



UNIVERSITY OF OREGON
Lundquist College of Business

UO BUSINESS

THE MAGAZINE

FALL 2012

FROM EUGENE TO BEIJING





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Printer: Bridgetown Printing

UO Business is an annual publication for alumni and friends of the University of Oregon's Lundquist College of Business. Published by the college's Office of External Relations, 1208 University of Oregon, Eugene OR 97403-1208. 541-346-3370, fax 541-346-3338, lcb.uoregon.edu.

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MESSAGE FROM THE DEAN

The Artfully Unplanned Solution

Sometimes the best business solutions come from the most unexpected places.

In today's global market environment, business managers do not always have the luxury to look for solutions with lengthy, detailed planning processes.

Planning has value, as it should, but the artfully unplanned can also yield positive results. In fact, our highly competitive business world increasingly puts a premium on the refined skill of improvisation—in other words, jazz.

It's no secret jazz is a significant part of my life. But this style of free-flowing auditory expression has something to teach all of us, musician or not.

Skills such as planning, organizing, and leading must all come together to manage a business just as they must to create a beautiful musical arrangement. The manager may have all the preparation in the world, but if a note falls flat, he or she must reevaluate. And when something more is needed—a bit of communication, teamwork, or creativity—I advise students to take a cue from jazz musicians.

German academic and accomplished jazz musician Wilhelm Scheer, who owns a company focused on teaching senior executives and boards about how jazz can inform management, encapsulated the idea in his 2007 paper "Jazz Improvisation and Management." He explained, "In a good jazz combo experts play together, constantly communicating at the same time and place. [Each player listens to the soloist] and responds to the harmonic and melodic development of the solo while the rhythm group's harmonic and rhythmic figures spur the soloist on. In this way jazz improvisation creates highly intense communication among the players, which in turn leads to great creativity."

So how do jazz combos become adept at improvising? First, they practice together. If each player practices in his or her music room without contact with the others, improvisation is unlikely to occur. The same is true for assembling and integrating the core competencies of a management team.

There's a widely held belief that jazz is licentious freedom run amok. Nothing could be further from the truth. Jazz musicians work within a structure. They agree on who is to play when, on a loose conception of key, and on a stable beat to determine a solo's rhythmic shape. Jazz, like business, implies a series of balancing acts.

I see management as a performing art—and this is an era that calls for the inspiration of art. As author and accomplished jazz pianist John Kao put it, "The creative role of the manager is to work the central paradox, or tension, of the jam session: to locate the ever-mobile sweet spot somewhere between systems and analysis on the one hand and the free-flowing creativity of the individual on the other."

Here at the Lundquist College of Business, we see our students, alumni, and supporters seeking—and finding—that sweet spot where planning and improvisation come together. As you will read in this issue of *UO Business*, this year we are establishing new professorships, advancing our curriculum, and reinvigorating international partnerships. And we're just getting started.

So whether you are taking in a football game at Autzen, joining us for a tour of the Lillis Business Complex, or enhancing or renewing your investment in the college, I invite you to join the jam session.

Here's to inspiration, improvisation, and another great year of innovation at the Lundquist College of Business.

Cornelis A. "Kees" de Kluyver
Dean and James and Shirley Rippey Distinguished Professor



News and Notes

The Business of Innovation

Innovation is essential for business growth. It's an instinct to remake a market, to target situations where competition is complacent, to disrupt, to change expectations and outcomes. This instinct is part of the fabric of the UO Lundquist College of Business. It's what compelled us to create the first and leading sports business program, the Warsaw Sports Marketing Center, and to build the nation's first environmentally certified business school facility, the Lillis Business Complex.

Continuing in this vein, the Lundquist College has created the Business Innovation Institute. The institute is a bold revisioning of the relationship between innovation and business. It's the recognition that innovation is no longer just about inventing and marketing new products. Instead, innovation today is about creating entirely new business models, reinventing relationships with suppliers and customers, and redefining the very nature of business success.

"With the college's renown for entrepreneurship and sustainable business education, we believe we are ahead of the curve when it comes to educating students about innovation's role in business and society," explained Dean Kees de Kluyver. "The Business Innovation Institute is about leveraging and bridging the college's strengths in these areas. To do that, we have administratively aligned both the Lundquist Center for Entrepreneurship (LCE) and the Center for Sustainable Business Practices (CSBP) within the Business Innovation Institute."

Innovation today is about creating entirely new business models, reinventing relationships with suppliers and customers, and redefining the very nature of business success.



Both centers continue to be distinct entities, noted de Kluyver, but have a new reporting structure that enhances student opportunities for learning, internships, and career support; creates a stronger faculty research focus; and improves connections to industry.

To lead the vision for the Business Innovation Institute, the college is pleased to welcome John Hull as the institute's managing director. In addition, Nathan Lillegard has joined the college as program manager for LCE and Laura Strohm is the program manager for CSBP. Both will report to Hull. (Read more about Hull, Lillegard, and Strohm on pages 16 and 17.)

"I am excited to join the Lundquist College and guide the bold vision of the Business Innovation Institute," said Hull.

"Entrepreneurship is no longer simply about startups and venture capital," he elaborated. "Entrepreneurial (or intrapreneurial) thinking is now a sought-after commodity by Fortune 100 and S&P companies seeking to discover new market opportunities or realign business processes."

Likewise, Hull noted, we are now entering "the second generation of sustainable business."

"The first generation was about evangelizing, raising awareness, and beginning to create the foundations for data measurement needed for business leaders

to make informed decisions. Today, we are able to increasingly quantify the economic value of sustainable business practices and the full cost accounting of legacy systems," he added.

Both these shifts have broken down the silos around entrepreneurship and sustainable business and aligned them around the common denominator of "innovation."

"Oregon is on the cutting edge here," stated Hull, "and with the creation of the Business Innovation Institute, the Lundquist College of Business has poised itself at the forefront of educating the professional work force that companies will need to outperform in this new competitive landscape."

Dean de Kluyver added that there is still much work to be done around the institute, but he is pleased with how quickly it came together and the positive response he has heard from industry.

"We've made amazing progress, and I am grateful for all the hard work of the faculty task force, the frank discussions with advisors, and the exceptional director and program managers we've hired," said de Kluyver. "The Business Innovation Institute will be key to propelling the college's vision and reputation to a new level."

Read more about and keep up with the activities of the Business Innovation Institute at lcb.uoregon.edu/bii.

AACSB Reaccreditation in Business and Accounting

In April, the Association to Advance Collegiate Schools of Business (AACSB) fully reaccredited the Lundquist College of Business through 2017. This is a huge achievement, as it puts us in the top 5 percent of business schools worldwide, with only 649 institutions out of 12,600 holding the recognition.

With our accounting program also accredited, the UO Lundquist College of Business joins just 177 other programs, or 1.4 percent of the world's business schools. To join this elite group, the Lundquist College faculty and administrators met two sets of standards, documented two parallel assurance-of-learning processes, and

hosted two separate visitation teams.

"A great deal of credit is owed to our truly exceptional accounting faculty," said Dean Kees de Kluyver. "This group of dedicated individuals worked tirelessly to document the program with care and accuracy, in addition to a full schedule of teaching and research."

In fact, three of our accounting professors had their research accepted for publication in the *Accounting Review*, one of the field's premier academic journals.



Our accounting students keep busy, too. We have a very active service club, with significant participation in Beta Alpha Psi (BAP), the national accounting services organization. Graduate and undergraduate students also prepare tax returns for the UO and Eugene community through the Volunteer Income Tax Assistance program. This year, more than fifty certified student volunteers were to help prepare approximately 250 returns.

Meanwhile, our master of accounting students continue to impress with an exemplary 100 percent of them securing jobs within four months of graduation.

Teamwork and Collaboration in Guatemala

Last winter break, seventeen undergraduates from the college's Honors Program traveled to Guatemala to help build homes for two families, through the University of Oregon's international exchange and service-learning program and Habitat for Humanity.

"A week of our time, it would help them for a lifetime," said Ziad Elsay '12.

To get there, students put their business training into practice by raising funds through events such as "Pie Your Professor"—a fundraiser exactly like it sounds, with fifteen business instructors willing to work outside of their job descriptions for an afternoon.

Scholarships through a new fund for international business studies generously donated by Tracy and Oystein Harsvik '88 also paved the way to Guatemala.

Though only a few of the students spoke Spanish, the language barrier soon melted away. "I experienced how everything communicates: your attitude, your body language, and your hand motions," said student Abby Carrier. "This was something



Logan Smith '12 joined sixteen other Lundquist College Honors Program students building houses with Habitat for Humanity in Guatemala.

I learned in my marketing communications class just weeks before."

With a goal of educating business leaders prepared for the global environment, the trip also made for a profound experience for

the students—one these Ducks, and the families they helped, won't soon forget.

Visit uolcb.co/GuatemalaProject to see an excellent video by participant Tyler Woodke '12.

Inaugural Diversity in the Workplace Symposium



Prebusiness major Kevin Corbin talks with keynote speaker Rueben Mayes.

In March, more than 150 attendees turned out for Lundquist College's first-ever Diversity in the Workplace Symposium.

It brought together students as well as faculty, staff, and community members to discuss, among other topics, the value of workplace diversity, how businesses can promote and affirm it, and how students can

best prepare themselves for working in diverse environments.

The daylong event was hosted by the college committee that fosters strategic diversity building.

The CEO Network, a community of students of color pursuing business and professional success, as well as students in the leadership seminar Building Business Leaders, were among the guests.

Merelle Rodrigo, president of JMR Training and Development, spoke during the luncheon, followed by an afternoon keynote address by Rueben Mayes, director of strategic and transformational gifts for PeaceHealth and a former NFL running back.

"We really wanted to break away from the more traditional format and create

events with lots of interaction that would engage a different constituency," said undergraduate advisor Tayah Butler, who was one of the event's organizers and also facilitates the college's Building Business Leaders, a cohort-based project designed to attract and retain students from underrepresented minority groups.

A \$12,000 grant from the university's Office of Institutional Equity and Diversity helped get the business school's first Diversity in the Workplace Symposium off the ground.

The debut event exceeded expectations—and plans are in the making for next year's symposium.

Watch the video from the 2012 symposium at uolcb.co/DivSymp12.

06



ESPN GameDay Gets Down to Business

The university has enjoyed ESPN College GameDay visits each year for more than half a decade, but last October's stop in Eugene offered an exciting, new experience with a fresh venue.

We were thrilled and honored when the network's staff chose the UO Memorial Quad as its broadcast site, with the Lillis Business Complex as a backdrop. Capitalizing on this unique exposure opportunity, we added to the main entrance a giant yellow "O" graphic, which has since become a go-to identifier for the building.

It was ESPN College GameDay's sixth visit to the University of Oregon campus, and UO's eleventh overall appearance on the program.

Spectators began assembling for the 6:00 a.m. broadcast at 1:00 a.m. that Saturday morning. The Duck Store and the Jordan Schnitzer Museum of Art opened early for last-minute spirit gear purchases, as well as to feed and caffeinate eager Ducks.

Pulling Rank: Oregon MBA a Top Ten Value

Upon graduation a master's degree from the Lundquist College of Business leaves you with less debt and more job opportunities than many other business programs, according to *US News & World Report's* March 2012 roundup of the ten MBAs with the "most financial value at graduation."

A truly green campus and "top notch" business, journalism, and economics programs were also noted by *US News & World Report* in other recent articles—with the Lillis Business Complex and its solar panels getting special notice.

In addition, the Princeton Review and *Entrepreneur* in fall 2011 ranked the Lundquist Center for Entrepreneurship among the nation's top twenty-five for graduate-level entrepreneurship education—making this the fourth time in the past five years the center has been numbered among this elite group.

Making the Case for Beer with Ninkasi

It's one of the fastest growing craft breweries in the U.S., and last fall students got a taste of what it's like to work for Eugene's own Ninkasi Brewing Company in another example of Lundquist College's experiential learning process.

Each fall, first-year Oregon MBA students dive into work with real companies, applying textbook concepts to true-life business experiences.

Students took on several issues identified by the company, including cultural relevancy, communication within and outside of the company, supply chains, and rapid growth.

In fact, through 2011, Ninkasi had the fastest initial five-year growth of any craft brewery to date, said cofounder Nikos Ridge.

"Being able to apply concepts we are learning in class in new and creative ways to specifically address problems this business was having, that was really rewarding," said Mikaela Hicks, MBA candidate.

And Ninkasi was pleased with the collaboration as well: "It was great to work with the students," said Jessica Jones, Ninkasi's director of business process development. "With things growing so fast, there are always new things to do. There are always new challenges."

Watch the video about the project at uolch.com/ninkasi.



Research into Revenue

In a report released in November, the University of Oregon ranked sixteenth in the nation with its 6.48 percent "innovation yield"—the rate at which money invested in research yields revenue. It's the highest-ever ranking for the UO and a giant leap from just a decade ago when the school was in ninety-third place on the same list.

The report was compiled by the Association of University Technology Managers and reflects the preceding fiscal year.

Three Oregon schools made the list, but couldn't touch the UO's numbers. Oregon State University ranked sixty-sixth nationally with a yield of 1.15 percent, Oregon Health & Sciences University placed 104th with 0.31 percent yield, and Portland State University came in at 125th with 0.16 percent yield.

Put another way, the three other ranked institutions in Oregon invested a combined total of nearly six times what the UO spends on research, yet produced just more than half as much licensing income.



07

A Win-Win for Singapore, Lundquist College

A state-of-the-art complex scheduled for completion in 2014 is being built in Singapore, and the Warsaw Sports Marketing Center and UO Lundquist College of Business are lending some expertise. With the aim of becoming the top destination for professional sports, the Sports Hub will house five major sports venues, with the new 55,000-capacity National Stadium as its center.

Last December, the Singapore Sports Council and the Warsaw Center confirmed a five-year partnership that will include training for Singapore's high-level sports officials, sports-oriented study programs at the UO for Singaporean students, and opportunities for MBA students affiliated with the Warsaw Center to work on a variety of projects in Singapore.

