shaping the program for today and tomorrow say the principles of the center remain sound, and that now more than ever, sports organizations need the kind of leaders the Warsaw Center produces. As the center looks to continue its prominence into the future, it’s worth taking a step back and looking at how we got here.

With the University of Oregon’s Warsaw Sports Marketing Center celebrating the fifteenth anniversary of its first graduating class, faculty members and alumni reflect on the history and future of the industry.

Raising the Stakes

Steve Miller, a former adjunct instructor with the center who now serves as CEO of the Andre Agassi Foundation, said just a few years before the founding of the Warsaw Center, terms such as “sports marketing” didn’t exist and the idea of sports as a business was still a stretch for many.

“There were no Warsaw Centers, there were no degrees in business of sport. None of that stuff existed,” Miller said. “And in the meantime, sports was growing at an unbelievable rate, primarily because of the influence of television.”

Miller attested that as TV evolved from offering a couple dozen channels to hundreds, it brought sports to a wider range of consumers. Suddenly
sponsorships became the main issue, as athletes were more visible and more marketable. The entire structure and scale changed. There were new stadiums, new luxury suites, new TV deals, new streams of revenue—and it happened almost overnight.

As the stakes went up, the academic community got involved. Enter the Warsaw Sports Marketing Center, which sought to reflect the ideals of its founder, Jim Warsaw, by training future leaders of the sports industry to be versed in every aspect of sports business, including finance, law, marketing, and sponsorship. The emphasis was on business, but Warsaw, a pioneer in sports apparel and licensing with connections around the world, believed in attracting students to the industry and bringing his global network to bear.

“It’s this blend of book smarts and street smarts, and it’s been a great benefit to the center,” said Paul Swangard, Warsaw Center managing director.

The Power of Relationships

Swangard was among the students in the early graduating classes affiliated with the Warsaw Center, as was Lauren Anderson, now a senior partnership marketing manager at Adidas. At the time she applied to the program, she was working for a minor league hockey team in Madison, Wisconsin.

“The center was definitely cutting edge,” she recalled. “We met with the most powerful people in sports, who had agreed to meet with us as a favor to Jim because they believed in his vision, and that was a very powerful thing.”

Part of Anderson’s job of late involves partner-marketing initiatives that seek to create shared sponsorships between companies. Instead of fighting over exclusive rights to athletes, naming rights, giveaways, and other sponsorship commodities, companies are now combining forces and creating synergistic relationships.

The trend, Anderson said, is partly a function of the sputtering economy and partly a function of wanting to be different. Companies are throwing the rule book out the window and starting to look at their sponsorships in ways that go beyond the traditional return-on-investment models.

“There’s a lot of creativity, there’s a lot of room for discussion, and there’s a lot more need for critical thinking,” she offered.

Anderson said her Warsaw Center experience helped prepare her for such changes. In addition to stressing values such as passion, integrity, and leadership, she felt the program taught her how to come up with solutions by partnering with others.

“The Warsaw Center taught us the power of looking at business differently and taught us the power of relationships,” Anderson explained.

When Anderson graduated, no Warsaw Center alumni network existed, so she turned to her classmates and the influential figures she’d met in the program. But as more classes graduated, the center’s network has grown.

“It’s great that there is this foundation of people that you know and trust,” she said. “My Warsaw Center network is my family.”

New Tools, New Outlets

In 2003, the year Gil Beverly graduated from the Warsaw Center, the iPhone had yet to be invented, Twitter was just a gleam in some software developer’s eye, and nineteen-year-old college student Mark Zuckerberg was tinkering away on something called Facebook. Today, all of those tools are primary to what Beverly does as director of sports marketing at ESPN.

Beverly pointed to the proliferation of distribution outlets for sports content as the biggest change he’s witnessed. With the big broadcast networks unable or unwilling to pay the freight for increasingly expensive television rights, sports rights-holders are often opting to contract with cable stations or taking it a step further and launching their own networks.

“From the rights-holders perspective, launching your own network is attractive because you control distribution,” Beverly said. “And you get a per-subscriber fee from the cable-satellite companies while also realizing advertising revenues.”

And that’s just television. In the past, fans consumed sports via two or three different mediums—television, radio, newspapers—but now there are myriad places to turn for content, including
The fast changing landscape is causing disruptions within the industry and forcing business executives to adapt to new technologies.

Websites, blogs, social media networks, and quickly proliferating wireless video feeds.

The fast changing landscape is causing disruptions within the industry and forcing business executives to adapt to new technologies.

“Now you have an environment where sports athletes are ‘tweeting’ during halftime and the leagues are trying to manage that,” Beverly noted. “If you’ve sold exclusive rights to those games for big money and your athletes are circumventing the networks to communicate directly with the audience—basically, for free—how does that change the value?”

Answering those kinds of questions on the fly requires a degree of adaptability for which, Beverly said, his Warsaw experience helped prepare him. He’s learned to be comfortable with the idea of constant change.

“Ultimately, I think it was just exposure to different concepts while I was in school,” Beverly mused. “When you start to see signs of change in the marketplace, you aren’t shocked; you aren’t intimidated. . . . You’ve spent time studying the industry and reading case studies.”

When Beverly looks into the future, he sees a world filled with more and more competitors. Sports juggernauts, such as ESPN, are competing with bloggers, “tweeters,” and others trying to make their voices heard. The key, Beverly said, will be not only keeping up with the changes, but spreading distribution across a number of channels. Television may have been the gateway to the information age, but the road ahead includes many other routes.

“Technology is only going to get better at an increasingly fast rate. It’s going to be harder, it’s going to mean more competition, and it’s going to require a greater scope to your business,” he said.
The Future Is Now

Training future sports business leaders who will be able to manage these and other unforeseen hurdles is the challenge facing the Warsaw Center. By all accounts, the program has been a pioneering one, and the fact that so many other universities have followed Oregon’s lead of embedding sports programs in their business schools is validation.

But a new chapter may be beginning or already under way at the Warsaw Center. The face of the center’s advisory board is changing, the alumni network is growing, and there’s a sense that the future may be arriving sooner rather than later. The center’s pioneering ideas are still relevant, but as Swangard put it, being a pioneer without continuing to evolve is kind of like being the inventor of the typewriter in a digital age.

Dennis Howard, Lundquist College of Business dean said any path to the future must continue to include up-close involvement with the sports industry.

“Our graduates are out there right now in the middle of all this stuff,” Howard noted. “Most of what we’re trying to teach is current, state-of-the-art thinking, and if it’s going to be relevant, you need to be out there talking to people, finding the latest thinking. A lot of it is not in journals because so much of this is happening now.”

And why not take advantage of an alumni network that now numbers around 250 at the graduate level, with hundreds more at the undergraduate level, said Swangard. He pointed to a famous quote from hockey’s Wayne Gretzky in summing up where the center needs to go in charting its future.

“Gretzky said he was taught never to skate to where the puck is, but to where it’s going,” he explained. “I think our job as a center and as a program is to always think about where that puck is going.”

Warsaw Center Managing Director Paul Swangard, U.S. Basketball Academy’s Fei Fei, and Dean Dennis Howard in China.

