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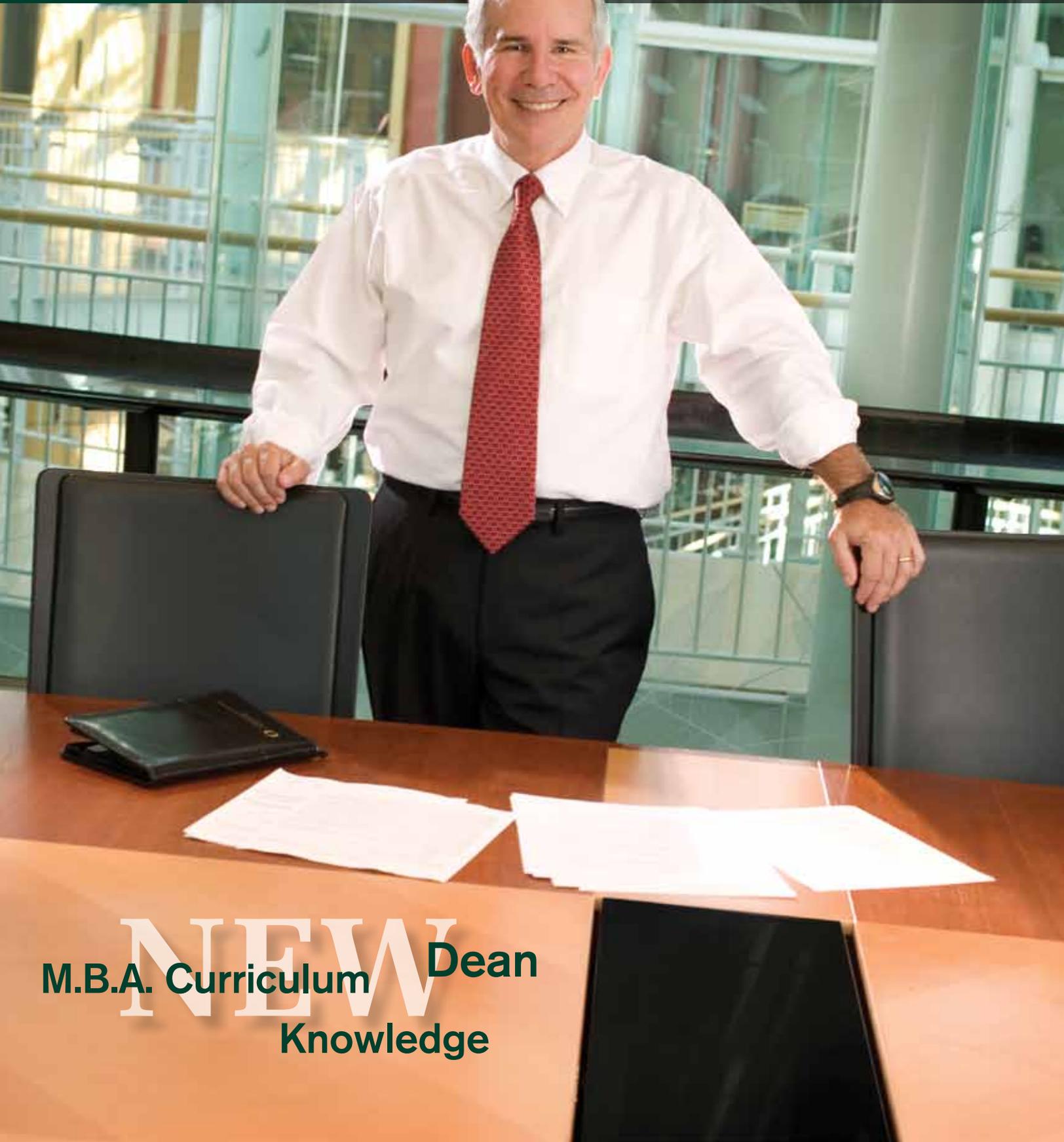
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LUNDQUIST
COLLEGE OF
BUSINESS

University of Oregon

BUSINESS

THE MAGAZINE OF LUNDQUIST COLLEGE OF BUSINESS



M.B.A. Curriculum **NEW** **Dean**
Knowledge

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LUNDQUIST COLLEGE OF BUSINESS

University of Oregon

*The new Oregon M.B.A.
attracts motivated,
focused students, page 10.*

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UO BUSINESS

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**CHARLES H. LUNDQUIST
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A “HOT BRAND” IN UNCERTAIN TIMES

On the way to a meeting the other day, I happened across an intriguing conversation between a student and professor. They were actively discussing the advantages and risks of corporate merger and acquisition strategies with stocks at historic lows, whether companies could even garner enough capital to pursue such tactics, and what ethical considerations might be at play. It was clear from the collegial conversation that the current economic situation had provided an extraordinary teachable moment—and that both teacher and student were deeply concerned about the ongoing state of affairs.