With more than 800 known alumni living in Singapore, the UO and the Republic of Singapore already have a rich history to build on as it moves forward by leveraging the Warsaw Center's resources and connections, while providing students with a truly global development opportunity.



An artist's depiction of the Singapore Sports Hub now under construction.

Running the Show with Jordan Hasay



KIRBY LEE

She's a two-time NCAA champion, U.S. Track and Field and Cross-Country Coaches Association Indoor Track Athlete of the Year, and UO record-breaker in the indoor mile, 3,000 meters, and distance medley relay. She also ran in the 2012 Olympic Team Trials.

Hasay competed in her first Olympic trials at just sixteen, and Hayward Field spectators were chanting for her to become a Duck. She did, and led the Ducks to three straight NCAA indoor track championships, among other feats.

And the accolades kept coming, both on the track and in the classroom. "I don't think I would be as successful at running if I didn't try to focus on academics as well," said Hasay, who is also maintaining a near-perfect GPA studying business administration.

That balancing of athletic drive and academic performance propelled her to a slot on the Capital One Academic All-America team, the first for a sophomore in any sport.

Hasay joins the ranks of just two other UO student athletes to have received this honor: runner Galen Rupp and former quarterback Bill Musgrave. Both were Lundquist College students.

Can a Meal Be Both Healthy and "Happy?"

Kids love collectable toys—so much so they are willing to pass up salty and fatty foods for a more healthful option, according to the results of a groundbreaking independent study of children ages two to five, by T. Bettina Cornwell, the Edwin E. and June Woldt Cone Professor of Marketing, and her coauthor Anna McAlister, University of Wisconsin at Madison. The swap will be made even easier if the toy is the last one needed to complete a set.

"The collectable toy seems to be motivating children and changing their preference," Cornwell said.

Cornwell and McAlister made a big splash in the nutrition and parenting arena with the high-profile, two-part study, which was noted in multiple media outlets.

With childhood obesity a growing concern in America, the study is more relevant than ever. "We hope to inform public policy and for there to be an understanding that collectible toys do influence a child's perception of food, of flavor, of taste—and their likability."

Cornwell noted the presence of the collectible toy moved the healthier food option up to the point that it was just as likable as the fast-food offering.



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uolcb.co/getE-News

Welcome New Faculty Members

Kathryn Mercurio

Assistant Professor of Marketing

Degree: PhD, University of Washington

Research Interests:

Consumer memory, consumer social identity, implicit cognition

Teaching Interests: Principles of marketing, brand management, consumer behavior, advertising and promotion management, new product development, marketing strategy

**Xiaoding Liu**

Assistant Professor of Finance

Degree: PhD, University of Florida

Teaching Interests:

Corporate finance

Research Interests:

IPO, corporate finance, corporate governance

**Vineet Bhagwat**

Acting Assistant Professor of Finance

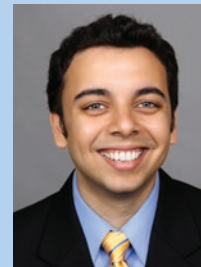
Degree: PhD, Northwestern University

Teaching Interests:

Corporate finance

Research Interests:

Venture capital, mergers and acquisitions, empirical corporate finance

**Zhi (Jay) Wang**

Assistant Professor of Finance

Degrees: PhD (finance), University of Michigan; PhD (economics), Iowa State University

Teaching and

Research Interests: Investments and corporate finance

**Reut Livne-Tarandach**

Acting Assistant Professor of Management

Degree: PhD Candidate, Boston College

Research Interests:

Processes of renewal within and of organizations in the contexts of higher education, health care, creative industries

Teaching Interests: Management

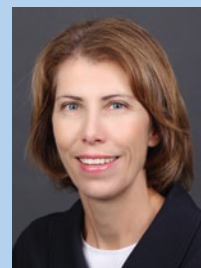
**Marie Mayes**

Instructor of Marketing (formerly adjunct)

Degree: MBA, Washington State University

Teaching Interests:

Business strategy, marketing, entrepreneurship



Meet Rebecca Monroe, New Assistant Dean, Oregon MBA

It's an exciting time for the Oregon MBA, and new Assistant Dean Rebecca Monroe is engaged and committed to propelling the master's program to new heights.

"The Oregon MBA is a relatively hidden gem located in the Pacific Northwest, and it's something people all over the country and the world can benefit from," said Monroe. "We've done a very good job building up the program over the years to deliver a cutting-edge educational experience. Now one of the main priorities is cultivating new awareness and increasing the international profile of the program."

Monro is particularly enthusiastic about advancing the Oregon MBA's reputation while maintaining a focus on innovation.

"We are always looking for ways to improve and seeking the best method to meet the current market needs," she said. "As the marketplace evolves, especially in this global environment, business schools have to evolve to meet those needs."

Like Lundquist College Dean Kees de Kluyver, Monro has prioritized making this already international program even more global. She recently returned from recruiting events in Tokyo, Taipei, Seoul, and Beijing where she met prospective students, visited with alumni, and spoke with companies interested in working with Oregon students.

Monro came to the Lundquist College in January from the University of Minnesota's Carlson School of Management, where, as the director of strategic initiatives, she was most recently charged with positioning its executive education program as the region's hub for thought leadership and professional skill development.

For Monro, the lines of communication are open. She said she would love to hear from those who have completed the Oregon MBA program, especially those ready to share their fresh ideas and insight.

You may reach Monro at rmonro@uoregon.edu.



The New Nyenrode Network

With alumni support and a big push by Dean Kees de Kluyver, the Netherlands business school exchange is back and better than ever.



10



Nearly sixty international students experienced a whirlwind week of learning at the University of Oregon as part of the reenergized UO-Nyenrode exchange program.

Born in the Netherlands and currently living in Germany, Nyenrode Executive MBA student Erwin Hilverda knew he would fulfill his late father's dream of returning to the United States—he just wasn't sure how.

The group purchasing manager at Vaillant Group, a heating, hot water, ventilation, and air conditioning innovator

based in Remscheid, Germany, truly came full circle last July when he completed the University of Oregon–Nyenrode Business Universiteit exchange program.

Hilverda was one of fifty-eight participants—twenty-seven executive MBAs and thirty-one international MBAs—in the inaugural group for the new program in July 2012.



Nyenrode International MBA students Sushil Vispute, Loreto Scaff, Brian Wire, and Ataul Oktem at a Eugene Emeralds game



It wasn't all fun and games. Students logged lots of classroom time.

Along with course work, participants had the option to take in a Eugene Emeralds baseball game or the Oregon Bach Festival, tour the world-class athletic facilities at Autzen Stadium and Matthew Knight Arena, dine on American fare, and feel the sand between their toes at the Oregon coast.

Executive MBAs were invited to the Oregon Executive MBA campus in Portland for additional instruction and networking.

Hilverda said his father came to the states back in 1950 but had to return to the Netherlands due to family obligations. So when the younger Hilverda heard about the program, he jumped at the chance to see Oregon, while getting world-class instruction at the Lundquist College of Business. As the UO-Nyenrode tour bus wound its way through forested hills beyond the city limits of Eugene en route to one of Oregon's premier wineries, King Estate, Hilverda reflected on his UO-Nyenrode experience.

"To me, it's a little emotional," he said. "I can see what he saw and feel what he felt." Hilverda's father passed away just weeks before his son left for the exchange.

"I'm enjoying the USA—being here at one of the well-known universities," he said. "Sustainability is a major topic at the moment, so it's very interesting. You have the experts right here. Assistant Professor of Management Andrew Nelson was great—very enthusiastic, dynamic, with lots of energy—and Associate Professor of Management Jennifer Howard-Grenville as well. I'm enjoying the interaction."

He said the topic of efficiency directly correlates to his work at Vaillant. "It really makes sense to connect," he said of his new international contacts.



Robert Deidun takes in King Estate Winery with Loreto Scaff. The group also got a look at the estate's four-acre solar array—which can power 100 homes.

Hilverda, who has two young daughters at home, said he would recommend the University of Oregon–Nyenrode exchange to other business students. “I will come back. I’m making connections. And my wife has USA fever.”

International MBA student Alfiya Urazaeva found the course work at the UO Lundquist College of Business both fascinating and applicable to her life and work back home in Russia—especially the information presented by Mike Russo, Charles H. Lundquist Professor of Sustainable Management.

“His class was very interesting—especially for international students,” she said. “He showed slides with maps showing air quality all over the world.”

Her praise for Lundquist College faculty members continued, “Andrew Nelson was very good. I think everyone thought that he had a very creative approach. He wanted to create awareness about chemicals for future leaders of the world.”

Experienced Alumni

To gain insight into the value of the program, one need only look to some of the first UO–Nyenrode participants and the important role the international exchange played in their lives.

Ward Beck, a Lane County-area broker, studied at Nyenrode in Amsterdam during the 1965–66 school year.

Beck said the UO had several individual study-abroad programs in the sixties, but he was intrigued most by Nyenrode due to the group setting. He recalled about twenty-two participants.

“They called us the guinea piggers,” Beck said of the rookie program.

He described his Nyenrode experience as “life-altering.”

“I grew up in Montana and Oregon,” he said. “The Nyenrode campus was very

“Sustainability is a major topic. You have the experts right here.”

cosmopolitan. I think I visited at least twenty countries. It broadened my scope from being a Northwest person to an international person.”

Beck has lived and worked in multiple locations overseas, totaling about five years abroad. He said he would not have taken on such ventures had it not been for Nyenrode.

The UO–Nyenrode exchange tapered off, then ended in the early 1980s. Though now relaunched as a program for executive MBAs, plans for the future include incorporating other business students.

“I was a strong supporter of reinstating the program with Nyenrode,” Beck said. “Dean Kees de Kluyver had been on the job about a week when I called and said, ‘you need to get Nyenrode going again.’”

Fortunately, the dean already had plans in the works to reenergize and restart the UO–Nyenrode exchange. The program holds a special place for de Kluyver. He met his wife while on exchange from the Netherlands and graduated from the University of Oregon in 1970.

Along with all the sharp business skills and global experience, Beck said he left the UO–Nyenrode program with friendships that have endured the subsequent five decades and, he hopes, beyond.

Martin Van Orsow, now of Redding, California, was one of those friends.

Van Orsow was part of the first group of Dutch students to come to Eugene for the exchange.

A Fulbright Scholar, Van Orsow had his choice of about a dozen U.S. universities. He chose the University of Oregon.

“My interest was in international marketing,” he said. “In the sixties, Oregon was exporting a lot of logging products, mostly to Asia. The UO had a good marketing program. It was better developed than what we had in Europe. Also, for me it was a real comfort having American friends who had studied in Amsterdam.”

“You need to get a world perspective in anything you do,” Van Orsow added. “It’s important. It makes the world a better place.”

While studying at the UO business college, Van Orsow was recruited by the international soap, detergent, and personal-care company Procter & Gamble, sending him on a career path that led him to New York, San Francisco, and cities in France.

When he turned fifty, Van Orsow said he started his own business, importing scientific microscopes from Switzerland and Germany and installing them all over the world. He is now retired.

Van Orsow had a long, successful, and varied career, but one thing never changed. “Whether in the United States or abroad, I used my University of Oregon business education in my work,” he said.

Dean de Kluyver is pleased to present the opportunity to gain skills that will last a lifetime to a whole new generation of students.

“It has been a thrill seeing the new exchange come together so seamlessly,” he said. “I am particularly indebted to Associate Professor Nagesh Murthy and Oregon Executive MBA staff members who did a fabulous job in putting the program together. We were able to achieve this dream only with the support of our wonderful donors and alumni, the insight of our faculty, and the exemplary relationship we cherish with Nyenrode Business Universiteit.”



Dean Kees de Kluyver with Kristen Kirkpatrick and Harry Berendsen, Lundquist College students who were heading to Nyenrode to study



Nyenrode students get a taste of America's pastime and cheer on the Eugene Emeralds baseball team.



Students take notes in Associate Professor Nagesh Murthy's session on operations and supply chain management.

PHILANTHROPY: An Oregon Export

An exclusive invitation to the Clinton Global Initiative University, an endorsement from Hong Kong movie star Daniel Wu, and it all started at the UO Lundquist College of Business.



Let there be no doubt. These students will change the world. And to some extent they already have.

Yiwen (Even) Yu, Yi Yang, Tian Xie, and Charlie Campbell, along with the other members of the Chinese Philanthropic Leadership Association (CPLA) at the University of Oregon Lundquist College of Business, are focused on a simple yet profound goal: change the definition of philanthropy and business in China.

“In China, it’s a messed up situation right now—everyone just wants money. So they study business to make money, but not make meaning. I want to make a meaningful life,” explained Xie, the association’s president. That’s a value and commitment Xie said his experiences at the Lundquist College helped cultivate.

“There is a feeling of community here. The teachers, the students, they want to

make a difference. It’s not just about money. It’s about having a passion and a rewarding career, investing in the right companies, giving back when you are successful. I saw that in Oregon, and it’s a value and commitment I want to export back to China.”

Yu agreed, saying many Chinese citizens associate the word philanthropy with inappropriate spending.

“If you really want to be a philanthropic leader you have to lead by example,” Xie added.

And lead they have.

In its first project, students coordinated the transfer of used printed materials from urban schools to rural schools with fewer resources in Hunan Province.

“They reallocated used textbooks from the city area to the rural area,” Xie said. “I liked the idea of recycling and passing on knowledge at the same time. So I joined this

organization last fall and have participated ever since. I found it’s very motivating—Chinese, American, and international students working together.”

Their work didn’t go unnoticed.

Last March, Xie joined with members Yu, Yang, Campbell, and Qian Ye, to attend the fifth annual Clinton Global Initiative University, an exclusive gathering in Washington, D.C., hosted by the former president aimed at innovative leaders looking to take on pressing global challenges.