GREAT MOMENTS IN SPORTS BUSINESS

David Warsaw founds Sports Specialties Corporation, the first company to sign a licensing contract with a professional sports team.
1928

Super Bowl III introduces the world to “Broadway” Joe Namath and elevates the NFL championship game to new heights.
1969

1979

Electronic Arts launches its EA Sports line of video games.
1984

Warsaw Sports Marketing Center welcomes its first class of students.
1993

Dallas Cowboys owner Jerry Jones challenges the NFL’s dominance by signing endorsement deals with Nike and Pepsi.
1994

The NBA launches its own television network. MLB, NFL, and others soon follow. Ribbon cuttings take place on eight different arenas in what may have been the high-water mark of a sports facility construction boom.
1999

Michael Jordan signs a $2.5 million (plus royalties), five-year shoe endorsement deal with Nike.
2007

Apple introduces the iPhone, bringing wireless digital content to the masses.
2009

A Warsaw Sports Marketing Center cohort in Beijing, China, during the 2008 Summer Olympic Games.
2009
Jim Warsaw, the beloved founder of the James H. Warsaw Sports Marketing Center at the Lundquist College of Business, passed away in April after complications from a fifteen-year struggle with Parkinson’s. He was loved by many and had a positive impact on hundreds of lives through his financial and personal support of the program and its students. More famous than his support was his passion, which is now a part of the Warsaw Center’s tradition.

“The center was his passion and the students and alumni his pride. Jim, if you are surfing the web from the Heaven’s Gate Phoenix Inn, thanks for your friendship and for giving us a perfect definition of passion, integrity, and leadership. The Warsaw family will take it from here, and we’ll continue to make you proud.”

Paul Swangard,
Warsaw Center Managing Director

“The biggest lesson he shared with me can be summarized in just one word: integrity. Thank you, Jim. I will never forget you and will always be in debt to you.”
Gene Willis, M.B.A. ’04,
Account Supervisor,
Wieden + Kennedy

Jim with his wife, Ellyne, and sons, Bryan, Kyle, and Zak.
It has been a privilege to witness and share Jim’s vision for the center and his passion for helping students learn and develop their careers. As successful as Jim was, he always had a remarkable sense of humility. He openly admired and solicited other people’s expertise, and he encouraged students to maintain a lifelong thirst for knowledge and collaboration. Even as his health failed him, Jim maintained his dignity and good cheer. Jim Warsaw leaves an admirable legacy of a life well-lived. He earned material success, and shared it. He endured physical hardship, and smiled his way through it. He made loyal friends and colleagues, and stayed true to them. I’m proud to have been your friend, Jim. I know your university feels the same way.”

Jim Noel, Vice President of Business Affairs, ESPN

“Jim was a true pioneer in the sports business: passionate, a visionary, and generous. His legacy will live on through all he inspired.”

Bob Thompson, Former President, Fox National Sports Networks
When UO Lundquist College of Business career adviser Bill Sherman posted an unpaid internship seeking students to help start-up company Perpetual Motion create a business plan, he received no responses.

He didn’t give up hope though. This was a special company, and Sherman felt a real opportunity existed for students to get involved. Not only did the company offer unique products—cell phone holders, headlights, foot rests, and other add-ons for wheelchairs—but founder Hollis Shostrom was not your average business leader. Shostrom has cerebral palsy. When he’s not launching his own company, he works for the Eugene Research Institute providing consultations for disabled children.
and adults for computers and adaptive equipment. He uses a wheel chair so he can get around independently and sometimes has difficulty communicating. He also happens to be a brilliant entrepreneur, Sherman said.

If students could meet Shostrom in person, Sherman suspected, they might be more interested in the project. He arranged for Shostrom to speak with the aid of an interpreter at an Alpha Kappa Psi student club meeting, and within a day, six students expressed interest.

“For the students, it represented an opportunity to put to work what they had been learning about business planning,” said Sherman, who served as project supervisor. “Plus, it offered them the chance to help someone in need.”

A core group of four students signed on for the project. The team consisted of senior business majors Elizabeth Godfrey (legal), Aron “Josha” Russell (financials), John Gainza (product development), and Cara Miller (financials).

After an initial consultation with Shostrom, students set a biweekly meeting schedule and got to work tracking down missing financial information and other crucial data they needed to write a formal business plan. They offered suggestions on ways to save money, such as outsourcing fabrication, and worked closely with Shostrom to determine his goals. Not only did students gain real-world experience, said Gainza, but they also learned how to overcome some challenging obstacles.

“The experience has taught me a lot about patience and working with others,” Gainza explained. “Hollis had a lot of great ideas and thoughts on how he wanted to develop the business. We just had to be patient so we could get the full picture of what he was saying.”

For his part, Shostrom said working with students allowed him to get his project off the ground and injected youthful energy. He hopes to use his business plan to secure grant funding from the Lane Community College Business Development Center.

“The students were really enthusiastic about working on this project,” Shostrom said. “It’s just great to know that there are so many people willing to devote their time and hard work toward helping me put my ideas into action.”
The “Aha!” moment came several years ago when three Lundquist College of Business professors realized they had hit upon a topic that no one else was talking about.

The subject was marketplace deception and how individual consumers protect themselves from marketers’ misleading communications in ways that go beyond relying on legal or regulatory protections. The trio set about analyzing research on the psychology of deceptive persuasion, and a book proposal was born.

Now those three professors—Dave Boush, head of the marketing department and professor of marketing; Marian Friestad, professor of marketing and vice provost for graduate studies; and Peter Wright, Edwin E. and June Woldt Cone Professor of Marketing—are earning accolades and recognition for their May 2009 release of *Deception in the Marketplace: The Psychology of Deceptive Persuasion and Consumer Self-Protection*.

"Over the last thirty years, a lot of research was done on how to effectively persuade other people, but this work has mainly benefited professional marketers," Wright explained. "It has created a disturbing imbalance between marketers’ expertise in persuasion and an individual consumer’s skill in deception self-protection."

Wright said the book aims to light fires, stir debates, stretch minds, and inspire future studies on the topic of deception. Some of the diverse areas of deception explored in the book include covert military intelligence, telemarketing scams, and even professional magicians.

But Wright and his cohorts aren’t just intellectually curious about the psychology of deception. They aim to examine ways in which people can learn for themselves how to detect and neutralize the tactics today’s marketers use to mislead. They view their book as a vital step toward designing programs that will help consumers better protect themselves.

A central premise of *Deception in the Marketplace* is that unchecked deception harms consumers, undermines fair and honest competition, and damages people’s trust in corporate integrity. In this sense, the release of the book seems perfectly timed for this postderegulation era. It’s too soon to tell whether the book will meet the authors’ goal of being rigorous enough for a scholarly audience and accessible enough to appeal to marketing and advertising professionals, but reviews have been strong.

Together, Boush, Friestad, and Wright represent three of the most authoritative voices on the subject of persuasion. Wright and Friestad have jointly conducted groundbreaking research on the so-called persuasion knowledge model, which was the first examination of how to consider the way in which “targets” use their knowledge to cope with persuasive attempts, and Boush has closely examined consumer attitudes in his research, including looking at consumer trust and brand attitudes. Friestad’s research on persuasion and social influence has been heavily cited, and Wright is internationally renowned in the field of consumer behavior.
Michele Henney, an accounting instructor at the UO Lundquist College of Business, will tell you quite frankly, “I don’t like to teach anything I haven’t done because I don’t have any war stories to tell, and that’s boring. I like to be able to add something more than just what the book says.”

It’s an approach that works, and Henney—perennially among the top student-rated instructors on campus—has the awards to show for it. She won the Master of Accounting Outstanding Faculty Award in 2007 and 2009, and for the past two years she’s claimed the James E. Reinmuth M.B.A. Teaching Excellence Award.

Henney’s ability to bring real-world accounting experience to bear inside the classroom extends beyond recalling anecdotes from her past. An active CPA with twenty-seven years of experience, she brings both legitimacy and relevancy to class discussions.