Certainly, the financial climate is on everyone’s mind, and the Lundquist College of Business is not immune. The State of Oregon is feeling the impacts of the downturn, and although the governor’s proposed budget is supportive of higher education, we will have to make strategic decisions about how to most effectively deploy our finite resources.

One very encouraging development is the university’s surging enrollment. This fall, total enrollment hit an all-time high of 21,544—with a record-breaking freshman class of 4,229 (30 percent higher than anticipated). Nearly one-third of these new students identified business administration as their intended major. We’re grateful we have become the most popular major on campus; however, we currently don’t have the physical capacity or faculty resources to accommodate this growing student demand. To address this dilemma, we intend to manage growth with several goals in mind:

- Develop more selective admissions standards to attract the best-qualified and most promising undergraduates
- Endow a \$25-million faculty excellence fund that will help us attract as many as twenty-eight new faculty members during the next five to six years so we can continue to provide students with smaller classes, immediate access to faculty, and the ability to engage in individual or small-group experiential learning opportunities
- Secure \$7 million to renovate our historic and deteriorating Gilbert Hall in order to accommodate the influx of faculty and students.

Thus, despite the financial uncertainty that surrounds us, we are on the brink of some very exciting developments. In addition to being the most popular major on our campus, we’ve revamped our M.B.A. curriculum (page 10) around core strengths, and last year was our most successful ever for faculty recruitment (page 26).

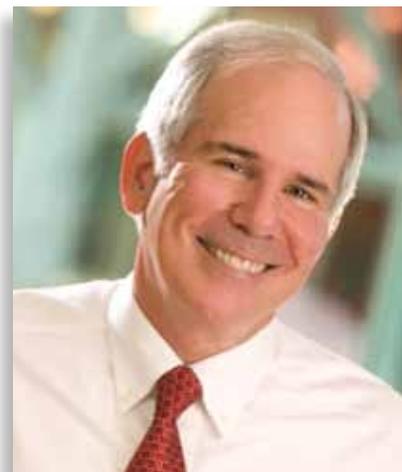
We have a lot of positive momentum, and I am confident our college can thrive, even in such difficult times. While I am optimistic, I am not naïve. The only way we can fully achieve our goal to become the finest business college we can possibly be is with your continued investment. Your generous support of our students and faculty is greatly appreciated.

As always, I welcome your thoughts and insights.



Dennis Howard
Dean

Charles H. Lundquist College of Business
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PIONEERING FACULTY

Jennifer Howard-Grenville, professor of management at Lundquist College of Business, was named a finalist for the Aspen Institute's Center for Business Education 2008 Faculty Pioneer Award.

According to the Aspen Institute, this annual recognition celebrates M.B.A. faculty who have demonstrated leadership and risk taking in integrating social and environmental issues into academic research, educational programs, and business practice.

Howard-Grenville's research uses ethnography to explore factors that shape organizational responses to natural environment issues. Her book, *Corporate Culture and Environmental Practice: Making Change at a High-Technology Manufacturer*, was published in 2007.

The Aspen Institute Center for Business Education offers educators resources to incorporate issues of social and environmental stewardship into their teaching, research, and curriculum and to share cutting-edge practices among peers.

For more, visit www.facultypioneers.org.



Jennifer Howard-Grenville

TOP YOUNG SCHOLAR

Tucked away on the shelves of the nation's universities are the technologies of tomorrow. These are the ideas and research for new products, but they lack the funding and engagement with industry needed to get them into mainstream use. Enter Andrew Nelson, assistant professor of management at the Lundquist College of Business.

The Ewing Marion Kauffman Foundation named Nelson one of the five most promising young scholars in the United States in the field of entrepreneurship, making him a Kauffman Junior Faculty Fellow and providing \$50,000 towards research. Nelson will leverage the prestigious honor to gain a better understanding of the technologies created at universities that have been produced on a commercial level.

"How do we get university technology into the 'real world'?" asked Nelson, who plans to study commercial digital audio products, including how they are created, used, patented, and distributed. He's focusing his research on the digital audio sector because it is a relatively new and small industry.