Along with the staff of Clinton’s Global Initiative, Chinese super star and UO alumnus Daniel Wu ’97 also took note of the CPLA’s activities.

Above (left to right): CPLA members Yiwen (Even) Yu, Yi Yang, Tian Xie, Qian Ye, and Charlie Campbell attended the exclusive Clinton Global Initiative University in Washington, D.C., where they met the former president.

In April 2012, Wu endorsed the club, a major coup in Chinese culture.

CPLA's second major project involves teaching rural Chinese residents how to make water pasteurization indicators, simple devices that show users when ground water is safe to drink, without boiling.

The group isn't only interested in charity in China.

"We want to contribute to the community in the United States, too," said Yu, who serves as vice president of external affairs for CPLA.

Added Xie, "We're planning all kinds of volunteer work here next year: University Day, the Cinema Pacific film festival, and the spring ASUO Street Faire, as well as work for the animals at Greenhill Humane Society."

To raise funds for CPLA group activities, members put on several events, from hosting a few rounds of speed dating to a spring flea market.

Although the Chinese Philanthropic Leadership Association was founded by two Chinese students, it quickly grew to more than thirty international members. Interested students of all nationalities are encouraged to apply. There are no language requirements.

Founded in December 2010 at the UO Lundquist College of Business, the student group went to work immediately, conceiving, raising funds for, and facilitating several large- and small-scale projects aimed at helping underserved populations in China while promoting the message that philanthropy can be a positive force in China.

"We want to inspire others to share our values. So when they make money, or even become rich, they can give back to society."



Members Mengdi (Mandy) Li, Hailin Zhou, Yiwen (Even) Yu, and Yi Yang, take a break between classes in front of the Lillis Business Complex. Yang credits the CPLA with helping her find her voice both in and outside of class.

Xie's pride in the group's philanthropic accomplishments shows, but he is also quick to describe how the experience has made him a better businessperson, a more engaged university community member, and a strong leader.

"Sometimes, the impression an international student can give a United States student is quiet, shy, not outgoing," Xie said. "The truth is we are outgoing. Sometimes the language barrier is one part of it. The other part is how to adapt to the culture here. In joining CPLA, everyone in our membership can practice their public speaking skills and organizational skills—in other words, be able to communicate.

"A lot of the skills we learned in CPLA are transferable—to the workplace, in our college life, and the business school. If you look into our organizational structure, it's really like a small business."

"A well-run small business," added Campbell, CPLA vice president.

Yu said she has already applied some of what she learned in the club to her studies.

"I learned a lot of leadership when I took Business 352 Leadership and Communication," she said. "I noticed a lot of similarities between what we were learning and what we were doing in the club."

A friend asked Yang to join the CPLA; however, the decision to stay was all hers.

"I've learned a lot of things from doing this club," she said. "I get a lot of inspiration from members around me." Once shy in group settings, Yang is now the club's vice president for internal affairs.

Like so many UO Lundquist College of Business opportunities, the club is also fertile career-training ground, Xie added. "You can try something and if it doesn't work, you can say, 'Here is what I learned from this.'"

Yu agreed, adding "In the future, during an interview, when asked about yourself, you can talk about CPLA, about how you did something meaningful."

Looking to the future, Xie said one of his dreams as an entrepreneur would be to create programs for his employees to volunteer.

"CPLA has transformed me into a whole new person—a person with a mind for philanthropy," he said. "I want to be able to have this impact at an exponential rate, to spread the idea of giving back. We want to inspire others to share our values. So when they make money, or even become rich, they can give back to society, and be grateful."

Patently Brilliant

When the world needs an expert take on patent reform, it turns to UO Lundquist College of Business's Rosemarie Ziedonis, one of the most cited voices in the field.

The question of patents, whether it be validity, use, or even hoarding, is creating controversy in the technology world right now, and Rosemarie Ziedonis, UO Lundquist College of Business associate professor of management, is in the thick of it.

During the past year, mobile device makers Samsung Electronics Co. and Apple, Inc. have sued each other for perceived patent infringements in jurisdictions around the world—from Seoul to San Jose.

In August, a jury in San Jose found Samsung had indeed infringed—to the tune of more than \$1 billion—on five of the six Apple patents in question, including Apple's touch screen technology used in its iPhones and iPads, as well as Apple's recognizable “trade dress.” The unanimous jury scrapped Samsung's counter claims that Apple had used its wireless technology without proper compensation. In an earlier court battle in Samsung's home country of South Korea, a court ordered each company had infringed on the other and both Apple and Samsung were ordered to pay a small amount in damages.

“The smartphone battle raises questions on whether patents stimulate or stifle innovative activity in key sectors the economy,” says Ziedonis. “For technology producers and users alike, the financial consequences are large and worth fighting for.”

When the U.S. Federal Trade Commission (FTC), the Department of Justice, or the European Union needs expert analysis on the strategic value of patents, they come to Ziedonis.

Her main focus is the intersection of law and business strategy, Ziedonis said. In sum: how innovation policies affect the behavior of firms.

She briefed the FTC during its hearings on the Evolving IP Marketplace. She has also testified at patent reform hearings in front of the National Academies of Science, Federal Trade Commission, and the American Intellectual Property Law Association.

That's because Ziedonis is widely considered the source on comprehension and discernment in policy debates over patent reform.

Her article, *The Patent Paradox Revisited: An Empirical Study of Patenting in the U.S. Semiconductor Industry, 1979–95*, coauthored with Bronwyn H. Hall, is influential in both policy debates and academic literature, with more than 1,200 citations.

In it, Hall and Ziedonis examine patent patterns in the U.S. semiconductor industry. In the study, they note a sharp

increase in firms' patenting during the time studied, but, in an apparent paradox, they also find the industry doesn't seem to rely on patenting to protect its research and development investment as originally thought. Instead firms count on secrecy—a hallmark of innovators like Apple—and lead time to get a jump on the competition when bringing a product to market.

Ziedonis' 2004 paper, *Don't Fence Me In: Fragmented Markets for Technology and the Patent Acquisition Strategies of Firms*, is also widely cited on the subject. In it, she considers the incidence of patent portfolio building, or how firms accumulate patents to protect innovation investments and strengthen their negotiating positions with other patent owners.

One common misunderstanding is that patents create monopolies, Ziedonis said.

“What you have is a right to exclude others from making, using, selling, and importing that invention, which means that right is only valuable if you can credibly threaten to enforce it,” she said.

The late Steve Jobs famously said he would, “go thermonuclear” on Google's Android, which is similar in look and feel to his company's iPhone, spending his last breath and “every penny of Apple's \$40 billion in the bank to right this wrong.”

Although his company won its latest battle against Samsung, the rival's lawyers have vowed to appeal the ruling.

And Google, a Samsung partner, has kept Android on the market.

Ziedonis, like so many others, will be watching every step of the process unfold. But the Apple-Samsung battle is just one example of an interpretation of complex patent law at work.

In September 2012, Ziedonis traveled to Belgium to brief European Union officials on “patent thickets”—overlapping intellectual property rights that a company must wade through in order to make improvements and innovations.

And she isn't done yet. Ziedonis and Hall are at work on another paper suggesting that the risk for U.S. semiconductor firms of being sued for patent infringement has continued to climb despite their massive stockpiling of patents—aimed largely to reduce that risk.



The Quiet Powerhouse

Nagesh Murthy, associate professor of decision sciences and recipient of the 2012 Thomas C. Stewart Distinguished Professor award, consistently delivers on initiatives spanning experiential education, executive education, industry outreach, and large-scale funded research in collaboration with industry.

“This success is a result of a lot of key stakeholders—students, faculty and staff members, executives, alumni, friends of the UO, and administrators—who brought us the opportunities and put us in a position to perform,” Nagesh Murthy said in characteristic modesty during a midsummer chat in his fourth-floor office—his phone ringing and e-mail pinging in the background.

Along with teaching courses in supply chain management, new product development, and sustainable operations, among other topics, Associate Professor Murthy keeps busy organizing company-sponsored projects for his classes—more than 140 to date—and helping place students in summer internships all around the world. He was also a key faculty organizer in the UO-Nyenrode exchange relaunch (see page 10).

Ask around and you will quickly find that if you're a decision sciences student or an employer looking to improve operations by harnessing the student energy coming out of the UO Lundquist College of Business, you need to know Murthy.

“Nagesh has quickly become the face of the UO Lundquist College of Business to the Portland manufacturing cluster,” said Norm Eder, executive director of the Manufacturing 21 Coalition, a private-public partnership created to support and advocate for the Pacific Northwest's manufacturing economy. “He and his colleagues really stepped forward, along with the students, by tapping into the resources of the principal economic engine of the state to improve its business processes,” Eder explained, noting that Murthy's expertise in securing grant funding for research was invaluable to his organization.

“When it came time to put together a regional proposal to the federal government as a part of a national competition for

regions to come forward with ideas for creating jobs, Nagesh jumped in with both feet,” Eder added.

The result was the \$2.1 million Portland Regional Clean Tech Advance Initiative grant, one of just twenty grants given out by the Obama administration as part of the president's Jobs and Innovation Accelerator Challenge. Its aim is to enhance commercialization of new clean technology and innovations, connect existing businesses with new supply chains, and provide job training.

“Without Nagesh, we wouldn't have been nearly as competitive in the grant process,” said Eder.

Successful Students

Students, like industry leaders, also speak highly of Murthy's ability to bring true-to-life business challenges to the classroom.

PhD candidate Sara Bahnson said working with Murthy solidified for her the importance of being meticulous and passionate.

“When the opportunity to work with Nagesh came along, I seized it,” she said. “Along with my faculty advisor team from the marketing department, assistant professors Lan Jiang and Jun Ye, Nagesh encouraged me to think about our experimental approach and provided new insights with the goal of rigor always in mind. Having Nagesh's support through the grant funding also allowed me to expand beyond traditional approaches to collecting data.”

That ambitious and rigorous approach was just what was needed when Rick Parker, then overseeing education and training at window and door manufacturer JELD-WEN, enlisted the help of many of Murthy's students.

In the span of several years in the late 2000s, Lundquist College groups unpacked topics such as inventory management, warehouse flow and organization, continuous improvement and lean concepts, and waste reduction.

“There was a really good, talented team of students that basically took on projects working with internal processes



From wind-energy projects to collaborations with Oregon companies and facilitating student internships in Asia, Nagesh Murthy is at the center of many college activities.

and systems,” Parker recalled. “They went through data and records, trying to understand the history of the different stock items and components. The collaboration involved was tremendous. Those were meaningful discussions. Students asked, ‘Why are you doing this?’ It made our team stop and think, ‘because it's the way we've always been doing it.’ That was significant.”

Parker also noted how the experience exposed the company to the great talent coming out of the Lundquist College of Business, raising the bar in terms of the skill set they were looking for from new hires—a skill set that Murthy is so adept at bringing out in students.

And Ty Kouri '12, now an information technology intern at Columbia Distributing, can attest to that. He found himself applying insights gained in Murthy's courses immediately upon graduation.

“I didn't even get through the first day at my job before drawing from lessons learned while working with Nagesh on a bulk handling systems project,” he said. “It was truly one of the best, if not the best, experiences of my entire four years at the Lundquist College. I feel like I have a solid foundation to continue learning, and a better understanding of where and how to improve as I begin my career.”

INTRODUCING THE BUSINESS

The Lundquist College of Business is pleased to announce the **Business Innovation Institute**, a new supportive framework for the **Center for Sustainable Business Practices** and the **Lundquist Center for Entrepreneurship**. Both centers will remain distinct, while leveraging resources and opportunities under the Business Innovation Institute mantle. For more on the Business Innovation Institute, see page 4.

CENTER FOR SUSTAINABLE BUSINESS PRACTICES



In mid-September, the Lundquist College welcomed **Laura Strohm** as the

new program manager for the Center for Sustainable Business Practices. She comes to us from Monterey, California, where she was owner and principal of Strohm Sustainability Consulting. Along with consulting, Strohm also served as executive director at The Sustainability Academy, a nonprofit organization based in Monterey that teaches sustainable business practices, green building, and other integrated systems. She has previously held faculty positions at Indiana University and the Monterey Institute of International Studies, earning awards for teaching excellence at both institutions.

Net Impact is a worldwide organization of students and professionals interested in using business to create social and environmental good. The Center for Sustainable Business Practices was the lead University of Oregon sponsor for the organization's **2011 Net Impact Conference**, which took place in Portland, Oregon, last fall, with more than 2,500 attendees from some 120 schools and businesses. The center hosted a well-attended reception at the event, and more than fifty Oregon MBA students had the chance to network and take in speakers and panelists covering such topics as energy and clean technology, international development, and social innovation. At the conference, Net Impact recognized the UO chapter of the organization with gold status, and awarded Katie Brennan, MBA '12, and UO chapter president Cassidy Williams, MBA '12, with Net Impact's 2011 Force For Change Awards.



A team of students from the Center for Sustainable Business Practices was one of 300 chosen from more than 4,000 applicants to compete in this year's **Hult Global Case Challenge**, a forum in which students from all over the world tackle issues related to global poverty by finding ways to do business that make the world a better place. For the Hult Challenge, MBA students Paul Chun, Shannon Oliver, Grace Chang, Jessica Zutz, and Andrew White designed a solution that would increase access to inexpensive solar power for East African communities.



Over the course of three days in April, seventeen Oregon MBA students from the Center for Sustainable Business Practices met with executives from **Safeco Field, Microsoft, Alaska Airlines, Costco, REI, and Starbucks** in Seattle, Washington. The study tour proved fruitful as students gleaned insights into the innovations major corporations bring to sustainable business challenges. For instance, MBA student Andrew White noted that Safeco Field completely removed all trash barrels from the stadium and replaced them with recycling containers and compost bins. It was a bold move that illustrated to students how seriously businesses approach sustainability today.