Henney also does pro bono accounting for several local nonprofit organizations, and she’s made a strong push to get her accounting students involved in the community. Not only have such partnerships helped groups in need, but they’ve provided students with valuable experiential-learning opportunities, including the chance to sharpen those ever-important people skills that textbooks just can’t teach.

“It’s called ‘public’ accounting for a reason. We deal with people all the time,” Henney explained. “These projects allow students the opportunity to see an actual set of books and to get into the muck of what keeping records can be like when there’s information coming from different sources and different formats.”

Henney came to the University of Oregon in 2004 after teaching at Western Washington University and the University of Colorado at Denver. She said the excellent faculty and staff at Oregon attracted her, as did the opportunity to be part of such a nurturing and supportive group of people.

First hired to teach an auditing course three times a year, Henney has taught courses on corporate taxes, taxation of business, and entrepreneurial accounting. Recently, she reduced her course load to focus on her new post as academic director for the Oregon Executive M.B.A. program, but her love of teaching has not faded.

“I just like watching the light bulbs go on in students’ heads,” she beamed. “I think the best compliment a student can give me is to say ‘I’m not afraid of accounting anymore.’”

Jumane Redway, M.B.A. ’09, J.D. ’09, was such a student—a self-proclaimed “not a numbers guy.” Henney’s high marks from fellow students so intrigued Redway that he enrolled in her entrepreneurial accounting class.

“I thought, ‘Wow, I’ve got to see what she’s like,’” he recalled. “I was not disappointed. You can feel her nurturing spirit in her class lectures. She truly loves what she is doing.”
The college welcomed Tom Osdoba, a recognized innovator in the sustainability movement, as the new head of the Center for Sustainable Business Practices. A social entrepreneur and strategic adviser who has spent more than twenty years advancing the cause of sustainability, Osdoba most recently served Portland’s Office of Sustainable Development as manager of sustainable economic development. His appointment garnered significant press, including a cover story and photo in the fall 2009 issue of the Portland Business Journal’s Sustainable Industries supplement.

The **Sustainable Business Symposium** “Growing a Green Economy: Perspectives from Law and Business,” held this past April, was coplanned and comanaged by M.B.A. students affiliated with the center in conjunction with the UO School of Law. The thirteenth annual conference was held for the first time at the UO’s White Stag Building in Portland, Oregon. The event included panel discussions on topics ranging from the ways business can transform risk into opportunity using sustainable business practices to examining the Obama administration’s energy policy.

The Center for Sustainable Business Practices brought Andy Hoffman to campus to speak to a packed audience on the sometimes-conflicting roles businesses and consumers play in the environmental movement. Hoffman, the Holcim Professor of Sustainable Enterprise at the University of Michigan, Ann Arbor, is coauthor of *Climate Change: What’s Your Business Strategy?* (part of the “Memo to the CEO” series).

On May 7, 2009, the Warsaw Center held the thirteenth **Women in Sports Business Symposium** at the UO’s White Stag Building in downtown Portland, Oregon. The event was praised as a success and considered by attendees as one of the best in recent years. This year the symposium honored Sue Rodin as the 2009 Sports Business Woman of the Year. Rodin was honored for her contributions and work in founding Women in Sports and Events, an advocacy organization that celebrates and unites women in these industries.

The fourth annual **Jog for Jim** on May 2, 2009, saw a record number of participants come out to honor the late Jim Warsaw. It was also the first time students coordinated the event in partnership with the Eugene Marathon. The 5K run raised more than $9,000 for the Michael J. Fox Foundation for Parkinson’s Research.

The Warsaw Center saw an uptick in media mentions during the past several months. Journalists have called on the center’s expertise to make sense of everything from Chicago’s failed bid for the 2016 Olympics to Brett Favre’s impact on the Minnesota Vikings, Michael Vick securing a Nike sponsorship, and Yankee stadium ticket sales. Media outlets leveraging the center include *USA Today*, Bloomberg TV, *Chicago Tribune*, American Public Radio, Fox Business, and the *Los Angeles Times*.

The center also once again partnered with **ESPN: The Magazine** on the publication’s annual Ultimate Standings, a rating of professional sports teams based on fans’ perceived value. This year’s top team was the California Angels.
Terry E. Sebastian assumed the role of managing director of the Lundquist Center on August 3, 2009, replacing Randy Swangard. A successful principal investor and senior executive in the food industry, Sebastian is a founder and managing director of Lake Pacific Partners LLC, a private equity investment firm focusing on consumer products, consumer services, and related industries. He brings his considerable entrepreneurial skills to bear as the director of the center, which, since 1989, has educated and inspired future entrepreneurs.

- **UO Business E-news story**: [tcb.uoregon.edu/Sebastian](http://tcb.uoregon.edu/Sebastian)

The Lundquist Center’s student venture team, **The Interactive Fan**, had a great showing at the college’s world renowned New Venture Championship last spring. The team was among the top performers in the Elevator Pitch and Trade Show Competitions and won its track in the Oregon Entrepreneur Network’s Lightning Round. Meanwhile, a second student venture, **Parallel Imaging Corporation**, placed third in the 2009 Spirit of Enterprise event at the University of Cincinnati and at the Hong Kong University of Science and Technology International Business Plan Competition. Additional notes from the competition circuit include The Interactive Fan placing fourth at the University of Louisville Cardinal Challenge and winning outstanding presentation in its division at the University of Texas Moot Corp Competition.

**Floragenex** ([www.floragenex.com](http://www.floragenex.com)), a venture launched through the center, has achieved a significant milestone. The genetic technology company based in Eugene, Oregon, established a partnership with the National Center for Genome Resources (NCGR) in Santa Fe, New Mexico. The NCGR is making use of Floragenex’s technology to expedite the discovery of genetic variants of economically important crops. Floragenex has received start-up funding from the UO Venture Development Fund ([www.uoventurefund.uoregon.edu](http://www.uoventurefund.uoregon.edu)).

At the undergraduate level, several groups of students competed in the college’s internal Venture Quest competition in early June. Venture team **MagStomp**, developer of an innovative snowboarding accessory, won the business major track at the event, and Redstock.com, a website that creates royalty-free video clips of special effects, earned first place in the business minor track.
Students affiliated with the center took road trips to Portland, Oregon, last spring to visit Aequitas Capital Management, Mazama Capital Management, Ferguson Wellman Capital Management, Paulson Investment Company, and Seattle-Northwest Securities. They also took part in the Engaging Asia study tour (see page 4), meeting in Beijing and Hong Kong with directors from notable firms at the heart of the global credit crisis. These included a visit with AIG to learn about its Asia insurance operations and to discuss its role in the credit default swaps that sank the firm; a return visit to Merrill Lynch, one year after a takeover by Bank of America; and a discussion with Citigroup about its Asian wealth management and real estate operations. Students also visited the Hong Kong Monetary Authority and Securities and Futures Commission and met M.B.A. students from the Chinese University of Hong Kong.

The Securities Analysis Center launched a very successful speaker series that brings prominent authorities and industry leaders to the Lundquist College of Business on a nearly weekly basis each term. Seminars and industry panels discussed and enlightened participants on everything from boutique investment banking to Federal Reserve policy to the economics of carbon trading. Speakers have included James Stearns, managing director, Roth Capital Partners; Oystein Harsvik, director, Microsoft Corporation; Brett Hammond, chief investment strategist, Teachers Insurance and Annuity Association–College Retirement Equities Fund; and William Bernstein, author and creator of www.efficientfrontier.com.
Two teams of Lundquist College students, advised by leadership and communications faculty members, recently competed in ethics case competitions. In April, Jeff Spiegel, Brady Wolford, and Kyle Hauser were the Division 1 winners in the ethics short form presentation category at the Loyola Marymount University (LMU)–Ethics and Compliance Officer Association Intercollegiate Business Ethics Case Competition in Los Angeles. Then, at an LMU Center for Ethics and Business invitational event in Chicago, September 22–24, another group of Lundquist students, including Kayla Walther, Erika Bulay, Mark Prats, John Fischer, and Tanya McDanniel, won the Division 2 short form presentation category and the Ernst and Young Ninety-Second Challenge, besting eight teams. The Chicago team presented on the ethical dilemmas created when pharmacists refuse to dispense medications, and the Los Angeles team addressed an economics and ethics issue at Yahoo! Inc.