"During my research, I will trace every invention in the digital audio area, which started in the 1970s. Who came up with what and when? How is it shared? Who is using it?" Nelson said. "Current measures for tracking new technologies and their applications are really poor. By focusing on a narrow group, we

Andrew Nelson



will be able to capture that entire industry, figure out who the players are, how they got to that point, and what it takes to facilitate commercialization of university technologies.”

Nelson, who started at the college in August after finishing his Ph.D. at Stanford in June, earned the Kauffman Fellowship to support this research based on his record of scholarship and potential to make significant contributions to the field of entrepreneurship. Being named a Kauffman Junior Faculty Fellow is an impressive achievement, especially considering that such awards are open to all tenure-track faculty members in the U.S. who received a doctorate after September 2002.

According to the Kauffman website, “the research produced by these fine scholars will be translated into knowledge with application for policy makers, educators, service providers and entrepreneurs.”

PREPARING FOR CHINA

商业教育

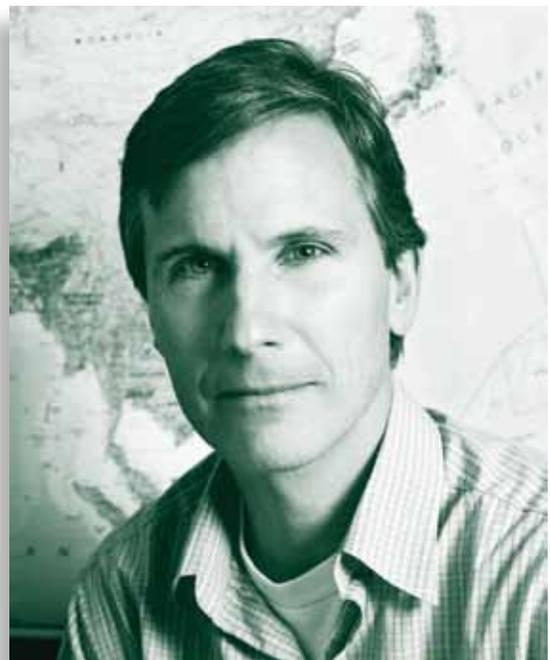
“You may not be in Kansas any more, but you are not in Oz” was Ted Plafker’s advice to students getting ready to depart on the college’s annual study tour of China (see page 18). Plafker, the Beijing bureau correspondent for *The Economist*, was at the Lillis Business Complex last spring as part of a seminar series that prepared students participating in the Engaging Asia initiative with insights about Chinese culture, history, and business practices prior to the trip. He was trying to drive home the point that business in China may be distinctive, but it is not atypical. “Your basic business model has to work. It’s not just who you know,” he said.

Other speakers who shared their insights about China with students included John Pomfret, editor with *The Washington Post* and author of *Chinese Lessons: Five Classmates and the Story of the New China*, required reading for M.B.A. students and faculty who participated in the China study tour. Pomfret’s public lecture, cosponsored by the Lundquist College of Business and titled “Notes from a Gambling Nation: Why China Is Not Going To Be the World’s Next

Superpower,” overviewed the social, political, and economic dynamics in China from his perspective as an Associated Press reporter during the Tiananmen Square protests in the late 1980s and as Beijing bureau chief for *The Washington Post* from 1998 until the end of 2003. Pomfret’s experience provided students with unique first-hand observations and details that put vivid human faces on the story of China’s rise to be a world power.

Carolyn Chambers also visited the college to share her perspective on the evolving role of women in China—in particular, the increasing acceptance of business women and female entrepreneurs. Chambers gleaned that knowledge through a People to People International exchange program in which she participated.

John Pomfret





Career Connections: What do you get when you invite local professionals to network with business students and faculty? Media coverage, of course. The Lundquist College of Business Career Services partnered with the Eugene Area Chamber of Commerce to host a successful Young Professionals Network (YPN) event. Students mingled with representatives from such companies as Pacific Continental Bank, Cumulus Broadcasting, and Kernutt, Stokes, Brandt & Co. LLP. And Eugene's *The Register Guard* newspaper showcased the event in its *Blue Chip* monthly business magazine. The event proved to be a successful way to build relationships with the local business community, foster mentorship opportunities, and give recent grads and others getting started in their careers the opportunity to share experiences.

4

INVESTING IN DOWN TIMES

With markets down 50 percent, it's a trying time for investors. But it is a landmark moment for University of Oregon Investment Group (UOIG) students. "Nothing has happened like this in their lifetimes and may never again," explained Larry Dann, the group's faculty advisor. "It's a great learning experience." Students are not just studying markets, but gaining irreplaceable hands-on experience on how to invest smart in down markets.