Oregon MBA students from the Center for Sustainable Business Practices teamed up with those in the Warsaw Sports Marketing Center to lead **A Step in the Right Direction**, a UO initiative that collected 1,409 pairs of athletic shoes in early 2012 to give to the Nike Reuse-A-Shoe program and Hope 4 Hoopers. Some 819 pairs of shoes were recycled into sports and playground surfaces. The remaining 550 pairs were still usable and were distributed to needy children.

INNOVATION INSTITUTE

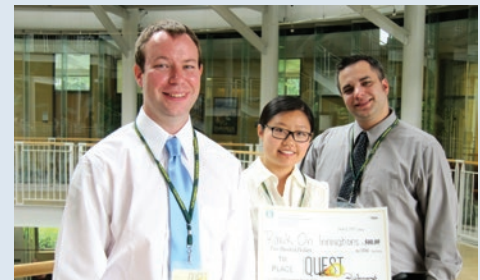
In August, the Lundquist College of Business welcomed **John Hull** as the new managing director of the Business Innovation Institute. Hull comes to us from Nike, Inc., where he served as the first partner at its Sustainable Business and Innovation Lab, a newly created entity reimagining corporate responsibility, lean manufacturing, energy, and compliance teams into a single, forward-looking model. Hull brings with him ten years of experience in venture capital as well as a multiyear post directing a \$500 million corporate strategic equity fund for Intel.



LUNDQUIST CENTER FOR ENTREPRENEURSHIP



The Lundquist college is proud to welcome back one of our own with **Nathan Lillegard**, MBA '06, as program manager for the Lundquist Center for Entrepreneurship. After graduating from the program he is now managing, Lillegard cofounded FloraGenex, a research services organization focused on genomics in all plant and animal species. FloraGenex got its start with the UO Technology Entrepreneurship Program and continued along the Venture Launch Pathway to its current place as the world leader in RADseq (Restriction site Associated DNA sequencing) technology.



Rawk On Innovations team members Clancy Pogue, Han Cao, Donavan Davis, Patrick Christi (not pictured), and Kyle Morgan (not pictured) floored the judges with their SheetRawker, a tool that lightens the load for drywall installers, blasting to first place at the undergraduate **Venture Quest** investment competition held in June. Back in December, the top spot at the graduate-level Venture Quest event went to MBA students James Collins, Peter Philbrick, Dan Richmond, and Bryan Schoen, whose Hawk Mobility Systems provides an innovative solution for moving patients. Along with cash prizes, for many budding entrepreneurs, a Venture Quest victory can lead to measurable, real-world success.



In March, second-year MBA students Jeff Matthews, Jake Heckathorn, and Brian Oehler—now MBA alumni—traveled across the world to Thailand and straight to **first place at the mai Bangkok Business Challenge**, winning \$12,000 in cash and admittance to the Bangkok executive entrepreneurs training center (a \$14,000 value). The trio had launched technology startup Corrosion Solutions as part of the Lundquist Center for Entrepreneurship's Venture Launch Pathway. Corrosion Solutions offers an innovative surface treatment that allows lower-grade stainless steel to resist corrosion as effectively as higher-grade stainless steel in high-temperature environments.



The center's world-renowned **New Venture Championship (NVC)** investment competition drew sixteen teams from top universities in Thailand, China, and the United States. The event took place April 5–7 in Portland, Oregon. Teams vied for more than \$60,000 in prizes and a chance to pose for photos next to the Reinmuth Cup. The coveted cup, named for former dean and development director Jim Reinmuth, made its debut at this competition. The UO team representing Corrosion Solutions won a lightning round prize. Experience this year's NVC in a video at uolcb.co/nvc2012 and see a complete list of winners at nvc.uoregon.edu/2012-winners.

The Lundquist College continues to deliver on its commitment to bringing business leaders and students together with **Entrepreneurs on Campus**. “We actually get to see what we’ve learned in the classroom being applied in the real world,” said Niloo Mirani, describing how she and her fellow MBA candidates benefited from their time with **Rick Miller**, the founder and chairman of the Avamere Family of Companies, one of the Pacific Northwest’s largest senior care and housing providers. (For more on Miller, see page 20.)

FINANCE AND SECURITIES ANALYSIS CENTER

Every year, the Lundquist College's Finance and Securities Analysis Center hosts esteemed **guest speakers** from around the world, and 2011–12 was no different.

- Mezzanine loans, risks and losses on commercial real estate restructurings, and disposition strategies were some of the topics tackled by **Mark Myers**, MBA '79, a nearly thirty-year veteran banker at Wells Fargo in San Francisco.
- **Carl Burgdorfer**, a managing director and senior portfolio manager at US Bank, and **Piman Limpaphayom**, associate professor of finance at Portland State University (and university liaison for the Portland chapter of the Chartered Financial Analyst [CFA] Institute), expanded on the importance of the CFA certification.
- **Jon Finney**, senior research analyst and partner at CTC Consulting in Portland, offered his take on hedge funds, private equity, real estate, and other alternative investments.
- **Sarah Cleveland**, founder of Sarah Cleveland Consulting, and **Lauryn Agnew**, Seal Cove Financial, provided insights on sustainable investment consulting.
- **Kenneth Fahrman**, chief risk officer at Emerging Sovereign Group, brought to his talk fifteen years of financial markets experience serving as the head trader for emerging market trading desks at Morgan Stanley and Goldman Sachs.
- **Nils Hakansson**, professor emeritus at the University of California at Berkeley, wrapped up the speaker series with a discussion of the more than \$8 trillion Social Security investment shortfall.



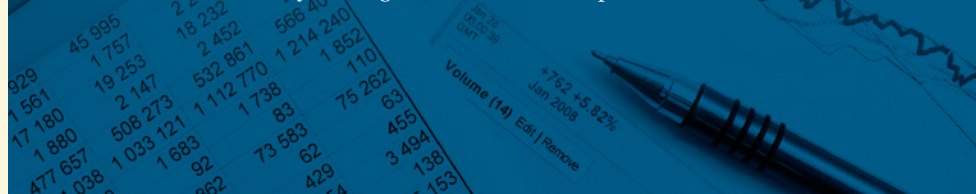
Finance and Securities Analysis Center MBA students Lindsay Ramirez, Hanchiao “Mavis” Yu, Marci McCall, Sarah Spring, and Mohammad Alkhamis (not pictured) took on a complicated case mirroring AT&T’s failed takeover of T-Mobile at the **Hewlett-Packard Case Competition**—and won the day. For winning, each student received a brand-new HP printer and the esteem of their peers. Larry Dann, professor emeritus of finance, said this year’s case was particularly challenging because it required multiple approaches. “Students had to estimate risks, determine an appropriate discount rate for future cash flows, and estimate the value of potential synergies between the acquirer and the target companies,” he explained. It was the fifteenth year Hewlett-Packard partnered with the college’s finance faculty

to develop a case and judge the competition. Many thanks to Hewlett-Packard’s Susan Richmond, MBA ’96, and Michael McShane, MBA ’03, for their participation this year.

The center recently inked an exciting new partnership with the **Oregon Bankers Association (OBA)**. The center is working with OBA to expand curriculum offerings at the Lundquist College around commercial banking. With more than fifty member organizations, the Oregon Bankers Association is a tremendous resource for internships, career opportunities, guest speakers, and instructors. The college will also team with OBA to offer seminars on commercial banking basics to Oregon’s newly elected state legislators. OBA is supporting the curriculum enhancement through a gold-level Century Club membership. **The Century Club** is a new exclusive benefit society at the Lundquist College of Business for corporate donors. To find out more, visit uolcb.co/centuryclub or call 541-346-3370.



The Finance and Securities Analysis Center is now operating under a new management structure to cultivate the strong connection between the accounting and finance components at the core of the center’s mission. **Michele Henney**, senior instructor of accounting, is now program manager for the center, following the departure of former managing director Jeff DeBoer. Henney will be responsible for daily center operations, especially student recruiting, advising, and placement. In addition, **John Chalmers**, associate professor of finance, will continue as academic director of the center, but with expanded duties. Beyond responsibility for curriculum and oversight of the MBA student-managed Emerging Markets Equity Portfolio fund, Chalmers will now oversee the Chartered Financial Analyst certification program and the MBA New York trip. He will also work jointly with Henney on the center’s speaker series and donor relations. **Ro Gutierrez**, associate professor of finance, will serve as faculty advisor for the center’s University of Oregon Investment Group.



WARSAW SPORTS MARKETING CENTER



Four **Warsaw Sports Business Club** members zoomed to success on the club's first-ever entry in the NASCAR Kinetics: Marketing in Motion case competition. Team members Everett Gallaway, Alex Dubov, Kane Bickford, and Tyler Elliott created strategies for the real-world challenges that companies like NASCAR, Fathead, Camping World, and M&M's currently face. The team took first place in the first lap for the case study of Fathead, a wall decal maker, and again took first in the second lap for their ideas to increase the value of outdoor retailer Camping World's sponsorship for the NASCAR Truck Series. In part three of the challenge, the team hosted a viewing party for Kansas City Speedway's STP 400 race, taking third place.

MBA students affiliated with the Warsaw Center had the opportunity to visit the San Francisco Bay Area to gain an insider's look at **EA Sports, VISA, The San Jose Sharks-Sharks Sports and Entertainment, PAC-12 Conference, and Marmot clothing and equipment**. They also spent three days in New York City, meeting with high-level executives and the center's alumni at **ESPN, IMG, and Bloomberg Sports**. And, during the September 2012 Engaging Asia study tour, MBA students visited with firms in Singapore and Shanghai.

New Conference: Focus on Sponsorship

In June, the Warsaw Sports Marketing Center hosted its new **two-day research conference**, "Focus on Sponsorship," at the UO in Portland's White Stag Block. The event was organized by T. Bettina Cornwell, the Edwin E. and June Woldt Cone Professor of Marketing, and featured forty-six academics and industry experts from Europe, North America, Australia, and Singapore, among other locations. Attendees took part in nineteen sessions as well as a gala group dinner and a tour of Nike, Inc. headquarters at Beaverton, Oregon. The next conference in the biennial series is scheduled for June 2014.

Timed to coincide with the London 2012 Summer Olympic games, marketing instructor **John Davis** came out earlier this year with a second edition of his book, **The Olympic Games Effect: How Sports**



Marketing Builds Strong Brands. The new edition was updated with facts, figures, and observations drawn from games held since the volume's first edition in 2008. The book was mentioned in a *New York Times* article about Olympic sponsor P&G and a *Los Angeles Times* article about Olympic history. *Expert Marketeer* selected it as one of the best marketing books of 2012. Davis was also interviewed on Bloomberg Radio, American Public Media (broadcast on NPR), BFM Radio Malaysia, and Global Sports Jobs.

Paul Swangard, the Voice of Hayward Field, was on the air and in print—a lot. Along with serving as one of the lead announcers during the U.S. Olympic Team Trials—Track and Field in Eugene, it was difficult to pick up a magazine or peruse an article online during the summer 2012 Olympics without seeing insights from the managing director of the Warsaw Center. Publications including the *New York Times*, *Los Angeles Times*, and *Time* sought Swangard's sagacity.

Warsaw Sports Business Club, along with nearly 100 students and **Nike N7**, which aims to bring sports to Native American and Aboriginal communities, came together last May for a NAYA (Native American Youth and Family Center) field day. Students could play traditional Native American games shinny and hot rocks, as well as football, basketball, lacrosse, and golf. Anthony Newman '88, former NFL defensive back and current Oregon Sports Network commentator, offered tips and lessons in teamwork.



Committed to Excellence

When Rick Miller decided to personally reengage with students as well as staff and faculty members at the Lundquist College of Business last year, it reinforced for him the essential role the UO business school played in his life.

Rick Miller '87, the founder and chairman of Avamere Health Services, Inc., describes his professional life as an unending charge toward excellence.

"If you celebrate success too long, or too often, you lose your edge and usually lose to competitors that are focused on being better," he said. "But if you are always on the path to success, never reaching the end, your drive for excellence doesn't falter."

For Miller, life's path took a sharp turn at a young age when he received devastating news. During his first term as a freshman at the University of Oregon, he was diagnosed with a large pituitary tumor, located under the frontal lobes of his brain. He underwent surgery, radiation therapy, and drug treatments for the next year, but returned to the UO in the fall.

"I buried myself in school and did well in business classes," he said. "I toyed with the idea of being a doctor but always felt pulled toward business. I met a lot of great people at Oregon, both students and professors. Ultimately, my experiences with hospitals and doctors led me to the healthcare profession. I cannot imagine doing anything else in life."

His business path has been one of constant evolution, Miller explained.

"When I started the business, I sold everything I had including my house and car, moved back in with my mom, and used all I had, \$23,000, to get started," he said. Miller bought a single nursing home and revitalized it top to bottom.

The improvements proved life changing for both residents and employees. Miller decided to take on the colossal challenge of improving the senior care system, creating communities where residents enjoy independent living and the appropriate level of care, all while receiving the best

in innovative health services through mobile health technology.

Now, eighteen years later, Avamere has evolved into a company counting some 5,000 employees serving more than 10,000 seniors every day. The focus is on keeping seniors healthy, independent, and out of nursing homes and hospitals.

In tandem with constantly moving forward, Miller realized this phase of his career would also include looking back and giving to the place where it all began.

"It was easy to identify the University of Oregon as one of the most influential institutions in my life," he said. "I think it is important, in fact our obligation, to give back to our school. If not us, then who? It is a great investment with returns that will last generations. I hope to be able to give much more and make a real impact on the lives of Oregon students, our great professors, and to help Dean Kees de Kluyver and the Lundquist College of Business achieve its long-term vision of being among the nation's most distinguished business schools."

While much has changed since Miller was an undergraduate at the business school, some of the best elements, like the world-class faculty, remain intact.

"I cannot say or give enough to the professors who gave me the fundamentals to start and grow my businesses," he said.

Small business management and human resources management were favorite courses for Miller.

"I cannot say or give enough to the professors who gave me the fundamentals to start and grow my businesses."