Heartwood Resources, Lane Community College’s Successful Aging Institute, HIV Alliance, and Southtowne Business Association—those were the groups that undergraduate students in the Leadership and Action Practicum recently provided with business, marketing, and other organizational intelligence. The real-world exercise takes place every spring, and the project with Southtowne this year garnered a feature spread in the local newspaper.

- Read The Register-Guard article: bit.ly/A3Rsm

In August 2009, forty-five high-school students immersed themselves at the UO as part of the Oregon Young Scholars Program, which prepares low-income students and their families for the college experience. Leadership and Communications Center instructor Chuck Kalnbach organized the curriculum for the program, which included project work in the areas of business, sociology, public planning, chemistry, art, and law.

- Watch a video about a student’s experience: www.uoregon.edu/featurestories/2009_10/price
There’s a place in Portland where you can fuel up, see a new movie, eat at your choice of dining spots, get your boots resoled and your hair trimmed, listen to a live music, dance a Texas two-step, and then fall asleep in a clean, comfortable hotel room.

No, it’s not downtown, nor is it on the hip eastside. Instead, it’s north of town, out on Interstate-5. And it’s not a resort—it’s a truck stop. But it’s not just any truck stop. It’s the Jubitz Travel Center, hailed by the Travel Channel and others as “the world’s classiest truck stop.”

Shepherding this trucker’s paradise is Frederick D. Jubitz ’09, president and CEO of the business started by his father in 1952. Now sixty-two, Jubitz has seen the business grow from a simple fueling station—he started washing trucks there at age twelve—to one of Oregon’s largest privately held companies. Oregon Business ranked it sixty-six in its July 2009 list of the top 150 private Oregon companies.

Using its travel center as a sort of incubator for entrepreneurial efforts, Jubitz Corporation also launched related businesses, including Jubitz Fleet Services, which markets private fueling for businesses at card-lock gas stations, and DAT Services, an online load-matching marketplace. DAT Services took its inspiration from the hundreds of handwritten notes left on the Jubitz bulletin board for freight brokers and trucking companies seeking available rigs and drivers. Jubitz pioneered an electronic version of the bulletin board in 1978. By the time Jubitz sold its DAT Services business in 2001, it had turned it into the largest freight load-posting service in the United States.

Despite these industry and career achievements, Fred Jubitz was keenly aware of what he called “unfinished business” in his life. He’d never graduated from college—and his family prized academic achievement. His father, Monroe A. “Moe” Jubitz, his brother, and step-brother all had earned undergraduate degrees from Yale University, and his brother Al had an M.B.A. from the University of Oregon.

Encouraged by his wife Gail, his sons, and executives at Jubitz Corporation—and with the day-to-day operations of the business in good hands—Jubitz returned to finish his degree at UO. This past spring he took his remaining three courses, including an upper-division business seminar at the Lundquist College with Professor Emeritus Jim Reinmuth.

To the cheers of his family, and with his silver hair shining beneath his black cap and gown, the sixty-two-year-old executive received his diploma, a bachelor's in business administration, in June 2009. His father, who died in 2001, didn’t get to see his son graduate, but he was on the younger Jubitz's mind as he held his arms aloft in McArthur Court, one hand clutching his diploma.

“I probably did it for my dad, as much as for anybody,” he said.

With the burden of unfinished academic business behind him, Jubitz is focusing on his company’s long-term financial strategy, including plans for further growth. But when the subject of his alma mater comes up in a business meeting, it’ll be hard for him to say without lighting into a grin, “Oregon, class of 2009.”
Empowering Ideas, Inspiring Success

With a reputation for research quality and productivity, our faculty is also renowned for encouraging students to explore new issues and ideas from traditional and emerging perspectives. The following are some recent faculty developments, honors, and activities enhancing our reputation as one of the country’s top public business schools.

**Jim Terborg**, Carolyn S. Chambers Professor of Business, and **Anne Parmigiani**, assistant professor of management, included a paper in the 2009 Academy of Management Best Paper Proceedings. Their paper, “Experience on the Line: The Impact of Firm-Specific Knowledge and Experience on NFL Performance,” was among the 5 percent of submitted papers that were invited for inclusion in the proceedings.

**Wayne Mikkelson**, professor of finance, was awarded the Cameron Distinguished Chair in Finance, was a visiting scholar at the University of Otago in New Zealand, and returned to his role as head of the Department of Finance.

**Lynn Kahle**, Ehrman V. Giustina Professor of Marketing, and **Jim Terborg** received Pat and Stephanie Kilkenny Research Grants. The grant supported Kahle’s study examining psychographics of media and event consumption for intercollegiate sports and Terborg’s research defining and measuring athletic department effectiveness. Terborg’s findings will be included in a Warsaw Sports Marketing Center report for athletic directors.

**John Chalmers**, associate professor of finance, succeeded **Ray King** as the college’s associate dean for academic affairs.

**Dave Boush** was promoted to full professor of marketing. His recent research is highlighted in his book, with Marian Friestad and Peter Wright, and was reviewed by eminent scholars in the field (see page 14).


**Robin Clement**, head of the college’s master of accounting program, is now a senior instructor of accounting.

Accounting instructor **Michele Henney** received the 2009 MAcc Outstanding Faculty Award and the 2009 James E. Reinmuth M.B.A. Teaching Excellence Award. Henney was also elected to the board of directors for the Oregon Society of CPAs (OSCPA) and promoted to chair of OSCPA's Emerald Empire Local Service Area Council.

**Angela Davis** was promoted to associate professor in accounting with indefinite tenure. She was also a planning committee member for the Trueblood Seminars for Professors, sponsored by the Deloitte Foundation and Deloitte LLP, which took place in Scottsdale, Arizona.
Ray King, the James F. and Shirley K. Rippey Professor of Accounting, received the Harold K. Strom College Service Award for outstanding service by an officer of administration.

Management instructor Beth Hjelm won a Dean’s College Service Award for outstanding service that has benefited the college as a whole.

Stephen Greyser, professor emeritus at Harvard Business School, was the first Warsaw Sports Marketing Center Distinguished Professor in Residence. Greyser gave three on-campus talks to students, faculty members, and the public during spring term 2009.

Ian D. Parkman, a Ph.D. student in marketing, received a $5,000 summer research scholarship from the Warsaw Sports Marketing Center to support his proposal, “Loving the Logo: Managing Corporate Visual Identity in Sports Organizations.”

Assistant professors of management Andrew Nelson and Jennifer Howard-Grenville, along with Julie Haack in chemistry, received nearly $35,000 in grant funding from the T & J Meyer Family Foundation for a one-year study of the emergence of green chemistry. They are working with doctoral students in management and chemistry on the project.

University of Oregon students voted Dave Dusseau, Donald A. Tykeson Senior Instructor of Business, as best professor on campus in the Oregon Daily Emerald’s inaugural Emerald Magazine. Sports business instructor Whitney Wagoner received an honorable mention in the same poll.