"We have a diversified portfolio, and we are sticking to our core strategy of identifying undervalued companies," noted Milad Sedeh, UOIG Director of Operations.

And how is UOIG performing? The group's portfolios have obviously faltered slightly, but "we are beating our benchmarks, which is how we are measure performance," offered Sedeh. Benchmarks in this case are other indexes, such as the Russell Index. And the group outperformed more than two-thirds of the schools competing in the D.A. Davidson portfolio competition, which ended August 31, 2008.

For more about UOIG, visit <http://uoig.uoregon.edu>.





TOP 25 FOR ENTREPRENEURSHIP

Entrepreneur magazine and The Princeton Review ranked the Lundquist College of Business in the top tier out of more than 2,300 programs for excellence in entrepreneurship. The rankings specifically singled out the Lundquist Center for Entrepreneurship as one of the top programs. The center ranked number twenty-three in the graduate category of the survey.

For five of the past six years, *Entrepreneur* has ranked the Lundquist Center for Entrepreneurship in the top 4 percent of the more than 1,000 entrepreneurship programs evaluated by the magazine. This year the competition was more intense, with more than double the number of programs evaluated. The new ranking places the center in the top 1%.

For more, see <http://lcb.uoregon.edu/top25>



THE GREEN HONOR ROLL

The University of Oregon's commitment to sustainability and environmental issues earned the institution the highest possible honors from The Princeton Review. The UO was among six public and five private schools lauded in the organization's inaugural "Green Rating Honor Roll," which salutes the colleges and universities for making campuses healthy and sustainable, for preparing students to tackle environmental challenges, and for an overall commitment to environmental issues.

The Lundquist College of Business was featured prominently in the publication's overview of the UO's ranking, which showcased a photo of the sustainably designed Lillis Business Complex, highlighted our Center for Sustainable Business Practices, and mentioned the annual Sustainable Advantage conference, which business students organize with other groups on campus.

"The Green Rating Honor Roll" is available online at <http://www.princetonreview.com/green-honor-roll.aspx>. ■

MORE ONLINE

Entrepreneurial Management Professor Alan Meyer landed a new \$360,000 award from the National Science Foundation to study "Virtual Teams in Virtual 3D Environments." The grant brings Meyer's total funding from the National Science Foundation to \$1.3 million since 2000.

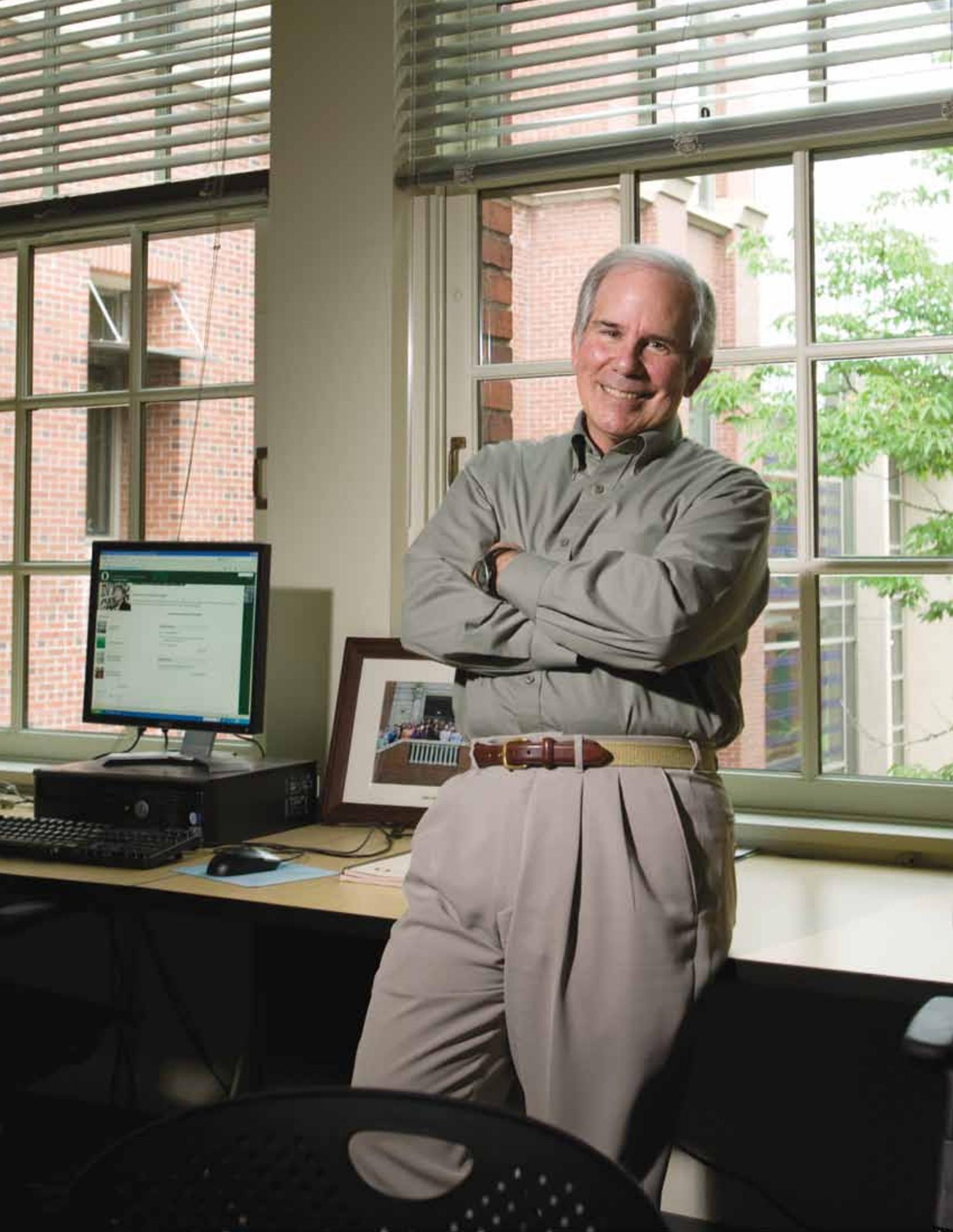
See <http://lcb.uoregon.edu/virtualworlds>