"Both instructors taught part-time while holding full-time jobs in the areas they were teaching," he said. "They gave me B's, when I thought I deserved A's, but their letters of recommendation were instrumental in helping me get my first job after graduation. They probably never realized what a difference they made in my life."

Miller enjoyed the blend of academic rigor and real-world experience so much that when Dean de Kluyver proposed the creation a "professor of practice," wherein a seasoned professional brings expertise to the university via a three-year, nontenured professorship, Miller invested \$1 million.

"I think everyone will be delighted with the types of people that are going to be on campus as professors of practice over the next couple of years," he said.

And companies will continue to be delighted with the skills and insights Lundquist College of Business graduates have to offer employers.

"I spent a little time with some of the students a couple months ago and was impressed with their maturity, intelligence, and eagerness to learn in class and from interested business leaders," Miller explained.

Another high point for Miller was his session with the college's Entrepreneur Club.

On top of all his other contributions, Miller also joined the college's Board of Advisors this year.

"Our brand will be as clear as the Nike swoosh and the power of that brand will be well-known," he said of the board's ambitions. "The Lundquist College of Business will be a leader among business schools across America, if not the world."

While balancing the needs of raising a family, leading a thriving company, and cofounding a private equity firm (Rogue Venture Partners), Miller has made it a priority to give back.

"Oregon is a big part of who I am today and I will be forever grateful to the university and the professors who taught me so much about life and business. I am enjoying the process of starting to give back with time and money."

The UO Lundquist College of Business is proud of Rick Miller and his accomplishments and grateful he is giving back and helping us on our own path to continued excellence.

For the full transcript of our insightful interview with Rick Miller, visit uolcb.co/miller.

Excellence and Insight

The pioneering research coming out of the Lundquist College of Business continues to garner national and international attention. Whether it's consumer behavior, debt financing, or innovation and organizational change, the world looks to the University of Oregon for informed perspectives. The following are some recent noteworthy faculty activities and accomplishments.

John Chalmers, associate professor of finance, received press coverage by *US News and World Report* and *Forbes* on his paper, "What is the Impact of Financial Advisors on Retirement Portfolio Choices and Outcomes?"

Professor emeritus **Paul Frishkoff** was awarded the Advanced Certificate in Family Business Advising by the Family Firm Institute, an international professional organization for family business advisors.



Michele Henney, program manager for the Finance and Securities Analysis Center and senior instructor of accounting, is the current chair-elect for the Oregon Society of Certified Public Accountants' board of directors. She also spoke at the annual Accounting and Auditing Update conference.

Jennifer Howard-Grenville, associate professor of management, received the James E. Reinmuth MBA Teaching Excellence Award in June 2012. She was also awarded a \$CDN 199,800 (about \$201,000) Partnership Development Grant by the Social Sciences and Humanities Research Council for a three-year study in conjunction with Tima Bansal from the Western University of Canada and Stephanie Bertels from the University of Michigan.

Drummond Kahn, adjunct instructor of accounting, took office in May 2012 as president of the Association of Local

Government Auditors, a professional association of more than 300 local government auditing organizations including cities, counties, and special districts. Kahn also continued his service as a member of the U.S. Comptroller General's Advisory Council on Government Auditing Standards and on the Governmental Accounting Standards Board's Task Force on Economic Condition Reporting.

Assistant professor of finance **Stephen McKeon**'s paper, "CEO Personal Risk-Taking and Corporate Policies," was cited in *MarketWatch*, *Bloomberg*, *Maclean's*, and two *Wall Street Journal* articles.

Alan Meyer, professor emeritus of management, is a principal investigator on a \$5,000 grant awarded by National Collegiate Inventors and Innovators Alliance to investigate the feasibility of launching a student-developed biotechnology startup that removes contaminants from wastewater. He also coorganized and facilitated two workshops in Ghana and Rwanda training

young management researchers from across Africa.

Andrew Nelson, assistant professor of management, was named the Lundquist College's Bramsen Faculty Fellow in innovation, entrepreneurship, and sustainability.

Andrew Nelson, Jennifer Howard-Grenville, and **Andrew Earle** coauthored "Obliteration, Symbolic Adoption, and Other Finicky Challenges in Measuring Innovation Diffusion," which has been selected for publication in the Academy of Management annual meeting proceedings program as a best paper for 2012.



Anne Parmigiani, associate professor of management, received the Outstanding Reviewer award from the *Strategic Management Journal* in October 2011. Parmigiani was also elected to the BPS Executive Committee for the Academy of Management in June 2012.

Phillip Romero, professor of business, has made more than two dozen radio appearances to promote his latest book, *Your Macroeconomic Edge: Investing Strategies for Executives in the Post-recession World*. His appearances include *Winning at Life with Gregory Ricks* in New

UO Papers Among Top Twenty Articles of Past Two Decades

Sport Marketing Quarterly (SMQ) recognized **Dennis Howard**, Philip H. Knight Professor of Business, and **Robert Madrigal**, associate professor of marketing, in November 2011 for their paper, "Using the Psychological Commitment to Team (PCT) Scale to Segment Sport Consumers Based on Loyalty," which was published in 2000, as one of its Top Twenty articles published in the journal during the past twenty years.

SMQ also named "Good Morning, Vietnam: An Ethical Analysis of Nike Activities in Southeast Asia" to its Top Twenty list. Coauthored by Lundquist College of Business faculty members **Dave Boush**, **Lynn Kahle**, and **Mark Phelps**, the paper uses a 1998 visit to Vietnam to explore the complexities of Nike's relationship with Vietnamese factory workers and subcontractors. It was originally published in 2000.

Additionally, a third article on this distinguished list is coauthored by Mark Pritchard '87, MS '89, PhD '91 (all in Human Development and Performance) who earned his bachelor's, master's, and doctoral degrees at the University of Oregon and is Howard's former advisee.

Orleans, Louisiana; the *Phil Cioppia Show* in Greenwich, Connecticut; and the *Mark Montgomery Show* and the *Capitol Hour with Eric Hogue* in Sacramento, California.



Michael V. Russo, Lundquist Professor of Sustainable Management, won the Outstanding Editorial Board Member award from the *Strategic Management Journal*. He was an invited attendee at a University of Western Ontario conference on "Theorizing Organizational Responses to Systematic Problems."

Arvids Ziedonis, assistant professor of management, has been elected as the division chair for the Technology and Innovation Management Division in the Academy of Management. Ziedonis' paper, "Materials Transfer Agreements (MTAs), Licenses, and the Flow of Scientific Knowledge: A Preliminary Assessment," coauthored with Neil C. Thompson and



Mitchell Retires

In December 2011, **Wendy Mitchell** retired with twenty-five years of service to the Lundquist College of Business. After earning her MBA here in 1985, Mitchell returned to teach the BA 101 course in 1986 and went on to fill a wide range of leadership positions throughout the college, most recently as the assistant dean for undergraduate programs. We certainly miss Mitchell, but hope she is enjoying a bit of what she had planned for her retirement: skiing, backpacking, golfing, hiking, traveling, learning French, and playing the piano.

David C. Mowery of the University of California at Berkeley, has been selected for publication in the Academy of Management annual meeting proceedings program as a best paper for 2012.

RESEARCH

Boush, David M., and G. Xie. "Where to Draw the Line? Managerial Implications of Behavioral Research on Deceptive Advertising," *Cracking the Code: Leveraging Consumer Psychology to Drive Profitability*, edited by S. S. Posavac. New York: M.E. Sharpe (2012).

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Howard-Grenville, Jennifer, and R. Paquin. "The Evolution of Facilitated Industrial Symbiosis," *Journal of Industrial Ecology* 16 (2012).

Howard-Grenville, Jennifer, K. Aten, and M. J. Ventresca. "Organizational Culture and Institutional Theory: A Conversation at the Border," *Journal of Management Inquiry* 21 (2012).



Deb Bauer New Honors Director

She worked in commercial finance, earned her master's degree in finance, taught the subject, and led the Women in Business group since the summer of 2007—helping the club to grow dramatically and increasing attendance at its gala by no less than fifty percent.

Now **Deb Bauer**, MS '01, is taking over leadership of the UO Lundquist College of Business Honors Program, and she is thrilled with the opportunity.

"We already have a great program with a great curriculum in place," she said. "The cohort model, where the honors students take the core classes together, provides our students with the support and challenge they need in the classroom to excel. What I would like to do is help students leverage additional learning opportunities outside of the classroom to enhance their skill sets."

Ron Bramhall's directorship of the Honors Program concluded in June, and he continues at the Lundquist College as senior instructor of management.

Many in the college know Bauer for her work with the hugely successful Women in Business Club.

She will not formally continue as advisor.

"One of the most rewarding parts of being advisor is guiding the new executives each year and watching them grow into confident leaders and a highly functional and effective team," she said.

In her new role, Bauer looks forward to helping foster those connections for honors students, while bringing alumni face-to-face with some of the Lundquist College's brightest student stars.

"Honors students should be the leaders in the business school and I want to be sure each of them is taking advantage of the opportunities here."

FACULTY FOCUS



Kahle, Lynn R., and P. Valette-Florence. *Marketplace Lifestyles in an Age of Social Media: Theory and Methods*. Armonk, New York: M.E. Sharpe (2012).

Kahle, Lynn R., L. Zhi, S. M. Lee, and S. Lee. "Football Fans' Contrasting Motivations: China, S. Korea, and the USA," *Asia Pacific Journal of Innovation and Entrepreneurship* 6 (2012).

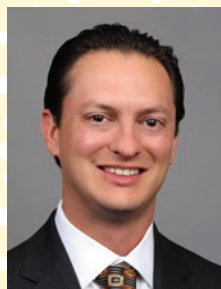
Kahle, Lynn R., Y. Matsuura, and J. Stinson. "Personality and Personal Values in Travel Destination Preference," *Personal Values and Strategic Marketing*, edited by J. F. B. Lengler and C. A. M. Mello. Santa Cruz do Sul, Brazil: EDUNISC (2012).

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McKeon, Stephen B., and D. J. Denis. "Debt Financing and Financial Flexibility: Evidence from Pro-active Leverage Increases," *Review of Financial Studies* 25 (2012).



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Nelson, Andrew. "Putting University Research in Context: Assessing Alternative Measures of Production and Diffusion at Stanford," *Research Policy* 41 (2012).

Romero, Philip J. *Your Macroeconomic Edge: Investing Strategies for Executives in the Post-Recession World*. New York: Business Expert (2012).

Russo, Michael V., and A. Minto. "Competitive Strategy and the Environment: A Field of Inquiry Emerges," *The Oxford Handbook of Business and the Environment*, edited by T. Bansal and A. Hoffman. Oxford, United Kingdom: Oxford University Press (2012).

Starbuck, William H., and A. Schwab. "Using Baseline Models to Improve Theories about Emerging Markets," edited by C. Wang, D. Bergh, and D. Ketchen. *Research Methodology in Strategy and Management*, Vol. 7. Bingley, United Kingdom: Emerald (2012).

Yang, Zhibin, G. Aydin, V. Babich, and D. R. Beil. "Using a Dual-Sourcing Option in the Presence of Asymmetric Information about Supplier Reliability: Competition vs. Diversification," *Manufacturing and Service Operations Management* 14 (2011).

PRESENTATIONS

John Chalmers presented "What is the Impact of Financial Advisors on Retirement Portfolio Choices and Outcomes?" at the Hong Kong University of Science and Technology in Kowloon, Hong Kong, China, July 2012.

T. Bettina Cornwell presented "Sponsorship-Linked Marketing: Reconsidering Sponsorship Effects in an Evolving Sponsorship Landscape" at the International Research Days on Marketing Communication in Nancy, France, March 2012; and "Sponsorship-linked Marketing: What Worked Before, May No Longer" at the American Academy of Advertising Special Topic Session in Myrtle Beach, South Carolina, March 2012.

Jennifer Howard-Grenville presented "On the Right Side of History: Constructing an Identity for Scientific Countermovement" at the Ivey Sustainability Conference: Theorizing Organizational Response to Systemic Problems in London, Ontario, Canada, March 2012; Simon Fraser University in Vancouver, British Columbia, Canada, May 2012; and Green Chemistry and Engineering Conference in Washington, D.C., June 2012.

Diane Del Guercio presented "Do the Interests of Public Pension Fund and Labor Union Activists Align with Other Shareholders? Evidence from the Market for Directors" at the Hong Kong University of Science and Technology in Kowloon, Hong Kong, China, and at the Singapore Management University, National



Groundbreaking

In January, **Tayah Butler** (pictured center, above), academic advisor of undergraduate programs, was one of five UO employees honored with the 2012 Dr. Martin Luther King Jr. Award by the Office of Institutional Equity and Diversity at the University of Oregon.

Butler received campuswide recognition for her groundbreaking work promoting diversity, including the Building Business Leaders project, a cohort-based program designed to attract and retain students from underrepresented minority groups. The project prepares students to compete for full-major status in their junior year, and it boasts a striking success rate, with an original cohort retention rate of 75 percent. Butler also helped orchestrate the successful Diversity in the Workplace Symposium in March (see page 6).

University of Singapore, and Nanyang Technological University in Singapore, Republic of Singapore, November 2011.

Ro Gutierrez presented “The Aggregate Information in Unexpected Media Coverage of Firms’ Earnings” at the University of Melbourne in Melbourne, Victoria, Australia; University of Queensland in Brisbane, Queensland, Australia; and at the University of New South Wales, University of Sydney, and University of Technology Sydney in Sydney, New South Wales, Australia, spring 2012.