Larry Dann, Richard W. Lindholm Professor of Finance and Taxation, and Dave Guenther, Scharpf Professor of Accounting, were awarded Harry R. Jacobs Jr. Professional Service Awards for helping to develop a sense of goodwill between the Lundquist College of Business and the business community.


The American Taxation Association honored accounting professor Dave Guenther and his coauthor as the recipients of the 2009 American Tax Association Tax Manuscript Award for their paper, “Fundamentals of Shareholder Tax Capitalization.”

Bill Starbuck was honored with a Distinguished Scholar Award at the Western Academy of Management in March. Starbuck was also the visiting Peter Moores Fellow at the University of Oxford in April and May 2009, and he was appointed as a member of the Council of the Society for the Advancement of Management Studies.

The New York Times, The Washington Post, AHN, El Mundo, El Universal, Terra, Consumers Digest, the Dave Miller show for KPAM in Portland, and The Register-Guard quoted marketing professor Lynn Kahle on topics ranging from the market for power leaf blowers to consumer responses to tainted food.


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RESEARCH


PRESENTATIONS

**Diane Del Guercio** presented her paper, “Unbundling the Value of Portfolio Management and Distribution in Retail Mutual Funds: Evidence from Subadvisory Contracts,” at Simon Fraser University and the University of Wisconsin, Madison.

**Jennifer Howard-Grenville** presented at the International Society for Industrial Ecology conference in Lisbon last June, once with Ph.D. student **Suzanne Tilleman**.


**Kyle Peterson** presented “The Effect of Accounting Policy Disclosure Length on Investor and Analyst Uncertainty” at the University of Colorado in December, and at the Financial Accounting Reporting Section Midyear Meeting in New Orleans, Louisiana, in February.

**Wayne Mikkelson** presented “Do Favorable Market Conditions Lead Costly Decisions to Go Public?” at Victoria University and Massey University earlier this year.

**Andrew Nelson** gave conference presentations at a Massachusetts Institute of Technology workshop, titled “User Innovation and Intellectual Property,” and at the European Group for Organization Studies conference in Barcelona, Spain.

**Michael Pangburn** and **Tolga Aydinliyim** presented “Discount Pricing for Source Reduction via Consumer Reuse,” addressing the intersection of sustainability and operations management at the INFORMS (Institute for Operations Research and the Management Sciences) Manufacturing and Service Operations Management Conference at the Massachusetts Institute of Technology in June.


**Anne Parmigiani** and Will Mitchell’s research paper from the *Strategic Management Journal* was recognized as exemplary at the Academy of Management Entrepreneurship Research Conference at the University of Connecticut in May, and Parmigiani also presented at the Alfred P. Sloan Foundation Annual Industry Studies Conference in Chicago that month.

**Jim Terborg** and **Anne Parmigiani** presented “The Impact of Firm-Specific Knowledge and Experience on NFL Performance” at the Academy of Management Conference in Chicago in August, and Parmigiani and Ph.D. candidate **Jennifer Irwin** also presented at the Strategic Management Society conference in Washington, D.C., in October.
Lundquist College of Business alumni are making a difference all over the world. Here are updates about recent news and achievements from your classmates and friends.

1980s

Mary (Gomm) Kimmel ’82 is living in southern Illinois with her husband and two sons. She works part time as a CPA.

1990s

Yozo Fujitani ’93 is working as the CEO of Fujitani Company Ltd.

Steve Tallman ’93 recently moved Frank Creative, his branding and advertising agency, to Portland, Oregon. He and his wife, Jill, are expecting their first child in December 2009.

Brian Thompson ’95 lives in Portland, Oregon, with his wife and two children, and he is involved in the wine and parking industries.

Megan Fowler ’97 works in human resources for a technology company and is renovating a house in southeast Portland, Oregon.

2000s

Trevor Thompson ’97 has worked at MTV in New York City for more than nine years.

Ryan Svoboda ’99 has been elected managing partner of Smith, Lange & Phillips LLP, a full-service public accounting firm in San Francisco, California.

Matt Hogle ’01 is working for Facebook.

Ross Minckler ’01 recently moved to San Francisco, California, with his wife, and accepted a sales job for ON24, a webcasting and virtual events firm.

Jack Gaube ’02 recently married Melinda Fidler. The couple visited Europe on their honeymoon.

Mary Elizabeth Madden ’02 is currently the economic officer with the U.S. Consulate General in Karachi, Pakistan. She has been a Foreign Service officer with the Department of State since 2003.

Rayne Gaisford ’04 married Deb Carbonaro, and the couple lives in Manhattan, where Rayne has worked in financial services for the past five years.

Kayle Chrysler ’05 recently relocated to London, United Kingdom, with her company.

Ariel Ungerleider ’05 graduated with a joint J.D. and M.B.A. in May 2009, and plans to practice corporate transactional law in San Francisco, California.

Leah (Carter) Callahan ’06 married Neil Callahan ’99 in Eugene, Oregon. She’s a commercial real estate broker and he’s teaching kindergarten.

Ashley Thibodo ’06 is working as a human resources manager for a manufacturing company near Seattle, Washington.

Marcus Christian Mundy, M.B.A. ’07, was the subject of a feature story in the Summer 2009 issue of Oregon Quarterly magazine (bit.ly/mlUwJ).

Jordan Wooley ’09 received a U.S. Student Program Fulbright Award to serve as an English teaching assistant in Germany during the 2009–10 academic year.
Sharing Knowledge

Enabling students to gain real-world insights from today’s business leaders is a cornerstone of the UO Lundquist College of Business education. The following is a partial list of people who experienced these insights in the classroom, during site visits, at career events, and more.

Accounting
David Anderson, Ernst and Young
Jessica Auxier, Moss Adams LLP
Warren Barnes, Kernutt Stokes Brandt and Co. LLP
Trident Blair, Deloitte
Jennifer Blouin, University of Pennsylvania
Alex Bjork, Willamette Valley Co.
Mark Bradshaw, University of Chicago
Pat Colpoy, PricewaterhouseCoopers
Mary Case, Moss Adams LLP
Hui Chen, University of Colorado
Jenny Cohrs, Roger CPA Review
Brian Day, Ernst and Young
Fritz Duncan, Jones and Roth PC
David Evans, KPMG
Weil Ge, University of Washington
Diane Graml, Ernst and Young
Melody Guy, Becker CPA Review
Kathy Gaines, KPMG and Company PC
Amy Hall, Northwest Christian University
Rebecca Hann, University of Maryland
David Haslip, Deloitte
Regina Hausner, The Oregon Natural Step Network
Rachel Hayes, University of Utah
Bruce Helft, Older CPA
Ashley Himan, Jones and Roth PC
Erin Hoffman, McCormick and Schmick’s
Michael Hunter, Internal Revenue Service
Jeff Irving, Grant Thornton LLP
Tim Jakubowski, KPMG
Grant Jones, Perkins and Co.
Ryan Kuenzi, Moss Adams LLP
Stephanie Langfeldt, Curt Melcher, KPMG
Oliver Li, University of Arizona
Julie Lockhart, Western Washington University
Patrick Meadows, Deloitte
Tracie Melchior, Becker CPA Review
Jon Newport, PricewaterhouseCoopers
Patrick O’Brien, Grant Thornton LLP
April Panowicz, KPMG
Julie Parker, Iser CPA
Erik Parish, Kernutt Stokes Brandt and Co. LLP
Roger Phillips, Roger CPA Review
Tina Pizziutti, Gertrude Mesher and Company PC
Jeremy Pickel, Jones and Roth PC
Joshua Proudfoot, Good Company
Faith Quimby, Iser CPA
Carrie Rees, PricewaterhouseCoopers
Scott Remington, Grant Thornton LLP
Trae Richardson, Jones and Roth PC
Steve Ritchie, Kernutt Stokes Brandt and Co. LLP