Do the "best ideas" of mutual fund managers typically make money for their clients? If so, what explains the disappointing performance record of so many funds? These and many more questions were addressed at the "Institutional Investors and the Asset Management Industry" conference hosted by the Department of Finance.

See <http://lcb.uoregon.edu/conference08>

Sometimes limited assets can become a source of inspiration. Lundquist College of Business students in Alpha Kappa Psi (AKPsi) leveraged scarce resources to raise money for a local nonprofit and ended up winning a national fundraising award.

See <http://lcb.uoregon.edu/akpsi08>



A PASSIONATE LEADER

Dennis Howard tried his best to avoid being offered the post of dean at the Lundquist College of Business. Now, less than a year into the job, he feels he's found his true calling.

Dean Howard's transformation from reluctant professor to passionate leader is the story of a man who has spent his professional life doing things he never set out to do—and finding that he loved them.

Some might call this career path a matter of seizing opportunities. Howard called it an “interesting series of unanticipated outcomes.”

He started out wanting to be a city manager and ended up as a leading authority on sports business financing. In between, new prospects arose from unexpected sources. Casual remarks led to job offers. Setbacks sprouted opportunities. Calls from apparent strangers opened doors to new careers.

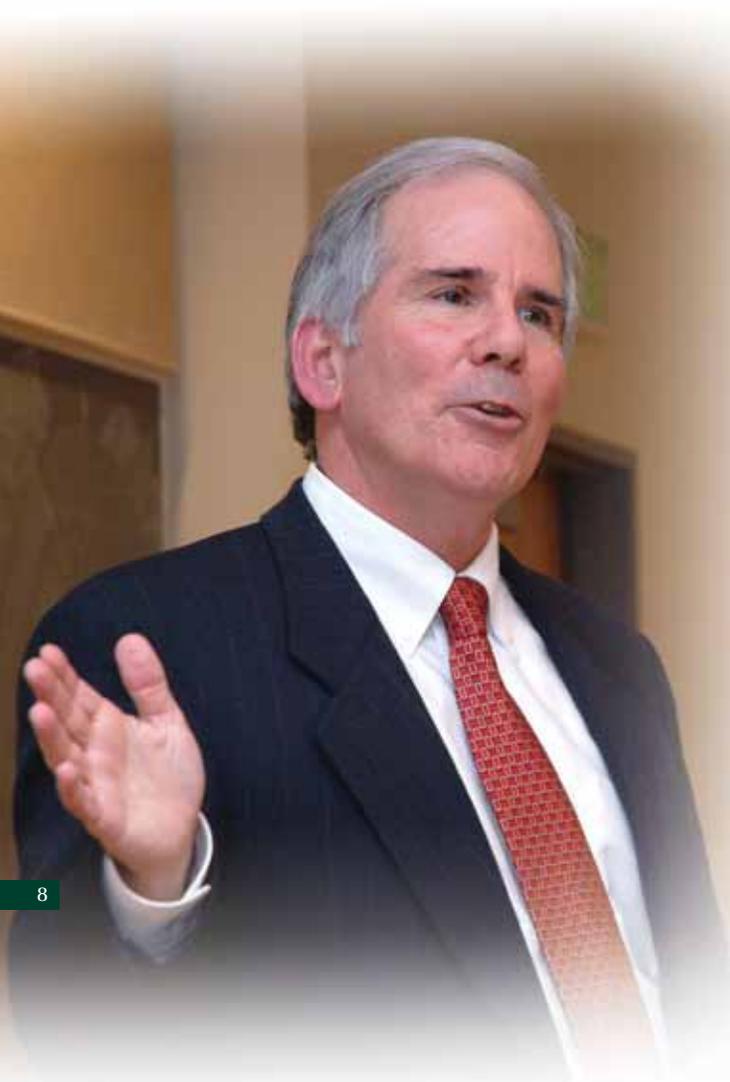
“FOUR WEEKS LATER, I'M STANDING IN FRONT OF A CLASS WONDERING, WHAT HAVE I DONE TO MYSELF?” HOWARD RECALLED. “FROM THAT STUMBLING BEGINNING, IT TURNED INTO THE BEST DECISION I EVER MADE.”