Lynn R. Kahle presented “The Pursuit of Happiness” at the Institute of Cognitive and Decision Sciences in Eugene, Oregon, February 2012; “Old School Values in Men’s Collegiate Basketball: Exploring Relationships with Fan Identification and Sponsor Recognition” at the Research Conference in Sports Marketing: Focus on Sponsorship in Portland, Oregon, June 2012; “Recent Research on the List of Values” at the Auckland University of Technology in Auckland, New Zealand, June 2012;

“Old School Values in Sport: Exploring Relationships to Fan Identification, Sponsor Recognition, and Sponsor Perceptions” at the Conference on Sport and Society in Cambridge, United Kingdom, July 2012; and “Manager-Initiated Versus Investor-Initiated Equity Issuances” at the Pacific Northwest Finance Conference in Seattle, Washington, November 2011.

Stephen McKeon presented “CEO Personal Risk-Taking and Corporate Policies” at the Northern Finance Association in Vancouver, British Columbia, Canada, September 2011; University of Miami Behavioral Finance Conference in Miami, Florida, December 2011; and UniSA Behavioral Finance and Capital Markets Conference in Adelaide, Australia, July 2012.

Alan Meyer presented “Organizational Resilience in a Collapsing Environment” at the West Coast Research Symposium in Seattle, Washington, September 2011; and “Channeling Charles Darwin in Palm Springs” at Boston University in Boston, Massachusetts, March 2012.

Andrew Nelson presented “Obliteration, Symbolic Adoption, and Other Finicky Challenges in Tracking Innovation Diffusion” at the West Coast Research Symposium on Technology Entrepreneurship at the University of Southern California in Los Angeles, California, September 2011.

Anne Parmigiani presented “Sourcing for the Base of the Pyramid: Creating Supply Chains for Subsistence Markets” and “Vertical Integration and Network Design Failure: Examining Organizing in Temporary Project Networks” at the Strategic Management Society Conference in Miami, Florida, November 2011.



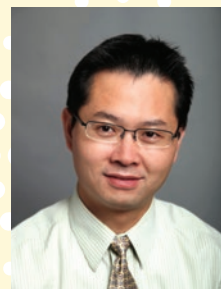
Nevina Petkova presented “International Joint Ventures Transformed: Foreign Buyouts, Firm Performance, and Management Turnover” at the Canadian Economics Association Meetings in Calgary, Canada, June 2012; and “The Real Effects of Foreign Investment: Productivity and Growth” at the Summer Research Conference at the Indian School of Business Center for Analytical Finance in Hyderabad, India, July 2012.

Michael V. Russo presented “Institutional Logics and Regional Cluster Emergence: Evidence from the Wind and Solar Energy Industries” at George Washington University in Washington, D.C., October 2011, and at the University of North Carolina in Chapel Hill, North Carolina, March 2012.



William H. Starbuck presented “European and North American Origins of Competitive Advantage” at the University of Canterbury in Christchurch, New Zealand, spring 2012; and “Cognitive Reactions to Rare Events: Perceptions, Uncertainty, and Learning” at the University of Queensland in Brisbane, Australia, April 2012.

Hai Tran presented “Institutional Investors and Social Responsibility Shareholder Proposals” at the University of Oregon in Eugene, Oregon, February 2012.



Zhibin (Ben) Yang presented “Subcontracting with Transactional and Contractual Customers” at the Institute for Operations Research and the Management Sciences annual meeting in Charlotte, North Carolina, November 2011, and at the Production and Operation Management Society (POMS) annual meeting in Chicago, Illinois, April 2012; “Competition for Market and Supply under Asymmetric Information” at the POMS annual meeting in Chicago, Illinois, April 2012; and “Timing and Signaling Considerations for Recovery from Supply Chain Disruption” at the POMS annual meeting in Chicago, Illinois, April 2012, and at the Manufacturing and Service Operations Management conference at Columbia University in New York, New York, June 2012.

Creating Connections

UO Lundquist College of Business alumni continue to achieve long past graduation. Below are a few updates and bits of news from those in the Lundquist College community.

1930s

Robert “Bob” Ballard ’34 turned 100 on February 29, 2012. He attended the University of Oregon during the depths of the Great Depression and upon graduating, joined the reserves as a commissioned officer in the Army. Ballard worked at the post office when he returned from the war until his retirement in 1975.

1960s

Bob Turner ’68 retired from JELD-WEN after forty years but will remain on the company’s board of directors and continue his role as nonexecutive chairman. Turner started his JELD-WEN career in 1971 as a management trainee after graduating from the University of Oregon and serving in the U.S. Army. He started with the company’s sawmill and millwork operations and transitioned to the door and fiber groups. The company named Turner vice president in 1989 and promoted him to chief operating officer in 2000. He has served on the board of directors since 1994, and

was elected as vice chairman in 2007 and chairman in 2010.

Governor Rick Snyder of Michigan appointed **Bernard D. “B. D.” Copping** ’69 to the Michigan Tax Tribunal, a seven-member administrative court that hears appeals on several categories of Michigan taxes. Copping is also the owner of Copping State and Local Tax Consulting.

Ibrahim Hamide ’69 the owner of the Eugene restaurants Casablanca Middle Eastern Cafe at the Fifth Street Public Market, Cafe Soriah on East 13th Avenue, and Cafe Zenon on Pearl Street, is now selling his homemade hummus and baba ghanouj at local markets.

1970s

Robert G. Boehmer ’74, JD ’77, was appointed to serve as the interim president at East Georgia College. He is the current associate provost for academic planning at the University of Georgia (UGA). Following his bachelor’s degree from the Lundquist College of Business, Boehmer went on to

earn a doctor of jurisprudence from the UO School of Law in 1977. Before becoming a faculty member at UGA, he practiced law in Oregon for more than ten years.

Sharon Lightner, PhD ’77, was named dean of business administration at California State University, San Marcos. Previously, Lightner served as director of the Charles W. Lamden School of Accountancy at San Diego State University. She had received many teaching awards there and was also a board member for San Diego State’s Beta Alpha Psi, receiving the prestigious American Institute of Certified Public Accountants–American Accounting Association Collaborative Award in her efforts to bridge business practice.

James Glover ’79 is the founding partner of the Idea Group of Santa Fe, LLC, one of the top strategic marketing and media companies in New Mexico.

1980s

Kevin Moffitt ’80 was appointed to the board of directors for the United Fresh Produce Association. Moffitt is the president and CEO of Pear Bureau Northwest, and is responsible for strategic direction, advertising and market promotion, and reporting and regulatory functions for this nonprofit trade association representing 1,500 growers. He is also managing director of the federal marketing order for fresh pears in Oregon and Washington.

Robert G. Loiselle, MBA ’80, was named the new president and CEO of Goldbelt, Inc., a Juneau-based native corporation. Loiselle has worked as a consultant to other native corporations and worked as the general manager of Orca International Management.

Ed King III ’82, the founder of Oregon’s largest winery, King Estate, was profiled by the *Register-Guard* on November 18, 2011, for an extensive Q and A reflecting on his twenty years of winemaking and strategic growth.

Richard Trebing, MBA ’83, has been named corporate controller and chief accounting officer at Mentor Graphics. Trebing joined Mentor Graphics in 1989 and has held various positions in finance and accounting, most recently as the company’s senior director of finance.

Joseph L. Moore ’84 was named a shareholder of Altman, Rogers & Co. He is the manager of the Soldotna, Alaska, office for the company, and he has been with the firm since 2004. Moore is a council member of the City of Kenai and has served as a board member for several nonprofit organizations on the Kenai Peninsula. He is a member of the American Institute of Certified Public Accountants (CPAs), the



20 Under 40 Winners

A commendable six of Eugene’s most accomplished and forward-thinking young business leaders chosen for this year’s 20 Under 40 Awards are Lundquist College of Business graduates.

The half-dozen Ducks include **Chad Barczak**, IDX, Inc. CEO and cofounder; **Darci Buschelman**, PacificSource Health Plans product development manager; **Carrie Fortier**, Jones & Roth senior manager; **Michelle McCoy**, Umpqua Bank vice president and commercial relationship manager; **Andrea Smith**, Kernutt Stokes manager of employee benefits; and **Tenille Woodward**, Kernutt Stokes manager.

The awards seek to highlight the accomplishments and future potential of young people in local business exhibiting significant success in their chosen field while committing to community, character, and innovation.

The fourth-annual awards ceremony was held at the Eugene Hilton in December 2011 and was sponsored by Mercedes-Benz Eugene and *Blue Chip*, the *Register-Guard*’s monthly business supplement.



Jill Nelson '88, CEO of Ruby Receptionists, was profiled in the April issue of *Portland Monthly* magazine. Nelson, a thirty-six-year-old Portland native and mom, worked as a receptionist after receiving her degree. Ruby Receptionists provides advanced call service options for small companies. After launching from the first employee's kitchen, the company has grown at least 15 percent per year. Last year, the firm took in \$5 million.

Alaska Society of CPAs, and both the Kenai and Soldotna chambers of commerce.

Tom Williams '84 advanced to key account manager for the Eugene Water and Electric Board, where he has worked for twenty-six years.

Blair Ford '85, owner of Pizza Fusion in Henderson, Nevada, opened a new franchise of the pizza chain in Las Vegas. Prior to Pizza Fusion, he was vice president of Mars, Inc., director of retail operations at MGM Grand Hotel and Casino, director of operations at Universal Studios, and general manager at HMS Host, an airport food, beverage, and retail services provider.

Renee James '86, MBA '92, was the 2012 Women of Influence award winner at the Women of Influence Awards Luncheon presented by the *Portland Business Journal*. James was one of the twenty-five outstanding women recognized for influencing the Portland, Oregon, business community.

Julie Lewis '87, former managing director and majority owner at JBL Search, Inc., has joined Systems Integration Solutions, Inc., as a partner. Earlier in her career, she was an account executive for Xerox Corporation.

She is actively involved in many business and nonprofit organizations, such as the Women's Initiative for Self Empowerment.

Kjell Karlsen '87 was named as one of *Space News*' "Ten Who Made a Difference in Space" in 2011. He is currently the president of Sea Launch, a provider of Russian-, Ukrainian-, and U.S.-built Zenit-3SL heavy lift launch services to satellite operators. He started as the company's CFO in 1999.

Tim Stevens '88 became the vice president of business and corporate development for Cloudera, the leading provider of Apache Hadoop-based data management software, services, and training. Stevens previously worked for QuinStreet, where he served as senior vice president of business and corporate development, as well as president of international operations. At QuinStreet, Stevens oversaw more than 100 business partnerships and acquisitions.

1990s

Brad Gebhard '90 has been named CEO of Hi-Tec Sports USA, a footwear and apparel brand. He started his career with Nike and was previously the vice president of Columbia Sportswear, Speedo USA, and Calvin Klein Swim. In his new position, he will also lead a Hi-Tec subsidiary in Modesto, California, named Magnum, a footwear and clothing brand aimed at military and public safety customers.

Bob Hamilton, MBA '92, president and owner of Business Authority, Ltd., announced the formal expansion of their website development, search engine optimization, and online traffic company, BizSuccessCenter.com. Hamilton is also a published author and copywriter.

Venkataraman "V. P." Prasannan, MBA '92, was made the general manager of the advanced telecommunications computing architecture (TCA) business unit at Radisys. He has more than twenty years of telecom and networking experience. Prasannan has been involved in advanced TCA product planning and customer engagement since the inception of the industry standard. He was a featured interviewee in *CompactPCI*, *AdvancedTCA*, and *MicroTCA Systems* magazine in November 2011.

Kael Kelly, MBA '93, was named senior director for Varolii Corporation. Prior to joining Varolii, Kelly held positions in the software and telecommunications industries in market research, product marketing, and customer relationship management needs. He also authored an article for the May issue of the *Call Center Times*, "Evolving Customer Service in the Smartphone Era."

Sean Schlappy '93 has been promoted to assistant vice president and retail banking operations manager at the Bend, Oregon, location of Home Federal Bank. In this position, Schlappy will be responsible for coaching, training, and operational support for all retail banking teams. Schlappy has more than eighteen years of banking experience.

Jerry Yudelson, MBA '93, principle of Yudelson Associates and author of twelve books on green buildings, water conservation, and green development, was named to the inaugural group of LEED (Leadership in Energy and Environmental Design) fellows by the U.S. Green Building Council. He is one of just thirty-four people nationally to receive this honor.

Maggie Davis, MBA '96, is the new vice president of marketing and communications at Greater Portland, Inc. She previously worked at Hewlett-Packard, where she was responsible for marketing HP's enterprise mobility and cloud solutions.

Karl Easttorp, MBA '97, was hired by Mid-State Technical College for various internal and external college communications. He serves as media liaison for the college and manages the development of college promotional and marketing publications and materials.



Steve Reeder '03 and Emily Hodel were married August 3 in Welches, Oregon. After the groom graduated from the University of Oregon with a degree in business and economics, and later a degree in biology, he went on to earn a physician's assistant degree from Oregon Health and Science University in Portland. He works as a physician's assistant at Southern Oregon Orthopedics in Medford.

ALUMNI NOTES

Mike Gann, MBA '98, was recognized by Oregon State University's College of Engineering as an outstanding alumnus. Gann was among the twenty-seven engineers listed in the 2012 Oregon Stater Awards and among nine named to the Academy of Distinguished Engineers. Gann, who lives near Sacramento, California, is senior director for the global health-care segment within Intel's World Ahead Program. Along with his UO MBA, Gann holds a bachelor's degree in chemical engineering from OSU.

Erin K. O'Connell, MBA '98, came out with a children's book, *Loowit's Legend*. The story is about the creation of Mount Hood, Mount Adams, and Mount St. Helens. It provides a unique and fun explanation of the Columbia River Gorge, the Bridge of the Gods, and why it rains heavily in the Pacific Northwest. O'Connell is currently the senior online marketing manager at pen and tablet display maker Wacom-Americas.

David J. Attao '99 was appointed as dean of administration for Northern Marianas College. He will oversee various offices at the college including finance, budget, auxiliary services, information technology, procurement and property management, and facilities and maintenance.