Entrepreneurship
Jeff Althouse, Oakshire Brewing
David Bluhm, Media Systems
Chad Barczak, IX Inc.
Caroline Cummings, Eugene Chamber of Commerce
Marsha Edwards, Prudential Real Estate
Mark Frischmeyer, GarageGames
Terry Gent, Umqqua Bank
Bernie Hansen, Pacific Northwest National Laboratory
Nick Hiersche, Coast 2 Coast Mixtapes
John Hull, Oregon Venture Partners (formerly)
Laura Ilig, Corinthian Consulting LLC
Rick McClosekey, TechnoCom Corporation
Katherine Moyer, Endeavor Law Group
Omer Orian, Off the Wall
Marty Parisien, Kestrel Growth Brands Inc.
Mike Parrott, Ater Wynne LLP
Bill Pettit, Menili Gardens
Matt Powell, Windermere Real Estate
Dan Voshney, Spirit Leather Works LLC
Tom Wright-Hay, Oregon Manufacturing Extension Partnership

Finance
Dave Geates, Precision Castparts Corp.
Chris Greverehrl, Precision Castparts Corp.
Jeff Tarbell, Holland & Lokey

Marketing
Scott Hettick, Baden and Company
Trey Hahn, Altura Partners
Molly Powell, Powell Development Company
Peter Powell, Powell Development Company
Ann Redmond, Penn, Schoen and Berland Associates

Management
Bob Busse, Labor Education and Research Center
Tiffany Cuckshank, Fort Boise Produce
Joe Fenner, Fort Boise Produce
Jake Horton, GolfingMyWay Inc.
Jeanne Long, Oregon Daily Emerald
Steve Mayer, Fanly Ventures (formerly)
Ann Carney Nelson, Menlo Ventures (formerly)
Jim Pliska, Space Age Fuel Inc. and Pliska Investments LLC
Scott Rasmussen, GolfingMyWay Inc.
John Robinson, GolfingMyWay Inc.

Securities Analysis
Scott Andrews, Melvin Mark Companies
Carl Burgdorf, CFA Institute
Trent Davis, Paulson Investment Company Inc.
Tim Day, University of Oregon
Javier Fernandez, Seattle Northwest Securities Corporation
Michael Franson, St. Charles Capital
Oystein Hansvik, Microsoft Corporation
Bob McLean, CFA Institute
Joe Meissner, Executive Capital Partners
James Rudder, Ferguson Wellman Capital Management
James Stearns, ROTH Capital Partners
Dave Taylor, Seattle Northwest Securities Corporation
Bryn Tokelson, Deschutes Investment Advisors

Sports Business
Tory Asaro, Sacramento River Cats
Malcolm Bordeon, San Jose Sharks
Marc Badain, Oakland Raiders

Sustainable Business Practices
Bonnie Chorny, Rejuvenation Inc.
Josh Creasman, Yakima Products Inc.
Kristin Dahl, Travel Oregon
Jana Davis, NW Natural
J. Ned Dempsey, Pnu-Logic
Felicia Fahy, City of Eugene
Taylor Gordon, Myers Container LLC
Jason Graham-Nye, gDiapers
Eric Grigon, NW Natural
Ian Hill, Sequential Biofuels
Andrew Hoffman, University of Michigan
Marilyn Johnson, IHS Inc.
Holly Meyer, NW Natural
Amy Nyberg, Travel Oregon
Jody Redding, NW Natural
Alysa Rose, Rejuvenation Inc.
Ali Saalabian, Silver Eagle Manufacturing Company

Sports Business
Rob Smith, Portland Business Journal
Mike Steck, Yakima Products Inc.
Marc Stuart, EcoSecurity Group PLC
Randy Unness, Silver Eagle Manufacturing Company
Craig Wessel, Portland Business Journal

Justin Byczek, NBC Sports
Linda Choong, NBA
Justin Connolly, ESPN
Len DeLuca, ESPN
Jarrod Dillon, Oakland Raiders
Andy Dolich, San Francisco 49ers
Cory Dolich, Portland Timbermills and Beavers
Dave Dorogy, Vancouver Organizer
Committee for the 2010 Olympic and Paralympic Winter Games
Tom Fritz, Marriott Mountain LLC
Sal Gaitalioto, Galatoire Sports Partners
Chris Granger, NBA
Stephen Green, Harvard University
Darrin Gross, Sacramento River Cats
Eric Guthof, IMG
Ripper Hatch, Sacramento River Cats
Jim Hill, SportHill
Stu Jackson, NBA
Akash Jain, NBA
Eric Johnson, ESPN
Stan Kaster, Washington Nationals
Matt LaRose, Sacramento River Cats
Alan Ledford, Sacramento River Cats
Ted Leonis, Washington Capitals
Hunter Lochmann, New York Knicks
Mark Marlin, Marmot Mountain LLC
Joe Mattison, Relay World
Mike McCulley, NBC Sports
Tom McDonald, San Francisco Giants
Matt Mirchin, Under Armour
Rob Morse, Portland Timbermills and Beavers
Jim Noel, ESPN
Eric Ogilvy, Under Armour
Jeff Price, Sports Illustrated
Andrew Rentmeester, Oakland Raiders
Robert Rowell, Golden State Warriors
Hilary Shaen, WNB
Adam Silver, NBAE
Joanna Snyder, SportMark Management Group Ltd.
Bryan Sraian, Sacramento River Cats
Marcus Stephens, Under Armour
David Stern, NBA
Robert Strand, Strand IP
Donna Tripiano, IMG
Steve Tseng, IMG
Jeff Tucker, San Francisco Giants
Heidi Ueberrorth, NBA
Melissa Wallace, Under Armour
Howard White, Nike Inc.
Jim Sever

**Class Year:** M.B.A. 2009

**Hometown:** Washington, D.C.

**Leadership Positions:** President of the Oregon M.B.A. Association and a graduate teaching fellow

**Track or Center Affiliation:**

Securities Analysis Center

“The center is one of the ways the Oregon M.B.A. delivers on its mission of experiential education. Not only is the curriculum strong and balanced, but the chance to work on consulting projects and network with players in the financial services industry is invaluable.”

**Memorable Moment:**

**New Venture Championship**

Sever’s team made it to the finals at the college’s famed business plan competition with a start-up called The Interactive Fan, a marketing platform that offers live trivia contests and other games for sports fans to play on web-enabled phones.

**Best Course:** Strategic Planning Projects

“The course gave me the opportunity to analyze, evaluate, and recommend a go or no-go action on a new venture for a private equity firm. This consulting project demonstrated the challenges of working for a client and managing deliverables according to a constantly evolving timeline.”

**Career Path:** Corporate Finance

Upon graduation, Sever accepted a job as a financial analyst for Intel in Portland while continuing part-time with former classmates on The Interactive Fan venture—but not before spending three weeks in Italy and Greece with his wife, Megan.

**College’s Best-Kept Secret:**

**Alumni Network and Career Services**

Sever secured an interview with Intel through the Securities Analysis Center’s network of recruiters, and “two of the interview questions came straight out of lectures from my managerial accounting and strategic cost management courses,” he noted.
A Bright Future

You've read the papers and watched the news, and you've probably experienced some repercussions of the recession in your own household. Yet, in the face of all this, you chose to invest in the University of Oregon's Lundquist College of Business.