Back in the early 1970s, working as a city administrator in Mountain View, California, Howard had just finished speaking about local government to a class at a nearby college. Afterwards, over coffee with the professor, he made a nonchalant comment about “someday” wanting to teach at the college level and return to Oregon. A week later, he received a call from the head of the School of Health and Physical Education at Oregon State University (OSU). The

division head, a friend of the California professor's, made him an offer: Come teach for a year in Corvallis and then get paid to earn a Ph.D. In a foreshadowing of later events, he turned the offer down initially but accepted when the dean called him back.

“Four weeks later, I'm standing in front of a class wondering, what have I done to myself?” Howard recalled. “From that stumbling beginning, it turned into the best decision I ever made.”

With his Ph.D. from OSU in 1974, he embarked on a teaching career that took him to Western Illinois, Texas A&M, Penn State, and then back to the University of Oregon, as a professor and graduate coordinator in the College of Human Development and Performance from 1982 to 1991. Next came more opportunity, disguised as adversity. On the day that budget cuts eliminated the College of Human Development and Performance, he received a message—actually, a whole stack of them—from the head of the College of Health, Physical Education, and Recreation at the Ohio State University. Would he come and help rebuild their languishing sports management program? He accepted, not knowing exactly how he'd gotten on Ohio State's radar, and subsequently went on to write the book—literally—on sports finance. (His book, *Financing Sport*, coauthored with John L. Crompton, pioneered the application of business and financing principles to the sports industry.)



LIVING THE ACADEMIC LIFE

Early in his academic career, Howard had decided against seeking a deanship. Howard preferred the academic life, and he embraced it fully, becoming a respected teacher, scholar, writer, and consultant. When he left Ohio for Oregon in 1997, he became a full-time faculty member of the nascent Warsaw Sports Marketing Center, subsequently helping to bring the center to national prominence. In 2005, Howard was named a Philip H. Knight Professor of Business. He served as academic coordinator for the Warsaw Center until 2005, and he chaired the Department of Marketing after that—just enough administrative duties for him.

But then this past June, James C. Bean, dean at the Lundquist College for the past four years, announced that he had accepted a two-year assignment as UO Senior Vice President and Provost. A new dean would need to be named within a month. Meanwhile, Howard's planned vacation to visit his grandchildren in Florida offered the possible side benefit of keeping his name off the list of candidates. Fat chance. While waiting to board a plane back to Eugene, he got a call on his cell phone. On the line was a faculty member serving on a committee to assist the dean in finding a successor.

"All he said was, 'Jim (Bean) wants to meet with you tomorrow at 2:00 PM. Please say yes.' That was it," Howard smiled.

On the flight, he and his wife Lin surmised, correctly, that the dean wanted to talk with him about the position. So the couple hatched a laundry list of conditions—"deal breakers" in their minds—they figured would effectively eliminate him from consideration. It didn't work.

He reported to work, laundry list in mind, the following morning, Howard remembered. "Then Jim Bean knocks on my door and says, basically, 'Dennis, you can't say no.'"

The dean offered him the job, and—with what he admitted was some trepidation—he accepted the position.