2000s

St. Mary's Academy, a high school in downtown Portland, Oregon, honored **Aneshka Colas Dickson** '00 for career achievement. Dickson is the vice president and chief financial officer of Portland-based family business Colas Construction, Inc. In September 2010, she was the youngest person ever appointed to the prestigious Portland Development Commission by the Portland City Council. Under her leadership, Colas Construction received the Oregon State University Austin Family Business Program's 2011 Excellence in Family Business Award.

Eddie Glenn, MBA '02, was named senior marketing manager at embedded and mobile software maker Wind River. Glenn has more than twenty-three years of experience in the embedded software industry.

Amanda Gow '03 has been named president of the central Oregon chapter of the UO Alumni Association.

Taylor Brown '07 joined Synergy Office Systems in Bend, Oregon, as an office technology consultant. He previously worked as the information technology administrator for Bateman, Seidel, Miner, Blomgren, Chellis & Gram, PC.

Hannah Mason '09 works as a legal assistant for the Douglas County Individual Practice Association General Counsel.

Emily Byrd, MBA '12, was hired by the Feynman Group as their web project manager.

In Memoriam

Randy Mark Schuyler '75 died November 1, 2011. He was sixty-three. He worked at Valley Tire Center in Myrtle Creek, Oregon.

Frederick "Fred" Hample '56 died December 2, 2012. He was eighty-one. Hample was a business consultant, motivational speaker, and the founder of Payment Insured Plan, Inc., National Warranty Corporation, and numerous other businesses. After graduating from the UO's Lundquist College of Business, he served as a corporal in the U.S. Air Force during the Korean War.

John M. Adams Jr. '53 passed away on October 25, 2011. He was eighty-one. Before accepting his scholarship to play football at the University of Oregon, where he became a two-year letterman, he received the all-Southwest Washington Conference and all-state recognition honors for football. After graduating from Oregon, he spent ten years in the U.S. Marines, where he retired as a full colonel. He also served as the assistant to the secretary of the board of directors for the U.S. Federal Reserve System for twenty-seven years.

Jack Paton Symons '53 died on January 21, 2012. He was eighty-one. He managed Symons Brothers Jewelry, a long-time community fixture founded by his parents in Bend, Oregon. He later worked as a claims manager for TransWestern Express.

Wayne Armand Strohecker '47 passed away on February 3, 2012. He was eighty-nine. Strohecker served in the U.S. Air Force during World War II but spent his entire career running his family's market, which had been founded by his grandfather in 1902. Strohecker was known for his massive selection and knowledge of wines. According to his family, Strohecker was a lifelong Ducks fan and an active member of the Oregon Club of Portland.

Brenda Joyce Dooney, MS '85, passed away on February 19, 2012. She was sixty-eight. Dooney worked as a fiber artist and enjoyed quilting and weaving.

Charlie Johnson '66 died on April 12, 2012. He was seventy-two. Johnson was a longtime native leader in Nome, Alaska, and former chairman of the Alaska Federation of Natives. Among his accomplishments was helping Alaskan Natives separated by the Cold War reunite with relatives in Chukotka, Russia, by establishing visa-free travel between Russia and Alaska. He received degrees in math and business administration from the University of Oregon.

William C. "Bill" Lower '49 died on April 22, 2012. He was eighty-nine. After graduating with a bachelor's degree in business administration from the University of Oregon, and he served in the U.S. Navy as a pilot aboard the USS Shangri-La aircraft carrier during World War II.

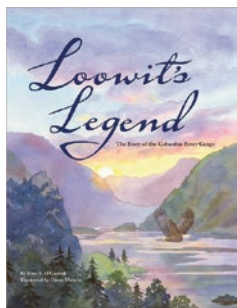
Erin Noble, twenty-seven, was killed in a plane crash near Veneta on June 23, 2012. He was an MBA student at the Lundquist College of Business.

Former Gresham resident **Betty Caroline Jensen Pritchett Light**, MBA '66, died June 4, 2012, in Springfield. She was eighty-seven. Light was a founding faculty member of Mount Hood Community College, becoming chairwoman of the business division a year later. She retired in 1986 as dean of communications, arts, humanities, and social science. Light served on the Gresham City Council.

Doris Emmaline Walker '45 of Modesto, California, died May 31, 2012. She was eighty-seven. She grew up in Drain, Oregon, but moved to southern California in the 1960s, where she raised her two sons and began teaching special education music in the Anaheim Union High School District. In 1977, at the age of fifty-two, Walker founded Hope University to work with adults with developmental disabilities.

John C. Edwards '51 of Cottage Grove died May 31, 2012. He was eighty-six. He served in the U.S. Army Air Corps for two years. He worked as office manager and accountant for Bohemia Lumber Company for more than twenty years and as an accountant at KVAL television station for twenty years. He retired as an accountant at Whitaker Trucking.

Edward J. King Jr., friend and supporter of the Lundquist College, died at home June 3, 2012. He was ninety. King was an inventor, pilot, and entrepreneur. He saw success in his businesses Communications Accessories Company and King Radio Corporation. With proceeds from the sale of King Radio, King Jr. and his son, Ed King III, along with other family members, entered the wine business. King Estate Winery's organic pinot gris, along with its other wines, are consistently ranked among the top in the nation.



A Guy's Guide to Grooming

Planning to propose? Jeff Trinci '02 can help—with the wedding, honeymoon, and marriage, too.

If a marriage is supposed to be 50-50, why should wedding planning fall largely on the bride's shoulders?

Jeff Trinci believes putting a wedding together is the first step in a lifetime of dual-decision making. The Lundquist College of Business graduate is so passionate about planning, proposing, and partnering that he decided to turn his tips into a business.

Thegroomslist.com is a one-stop shop for Oregon-area grooms interested in playing a bigger part in the marriage planning process.

"I enjoyed working for other people and had some great positions," he said of his life before The Groom's List. "But entrepreneurship was always the focus. I'm using my degree."

About five years ago, Trinci, an admitted romantic, noticed a big hole in the wedding planning market: little to no information for the male half of the wedding party.

Of the thousands of websites devoted to wedding planning, only a handful were geared toward the guy, "and those few painted the unfortunate picture of marriage as the stereotypical 'ball and chain,' and talked to guys like they were all immature boys," Trinci said.

So he launched thegroomslist.com, a site tailored to the way men access online information. "Bullet points, lists, videos," he said. "Everything is to the point and just for guys. Keeping up with technology is definitely a major goal. The site is mobile-friendly."

Businesses pay on a per-month basis to be included in the online directory. Trinci also sells advertising in a printed groom's guide.

Though grooms are the focus, the site also features subsections for men who have a role in the wedding, but aren't sure exactly what it entails.

Trinci says the time has come for grooms to step up, not because they have to, but because they want to.



"As people get married later in life, they often pay for all or part of the wedding," explained the thirty-two-year-old Portland native. "It's a party, they are putting it on, they are the host, and they want to have some say. You want your guests to walk in and say, 'Wow, this is just so them. Not him or her.'"

Though he says he uses his business education regularly in his work, Trinci also came full circle in March, when Beth Hjelm, senior instructor of management, used thegroomslist.com as a test case in her Lundquist College Honors Program capstone course.

"It was great having the opportunity to work with students. One of the groups came back with several different types of grooms, a segmented market. They had names like Don't Care Dan, Informed Ian, and Cheap Charlie. From their work I was able to

see, "This is the kind of groom we are targeting first, this is the second groom we are targeting, and so on."

For Trinci, grooms are just the beginning.

"My passion is marriage," he said. "Not only having couples come together, but stay together. Take the time to understand marriage and each other. Use the tools out there. Learn what to expect and be ready." Trinci can help with that, too. He is also a certified marriage coach.

With the site, Trinci aims to convey the seriousness of marriage—after all, ideally, you're in it for life.

In December, Trinci and his wife, Tara, a grade-school teacher, will have been married five years.

"My wife is a gift from God," he said. "Marriage is about becoming a better person. You marry the person knowing they make you better."

Though Trinci himself went big—live TV, Valentine's Day, in his wife's classroom—he urges would-be grooms to come up with a proposal that is special, but also fits the couple's style.

"I've found women like to have a story, not, 'we were walking down the street and he pulled out the ring,'" he explained. "The guy should know his girl and what she would want. I like tradition. I like getting down on one knee."

When it comes to planning a wedding, Trinci believes in a service approach. "Spoil your bride. Be the gentleman all women want. Planning a wedding is a huge, huge undertaking. Usually both bride and groom are working fulltime and it makes sense to share the load."

Even when he was working fulltime for someone else, Trinci worked as a wedding DJ on the side. That work continues and has helped fund the website startup.

And started up it has. With features on ABC, Fox, and CBS as well as in the pages of the *Los Angeles Times* and *Marie Claire*, The Groom's List is gaining national attention.

HONOR ROLL OF INVESTORS

More Than an Investment

The word is out: the Charles H. Lundquist College of Business is a great buy.

Welcome to the 2011–12 Lundquist College of Business Honor Roll of Investors. In the pages that follow, we provide you with a detailed review of our past fiscal year, as well as recognize all the alumni and friends of the college whose generosity and dedication lead to the remarkable achievements of our students, faculty, and programs.

We are honored and grateful to our generous donors, engaged alumni, and forward-looking corporate partners. Their support this past year was an investment not only in the college, but also in our students and the future of business in Oregon and beyond.

Some may be surprised to learn the University of Oregon receives only 5 percent of its funding from state. This equated to less than \$1.3 million in direct state funding to the Lundquist College of Business during

the past fiscal year. In contrast, private giving to the college last year was nearly \$4.5 million or 17.4 percent.

Clearly, without donor support, it would not be possible to continue achieving the level of excellence for which the Lundquist College of Business has become known. Donors play the pivotal role in the dreams of the University of Oregon and the Lundquist College of Business. You are a part of our history, our success, our future. It is only through private support that the Lundquist College of Business is able to excel to serve the needs of our students and the business community. Your support goes beyond dollars; it enables successful careers and successful lives that will impact society, the economy, and the business climate of the Pacific Northwest—and the world.

It is with great appreciation and intense gratitude that we present the people,



companies, and foundations that have invested in the Lundquist College of Business during the July 1, 2011–June 30, 2012, fiscal year.*

We hope you share with us the satisfaction of helping some of the most talented young people in the world. You've made a positive difference in the lives of our students and faculty. Thank you.

**We have made every effort to ensure that all investors have been properly listed, but errors are always possible. Please e-mail uobusiness@uoregon.edu with any corrections so we can ensure they are addressed in future publications.*

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"In my fifteen years of
 involvement with the
 University of Oregon,
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 a time of greater
 opportunity. As the
 new chair of the
 Board of Advisors,



I'm thrilled to help
 lead the Lundquist College of Business to a
 new level of excellence. I see possibilities to
 expand the college's presence in Portland
 as well as throughout the world. I'm excited
 to build upon a solid foundation, taking the
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 partnership, collaboration, and innovation."

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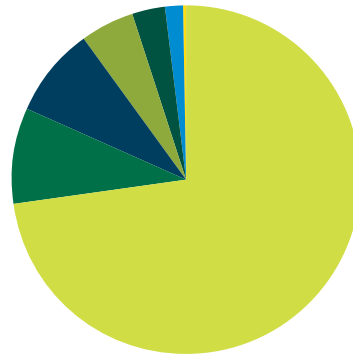
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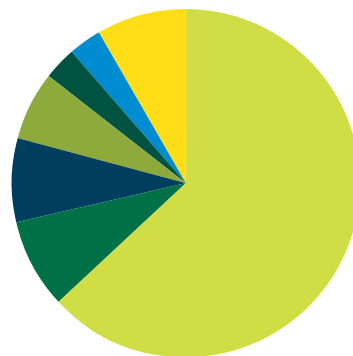
Lundquist College of Business Revenue Sources 2011–12**



TUITION	\$18,505,761
GIFTS	\$2,292,000
ENDOWMENT EARNINGS	\$2,115,000
STATE FUNDING	\$1,270,239
STATE GIFT MATCH	\$792,400
MISCELLANEOUS AND GRANTS	\$368,900
STUDENT FEES	\$60,470
TOTAL	\$25,404,770

**ACTUAL DOLLARS RECEIVED. EXCLUDES NEW PLEDGES
AND PLEDGE PAYMENTS ON ENDOWMENTS

Lundquist College of Business Uses of Funds 2011–12



FACULTY SALARIES AND SERVICES	\$16,068,000
ADMINISTRATIVE	\$2,072,400
GRADUATE SERVICES	\$2,000,400
CENTERS	\$1,648,900
EXTERNAL RELATIONS	\$775,770
UNDERGRADUATE SERVICES	\$762,800
SUBTOTAL	\$23,328,270
OPERATING RESERVES	\$2,076,500
TOTAL	\$25,404,670

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Left to right: Matthew Metzger, Alan Meyer, and Jennifer Howard-Grenville

Running Down that Track Town Magic

What does Track Town, USA, mean to you?

In “Rekindling the Flame: Processes of Identity Resurrection,” three professors examine the re-energizing of the term and the community identity it invokes from the Eugene, Oregon, of the early 1970s to the Eugene of today.

Funded through a generous grant from former Duck athletic director Pat Kilkenny and his wife Stephanie, the paper describes how the city grew organically into Track Town, USA, in the early 1970s—thanks to an ardent band of runners, loyal fans, and the iconic setting of Hayward Field. By the 1990s, however, many didn’t connect with the collective identity of Track Town.

To find out how and why, current and former coaches, athletes, journalists, historians, and visitors’ bureau officials, among others, were consulted.

In its more than 200 pages, Jennifer Howard-Grenville, associate professor of management; Matthew Metzger, professor of entrepreneurship and innovation at the University of Colorado at Colorado Springs who is completing his doctorate at the UO; and Alan Meyer, professor emeritus of management, go beyond branding and logos, digging deeper into the emotional connection many have to the idea and meaning of Track Town, USA.

The recent paper has been accepted for publication in the prestigious *Academy of Management Journal*, with an anticipated print date in February 2013.