This Annual Report to Investors 2008–9 overviews the impact that your funds have had on the college, our students, our faculty, and programs. You'll see that in a challenging economy, with dwindling state funding, we've carefully evaluated our position in the market and leveraged our strengths to maximize the return on your investment.

As you read profiles of students you've aided and review our financial data, you'll probably notice that state support is estimated to provide only 9 percent of our budget this year (compare that to 34 percent in the 1975–76 school year), and that state funding per student at our university is a fraction of what is provided to other public schools around the country.

We are able to bridge that gap because of you—our dedicated alumni and supporters. Total giving to the Lundquist College of Business was up this year, almost rising to prerecession levels. As a result, we hired more new tenure-track faculty members than most business schools in the nation, and we awarded scholarships to dozens of deserving students.

But more than this direct impact, your generosity is a vote of confidence in our students and faculty, empowering them to make a difference, lead, and discover opportunities for business and economic growth.

On behalf of the entire college, thank you. Your support is more than just a gift: it's an investment in our collective future.

Highs and Lows

Within months of earning her M.B.A. from the Lundquist College of Business, Celine Seeger experienced the gut-wrenching lows and euphoric highs of starting a company. The Berlin, Germany, native graduated in December 2008 with a specialization in entrepreneurship. She barely had time to hang her diploma when she joined start-up Alpzite LLC as vice president of marketing and finance.

Seeger came to UO to study entrepreneurship after a stint in marketing with Intel's German operations. The reputation of the Lundquist Center for Entrepreneurship lured her, along with Eugene's laid-back West Coast lifestyle and the M.B.A. curriculum, which allowed her to tailor a program to suit her passion for technology product development. Pivotal, too, was a scholarship that paid half her tuition.

To hone her product development smarts, she supplemented her core business courses with studies in psychology and industrial design. She also took advantage of experiential opportunities to work on a technology-transfer project for the Pacific Northwest National Laboratory, to meet investors, and to learn to raise capital.

Those experiences proved invaluable when she joined Alpzite. She'd met Alpzite founder Ken Furnanz, a former Intel software engineer, in Germany. In Oregon, the pair had hoped to shepherd development of its first product, a pet-tracking device known as the Pet Compass. But development schedules dragged, costs mushroomed, and
lending markets evaporated. Without funds to pay contract engineering and design firms, they had to ice product development. “We were devastated,” Seeger said.

From the depths of despair, though, came salvation, in the form of a check for seed capital from an investor. That allowed them to restart production and license the Pet Compass to a marketing partner. They’re on track to get the product on the shelves and online catalogs of national pet store chains by the end of 2009. Eventually, they hope to use their core technology in new products and markets, such as a tracker for lost skis and surfboards.

The Lundquist College’s Oregon M.B.A. program gave Seeger the knowledge and tools to execute her marketing and finance roles, raise capital, and wear the many hats of an entrepreneur. But perhaps the most valuable lesson she learned was to tap her inner reserves in the face of adversity.

“One day is really black and you can’t continue your product development. And the next day you’re flying high because you just received your seed investment. Working for yourself requires a lot more self-discipline and self-motivation because there’s nobody forcing you to get the work done.”

Seeger might add one new job skill to her entrepreneurial résumé: rollercoaster rider.

The Lundquist College’s Oregon M.B.A. program gave Seeger the knowledge and tools to execute her marketing and finance roles, raise capital, and wear the many hats of an entrepreneur.
A Distinguished Gift

Wayne Mikkelson was awarded the Gerry and Marilyn Cameron Distinguished Chair in Finance on September 11 in a special ceremony at the Lillis Business Complex. His two sons, Evan and Lewis, UO President Richard Lariviere, Dean Dennis Howard, and Gerry and Marilyn Cameron attended the event. This was the first ceremony of its kind at the college attended by the donors, giving Mr. and Mrs. Cameron the opportunity to experience their gift’s significance firsthand.

“Education to us is like a three-legged stool. You need the best students, the best faculty, and the best facilities possible to develop the experiences one needs to succeed in life and make a difference in the world,” said the Camerons. “Consequently, we have established an endowed scholarship, invested in Lillis Business Complex, and have created the Cameron Chair in Finance. We feel proud and honored to be able to help in this manner and hope that our commitment to the Lundquist College of Business will challenge others to support the University of Oregon.”

In honor of the occasion, Mikkelson discussed some of his early research at the university, much of which was done with his late wife, M. Megan Partch, who was also a finance professor at the UO. Mikkelson contrasted these earlier pieces with some of his more recent research, emphasizing the industry’s evolution during his career. He’s currently researching whether favorable market conditions lead to costly decisions going public.
# State Support and Increasing UO Enrollment

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>% of UO Budget</th>
<th>UO Enrollment</th>
</tr>
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<tbody>
<tr>
<td>1975–76</td>
<td>34%</td>
<td>17,384</td>
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<tr>
<td>1980–81</td>
<td>31%</td>
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<tr>
<td>1985–86</td>
<td>33%</td>
<td>16,375</td>
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<tr>
<td>1990–91</td>
<td>32%</td>
<td>18,141</td>
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<tr>
<td>1995–96</td>
<td>16%</td>
<td>17,138</td>
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<tr>
<td>1999–2000</td>
<td>20%</td>
<td>17,138</td>
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<tr>
<td>2005–6</td>
<td>13%</td>
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<tr>
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<tr>
<td>2007–8</td>
<td>14%</td>
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<tr>
<td>2008–9</td>
<td>12%</td>
<td>21,507</td>
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<tr>
<td>2009–10</td>
<td>9%*</td>
<td>22,050*</td>
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*Estimated

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# State Funding Per Student at AAU Universities

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<tr>
<th>University</th>
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<tr>
<td>University of North Carolina</td>
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<td>University of Iowa</td>
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<tr>
<td>University of Wisconsin</td>
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<tr>
<td>University of California at Santa Barbara</td>
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</tr>
<tr>
<td>University of Michigan</td>
<td>$9,415</td>
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<tr>
<td>University of Washington</td>
<td>$8,876</td>
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<td>University of Texas</td>
<td>$7,127</td>
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<tr>
<td>University of Virginia</td>
<td>$6,864</td>
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<tr>
<td>Indiana University</td>
<td>$6,233</td>
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<tr>
<td>University of Oregon</td>
<td>$4,071</td>
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</table>

*Integrated Postsecondary Education Data System

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# Scholarship Money Distributed by Peer Schools 2008–9

<table>
<thead>
<tr>
<th>University</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>University of Iowa</td>
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<tr>
<td>University of Michigan</td>
<td>$3,074,953</td>
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<tr>
<td>University of Massachusetts</td>
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<tr>
<td>University of Missouri, Kansas City</td>
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<td>Brigham Young University</td>
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<tr>
<td>University of Washington</td>
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<tr>
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<tr>
<td>University of Colorado</td>
<td>$720,000</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>$681,533</td>
</tr>
</tbody>
</table>

All figures for fiscal year July 1–June 30.

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“I support the Lundquist College of Business because it strives to be the best in its strategic disciplines. Most of my support to the college is dedicated to the Warsaw Sports Marketing Center. From the beginning, this unique program has drawn attention from the business community for its innovative curriculum, best-in-class students, and its emphasis on the principles of business.”

Dave Petrone ‘66, M.B.A. ‘68, Chairman of Housing Capital Company
Honor Roll

We would like to thank each of the thousands of alumni and friends that gave to the Lundquist College of Business during the 2008–9 fiscal year, supporting our programs, faculty, and students.

We know that you have many options when you consider where to invest your money, and we are grateful that you have prioritized supporting the University of Oregon. Your contributions enable us to achieve our greatest potential, and we are honored to recognize all those enhancing our effort to educate the next generation of business leaders.