Three things changed his mind. First, he realized his experience could serve the college well. He understood the Lundquist College culture, he knew all the faculty and staff personally, and he appreciated the issues and challenges. Second, he believed strongly in the vision for the Lundquist College and wanted to see it realized. Third, he found the role of dean an ideal base for making an impact on an institution for which he maintains great fondness.

"I have a 45-year relationship with the University of Oregon," he said, noting that he enrolled at the UO in 1963 and met his wife here. "I hope it doesn't sound corny, but I have an abiding affection for this place."

CENTERS OF SUPPORT

Howard's commitment to the college's future factored strongly in his selection, said Larry Dann, Richard W. Lindholm Professor of Finance and Taxation and chair of the dean search committee.

"It was important to have someone who believed in and shared Jim Bean's vision for the structure of the college, particularly with respect to the development of the centers as a focal point of the college," Dann explained. "Dennis was a strong supporter of the center concept."

That sentiment was echoed by Tom Van Dawark, M.B.A. '69, chair of the college's external Board of Advisors and CEO of Orca Partners consultants in Seattle, Washington: "Dennis's strong support for the vision, mission, and strategies of the college; his focus on students; and his experience not only with education in general but with the university and college in particular—those just really set him up for success."

Howard called the establishment of the four centers of excellence the "single-best decision for investment we've made for the college." The strength of this strategy, he said, is that it allows the college to concentrate its resources on building a leading reputation in the four niche areas of innovation/entrepreneurship, finance/accounting, sports business, and sustainable business. Supporting the development of the centers—particularly the new Securities Analysis Center and the Center for Sustainable Business Practices, but also the advancement of the Lundquist Center for Entrepreneurship and Warsaw Sports Marketing Center—ranks as a top priority during his tenure.

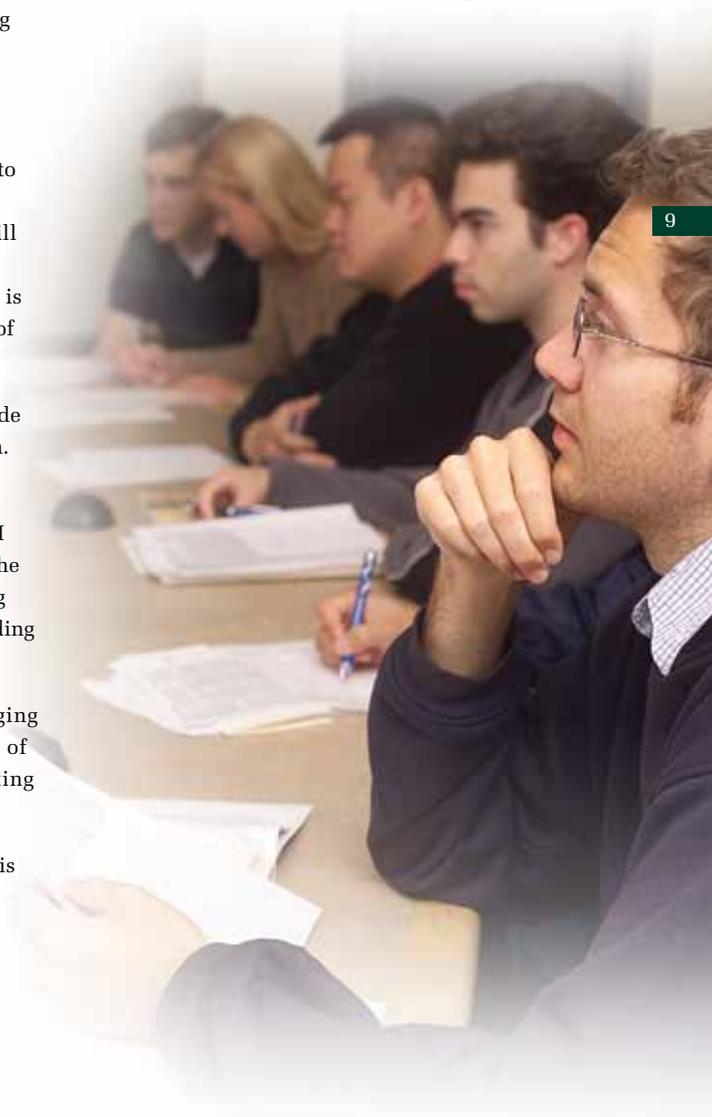
Equally important for Howard are two related initiatives: completing the renovation of Gilbert Hall (the building that frames the east wing of the Lillis Business Complex) to accommodate burgeoning enrollments and recruiting and retaining the best and brightest faculty. Both objectives will require substantial resources, including the creation of a \$25-million faculty-enrichment fund, which Howard said is "probably more important in the long run for the vitality of the college" than any other initiative.