The collective memory meshed with fresh excitement during the 2012 U.S. Olympic Team Trials in Track and Field in Eugene this past summer. Despite the unpredictable June and July weather, dedicated spectators packed Hayward Field, getting the city buzzing with the spirit of Track Town once again.

HONOR ROLL OF INVESTORS

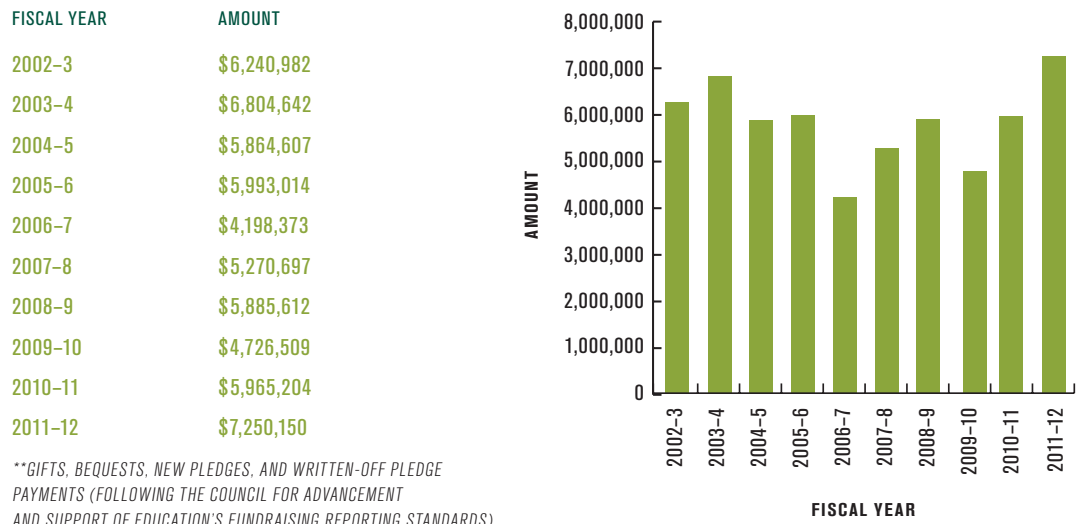
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GIFTS*	\$1,932,115
PLEDGE PAYMENTS	\$2,580,612
BEQUESTS	\$4,441,750
NEW PLEDGES	\$876,135

*FACE VALUE OF BEQUESTS USED FOR CALCULATIONS

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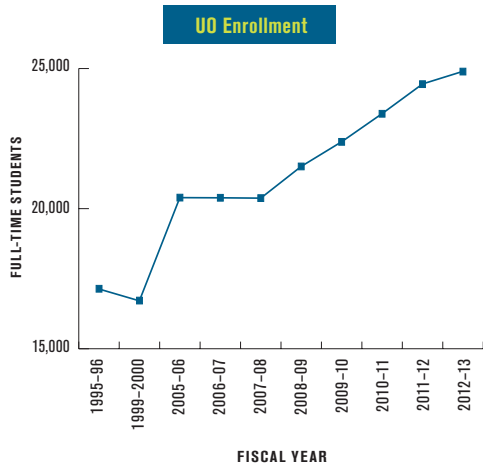
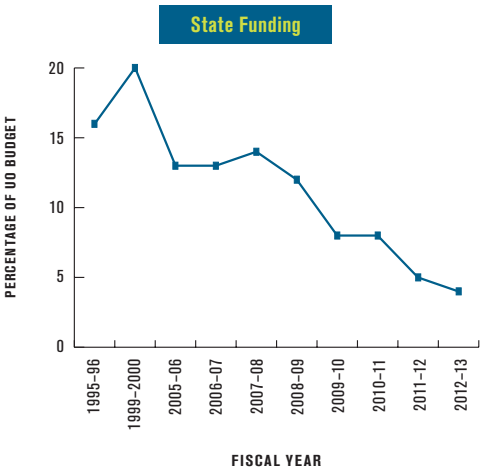
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ACADEMIC YEAR	% OF UO BUDGET	UO ENROLLMENT
1995-96	16%	17,138
1999-2000	20%	16,716
2005-06	13%	20,394
2006-07	13%	20,388
2007-08	14%	20,376
2008-09	12%	21,507
2009-10	8%	22,386
2010-11	8%	23,389
2011-12	5%	24,447
2012-13	4%*	24,869*

*ESTIMATES



“I’m very fond of the university, its athletic programs, and the business school, so it made sense to me to reflect that in my family’s giving. Serving on the Lundquist College of Business Board of Advisors also allows me to express that support, while helping to shepherd the dean’s vision of greater heights for the college—a vision I share. The Larssons are a family of Ducks. I am proud of my family, and I’m proud to support the University of Oregon.”

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"I am grateful for my educational experience
 at the University of Oregon. The Lundquist
 College of Business classroom experiences
 and availability of its faculty created a rich
 learning environment, but more importantly,
 it launched my successful business
 career, teaching me to think objectively,
 independently, and on my feet. My wife and
 I believe that sharing our success with the
 university and its students is a meaningful
 way to help ensure a bright future for both."

ROGER P. SHOCKLEY, MBA '68, PRINCIPAL, R. P. SHOCKLEY ASSOCIATES

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 Deschutes Portfolio Strategies
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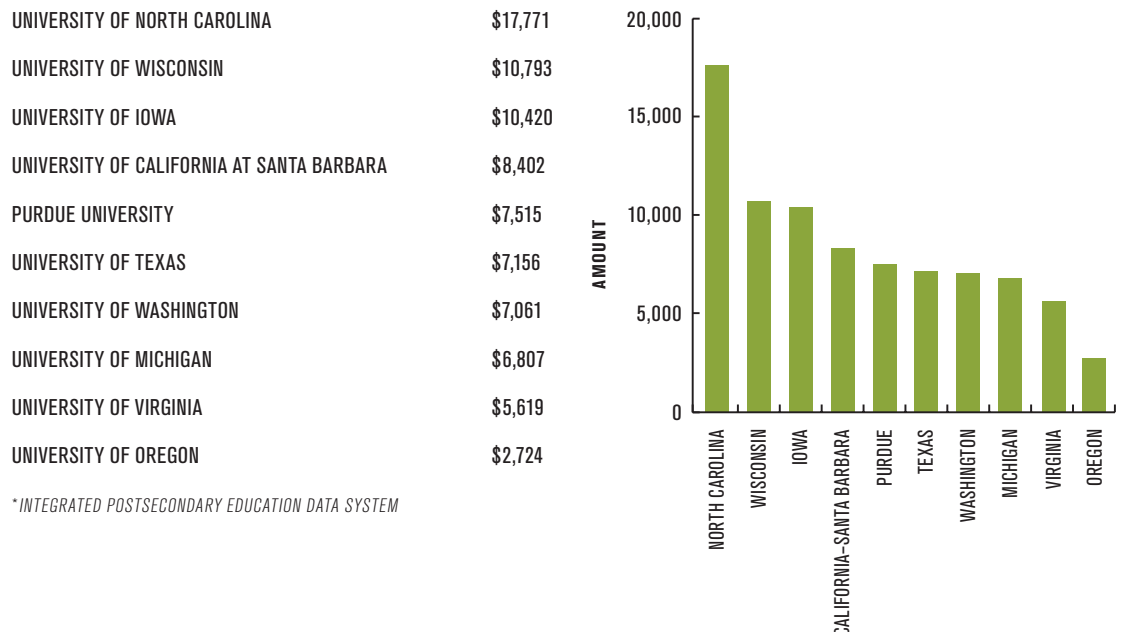
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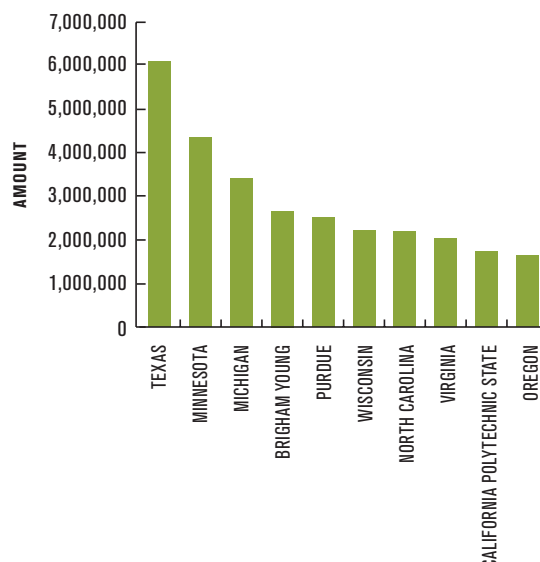
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UNIVERSITY OF MINNESOTA	\$4,343,929
UNIVERSITY OF MICHIGAN	\$3,427,540
BRIGHAM YOUNG UNIVERSITY	\$2,657,766
PURDUE UNIVERSITY	\$2,473,992
UNIVERSITY OF WISCONSIN	\$2,204,493
UNIVERSITY OF NORTH CAROLINA	\$2,193,689
UNIVERSITY OF VIRGINIA	\$2,023,002
CALIFORNIA POLYTECHNIC STATE UNIVERSITY	\$1,725,946
UNIVERSITY OF OREGON	\$1,640,617

*BLOOMBERG BUSINESSWEEK, MARCH 2012



Engaging Asia

There's something about being there—seeing the people, tasting the food, touring, learning, networking, and sightseeing. It all comes together for a complete international experience. Each element is important, but students say the most valuable aspect of the Engaging Asia study tour is less tangible—it is the cultural understanding that comes only with face-to-face interaction.

Launched in 2006 as part of an initiative to better understand culture, history, politics, and the economy of East Asia, the Engaging Asia initiative has consistently grown each year.

In September 2012, thirty-two attendees made the trek, representing all four of the college's centers—the Finance and Securities Analysis Center, the Warsaw Sports Marketing Center, the Lundquist Center for Entrepreneurship, and the Center for Sustainable Business Practices. The students' first stop was Shanghai, China, where they visited with alumni as well as representatives from Silicon Valley Bank and the Shanghai office of advertising agency Wieden+Kennedy, among other businesses and historic sites. Students broke into smaller groups based on their center affiliation for visits to other locales including Singapore and Hong Kong.

The college hopes to make this annual trip and other global experiences part of its permanent MBA curriculum.

Thanks to a generous gift from Jim Bramsen and others, Engaging Asia successfully continued at the Lundquist College of Business. Private support from alumni and friends of the college allow programs like Engaging Asia to thrive.

Check out participant blogs and photos from the trip at www.uobusinessblogs.com and find out how you can help grow this important part of our curriculum at uolcb.co/EngageAsia or by calling 541-346-3370.

FACE OF THE FUTURE



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Allison Putnam

Class Year: 2012

Degree: MBA (innovation and entrepreneurship concentration) and master of science in arts management

Why the UO Lundquist College of Business?

"I've always been interested in social entrepreneurship, arts and culture, and education. I discovered I could get a dual degree, and the assistant director of the MBA program helped create such an offering by combining the MBA with a master of science in arts management. I was the first to go through the program, and it was an excellent combination of my interests. The UO Lundquist College of Business is very flexible and proactive for people who have specific goals."

Activities

"During my second year, I was a graduate teaching fellow with Lundquist College Career Services, and I loved it. I worked with students—probably seventy-five undergraduates per term—teaching them to highlight their skills and experiences in their résumés and cover letters. Helping students put together résumés that look polished and demonstrate the exceptional skills they attain at the Lundquist College was very rewarding."

Most Influential Instructor or Professor

Andrew Nelson, Assistant Professor of Management

"I took his Recognizing Business Opportunities course. He really cares about students, and he challenges us. He really gets to know us and wants to help us learn and grow. Most of all, he balanced academic knowledge with 'real-world' lessons to teach us to think critically."

Best Courses

Strategic Management with Beth Hjelm, senior instructor of management, and Life-Cycle Analysis with Joshua Skov, adjunct instructor of management.

"Both of these instructors were very knowledgeable, enthusiastic, and passionate. They both have really high expectations, and inspire students to meet them. Josh encouraged us to think about life cycles in context in order to understand what personal and regulatory actions might have the greatest impact to reduce our carbon footprint. Beth taught us how to apply a theory to a scenario and justify our position with reasoning and evidence. Both professors are interested in teaching students to ask the right questions, communicate clearly, and think, 'What does this all mean and how can I apply it?'"

Words of Advice

"For MBAs, and all students, be proactive. Don't feel like you have to stay on the path that's given. At the University of Oregon, most people will try to help you in whatever you want to do with your life. Just don't be afraid to ask."

People May be Surprised to Know

"I love to travel—it's always my reward to myself. I studied abroad in New Zealand as an undergraduate and have had the travel bug ever since. I once held a job where I traveled about twenty days out of the month. Traveling reminds us that the world is bigger than our bubble, and that culture, creativity, beauty, and ideas take all forms."

Ultimate Career Goals

"I would love to lead a nationally known organization or foundation that fosters creativity in education."

What's Next

Putnam has landed a position as a program manager for City Year, a national nonprofit aimed at reducing school dropout rates and transforming low-performing schools.

"I'll be managing seventeen- to twenty-four-year-old corps members who provide academic support, positive behavior encouragement, and community leadership projects for struggling students in an elementary school setting."



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Sweet Success

When three students set out to modernize one of the oldest beverages on Earth, they turned to the Lundquist Center for Entrepreneurship. Less than a year later, Blue Dog Mead is now available at retail stores and pubs throughout Oregon.

Blue Dog Mead is just one example of how the Lundquist College of Business delivers learning in action and advances real business development.

Your investment in the University of Oregon helps bring innovative new businesses to market by supporting our emphasis on experiential learning.

Give today.

lcb.uoregon.edu/invest

Chase Drum, Simon Spencer '12 (College of Arts and Sciences), and Simon Blatz '12, of Blue Dog Mead, pictured at their Eugene meadery.





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1

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managed by Oregon MBA
students earns gold status.

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chapter status.

\$800K+



100s

Faculty members quoted in
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