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Cletus Hove
“I have supported the programs of the Lundquist College of Business over the years, and continue to be impressed with the quality of the faculty and the leadership. I have had the joy of recruiting students to the college, and seeing them graduate and enter the business world successfully.”

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Colene Doll and Robert Swank
Judd Swarzmann
Patsy Glass Swindler and Richard Swindler
Suzanne Michel Sybouts and Ward Sybouts
Kerry and Daniel Sygotowicz
LaVerne Tada
Jesus Tafolla
Jean Takaesu
Kimiko Takagi
Elsie and Fred Takara
Vincent Tazmina
Ruth and Byron Tarr Jr.
Sandra Tashima
Linda DeBates Tharp
Leslie Thiel
Barbara and Edward Thomas
Kathleen and Mark Thomas
Nancy Carlisle Thomas
Janet Thompson and Thomas Lee
Joan and Stephen Thompson
William Thompson
Fred Thompson
Tamara and Douglas Thorne
Dorothy and William Tickle
William Troy
Lily Tsang and Alistair Wu
Mary and Kenneth Tucker

Lorraine and Glenn Uchimura
Michele and John Uhlman
Elaine and Todd Underwood
Peter Ungern
Karen Copperstone Upton and Kenneth Upton
Natasha Edscorn Valach and Stephen Valach
Jacklyn and Byron Van Metre
Linda Vandyke and Wesley VanDyke
Marcia VanHorn
Raymond Vargas Jr.
Kevin Vellanoweth
Peggy and Fernando Vellanoweth
Margaret Badgley Vernon and Robert Vernon
Walter Vierra
Robert Viilbrandt
Wanda McCaustian Vinson
Stacey and Paul Von Berg
Christopher Wade
Virginia and David Wand
Ryan Walsh
Patsy and Robert Walter and Kenneth Walter
Cheryl Walters and James Snelling
Raymond Ward
Leslie Watters
Gay Wayman
Shirley Wayne
Kathleen Webb
Carol and Lawrence Webeger
Jeffrey Weiler
Bonnie and Mark Weiss
Marc Weiss
Leona and Harrison Weitz
Judith and Lawrence Welch
Rick Welts
Lynda Wendel and David Felt
Lisa Sandau Wenzlick and Michael Wenzlick
Laura Ellis-Westwell and Arthur Westwell Jr.
Myra and Ralph Wheeler Jr.
David Wheelwright
Julie Leong and Robert Whitcombe
Donald White
Frances White and Donald Gerhart
Steven Whitnery
Anthony Wicklund
Jack Wieck
Kandi Wiens
Martha Hull Wilkins
Robert Wilkins
Beverly Badley Williams and Howard Williams
Carol and Ralph Williams
Charlotte and Derwin Williams
Darlean and Randall Williams
Laura Williams
Melissa and Michael Williams
Steven Williams
Eugene Willis
Debora Wilson
Elia Kelly Winans and Ronald Winans
Laura Winkelman
Keri Pengra Winn and Douglas Winn
Justin Winn
Dianna and Gilbert Wiseman
Michael Wolfe Jr.
Kellee Wood
<table>
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<tr>
<th>Name of Donor</th>
<th>Name of Organization</th>
<th>Donation Range</th>
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<td>Ernst and Young Foundation</td>
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**Corporations and Foundations**

**$10,000+**
- Aequitas Capital Management Inc.
- Alliant Energy Foundation Inc.
- Andrew Thomas and Company LLC
- Bank of America Foundation
- Blount Inc.
- The Boeing Company
- California State University
- Chartered Financial Analysts Society of Portland
- Chevron Matching Gift Program
- Citi Foundation
- D. A. Davidson and Co.
- General Electric Foundation
- Goldman Sachs and Company
- Invasive Plant Control Inc.
- Jibe Consulting Inc.
- John H. Cunningham Trust
- Davis Family Trust DTD
- The Doder Family Trust
- Dolby Laboratories Inc.
- The Duncan Revocable Trust
- Fenton Family Trust
- Ford Black and Company PC
- G.A.S. Investment
- Gail De Back Interior Design and Space Planning
- Grand River Academy
- Guyer and Associates
- The Hover Family Trust
- International Business Machines Corporation
- Itos Farms
- Jeffrey Dake and Associates, Inc.
- Judd T. Swarzman CLU and Associates
- Levi Strauss Foundation
- Merrill Lynch and Company Foundation
- Myron E. Brown, CPA PC
- Olson’s Crafts
- Perkins Investments LLC
- Portland General Electric Company
- Robert A. and Jane Reyneke Trust
- Robert G. Villabranda, CPA

**$5,000–$9,999**
- The Granger Family Charitable Trust
- J. T. Harlty and D. L. Matlock Living Trust
- Herman Consulting Service
- Jones and Roth PC
- Leupold and Stevens Foundation
- Martin-Hagemeister Trust
- Moss Adams LLP (Eugene, OR)
- Moss Adams LLP (Portland, OR)
- Northwest Venture Services Corporation
- OVP Venture Partners
- Searie Family Trust
- Target
- U.S. Bancorp
- Verizon Foundation

“**It’s easy to make a buck. It’s a lot tougher to make a difference.**

TOM BROKAW

Your passion and support inspire and enrich everything we do.

Thank you for making a difference.”
Beyond the Numbers

Peter Wong, class of 2010, said he has always been a numbers guy. Even as a child he felt a need to quantify things. What Wong lacked, though, were some of the more intangible talents, such as leadership experience and interpersonal skills.

“I always did well academically, but I was never really involved in high school activities,” Wong noted. “I wouldn't say I had weak communication skills, but stuff like public speaking was never my strong suit.”

That all changed when Wong came to the University of Oregon’s Lundquist College of Business. He found that getting involved was easy. He signed up for campus clubs and organizations and became a student advocate for freshman and sophomore students as a peer adviser for the undergraduate advising office.

“It was a great way for me to help out and work on my communication skills,” said the twenty-one-year-old undergraduate accounting major and economics and Chinese minor. “The peer advising program was valuable to me, and I wanted to give something back.”

And Wong knows a thing or two about the importance of giving back, having received multiple scholarships to help fund his education. A Lundquist College of Business Honors Program member with a 3.89 cumulative GPA, Wong said he now seeks out activities based on their potential to help others in a positive way. When he’s not helping students pick their courses or shepherding potential students through the application process, he serves as the vice president of finance for the Beta Alpha Psi student group.

He’s also applied to serve as an “ambassador” for the University of Oregon through Inroads, an advancement program that trains and develops talented minority youth for professional careers in business and industry.

A native of Beaverton, Oregon, Wong hopes to live in Portland and work for the KPMG accounting firm when he graduates in winter 2010. He credits the Lundquist College of Business and the Inroads program with putting him in touch with the firm, where he completed a summer internship. A previous internship at Liberty Northwest also yielded some valuable firsthand experience, Wong said, as did a leadership-training mentorship.

“I'm going to be dealing with companies and clients after I graduate, so leadership and communications skills are important,” Wong said. “When I got here, I could look into the future and see myself developing. Now, I would say I am on the path to success.”
Like in the business world, when it comes to business education, attracting and retaining top talent is the only way to get ahead.

That’s why the most urgent need at the Lundquist College of Business this year is support for our Faculty Excellence Fund. This flexible quasi-endowment provides immediate revenue to attract, support, and retain top faculty members.

Only by investing in our faculty and building a corps of world-class scholars and top-notch teachers can the college hope to perpetuate our tradition of academic excellence.

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