At one time, the prospect of raising funds of that magnitude held as much appeal for Howard as the idea of being dean. Today, he relishes both.

"I now realize this is what I ought to be doing," he said. "I derive a great deal of enjoyment meeting with friends of the college—many of them alums and classmates—and telling the story of all the wonderful things going on in this building and why we need their help."

As he talked, he pivoted in his chair to point out, hanging on the wall behind his desk, an enlarged reproduction of a \$1 million check from the Anstett family for accounting and M.B.A. student scholarships.

"To be able to have a modest role in making things like this happen," he smiled, "is pretty amazing to me." ■





FOCUSED, EXPERIENTIAL, PERSONAL

With a redesigned M.B.A. curriculum focused on four niche areas, the Lundquist College of Business is attracting motivated students, engaging business community supporters in new ways, and concentrating resources.

Kristin Walker '02 can't wait to get her hands dirty developing a building that generates its own power. Eugene Gonzales dreams of starting a craft brewery whose operation produces great beer and zero waste. Jason Green wants to use tax and investment strategies to guide his family's private investment fund. Brooke Standifer wants to tap her electrical engineering and architecture background to advance adoption of technologies that benefit both the environment and the economy. Jaehwan Kim wants to establish a sports marketing education institute in South Korea.

Each of these first-year M.B.A. students chose the Lundquist College of Business for distinctly personal reasons. Yet their rationales intersect in at least two ways. To begin, they find the college's focus on four specialty areas—innovation/entrepreneurship, securities analysis, sports business and sustainable business practices—a powerful lure. What's more, they can now pursue their passions in these fields while still grounding themselves in business fundamentals.

That's because this fall, for the first time, M.B.A. students entered the Lundquist College to find a reformed curriculum offering specific tracks of study corresponding to the college's four centers of excellence: Center for Sustainable Business Practices, Lundquist Center for Entrepreneurship, Securities Analysis Center, and Warsaw Sports Marketing Center.

The curriculum reform leveraged the college's center-based strategy in response to the changing demands of students and employers, as well as an increasingly crowded and competitive graduate business education marketplace.

RATHER THAN ATTEMPT HEAD-TO-HEAD COMPETITION WITH LARGE, GENERIC M.B.A. PROGRAMS, THE LUNDQUIST COLLEGE HAS INSTEAD TAKEN A PAGE FROM THE NICHE-MARKETING TEXTBOOK.



The new Oregon M.B.A. gives Jason Green the freedom to focus on his passions and career goals.

Rather than attempt head-to-head competition with large, generic M.B.A. programs, the Lundquist College has instead taken a page from the niche-marketing textbook. By developing a curriculum focused on the four centers, the college can build its reputation in each area, attract motivated students, engage business community supporters, and concentrate its resources more effectively.

RESPONDING TO DEMAND

Today's M.B.A. students want to immerse themselves more quickly in their chosen field of study.

"They don't want to wait a year. They want to get to it," said Randy Swangard, special assistant to the dean and outgoing managing director of the Lundquist Center for Entrepreneurship. They've often spent a few years in the workforce, and they've thought hard about their decision to pursue a particular focus for their M.B.A.

Walker, for instance, got interested in green building while working for six years in commercial real estate analysis in San Francisco. The ability to concentrate on sustainable business practices, ground herself in business fundamentals, and do meaningful real-world projects proved to be a winning combination for her.

"For people like me who know what they want to pursue, the new curriculum provides the flexibility to focus on what you want. It doesn't force you into a cattle drive toward the same block of coursework," she said.

The needs of students like Walker helped shape the changes, noted Dean Dennis Howard, who chaired the M.B.A. curriculum revision committee. "We reframed the curriculum to allow students to be immersed experientially in opportunities related to their interests. We've aligned the curriculum with their expectations," he explained.

With fewer first-year core courses and more center-aligned electives (see "Unlike Any Other" sidebar), students gain a richer learning experience, said Wendy Mitchell, who, as associate dean of professional affairs, is responsible for oversight of the professional development/experiential learning component of the college.

For Andy Stearns (foreground), Elena Golovchanskaya (background), and fellow M.B.A. students, applying lessons learned in an unpredictable, uncertain business environment through real-world projects is what truly makes the Oregon M.B.A. so powerful.



All the rage
Investors' appetite for hedge funds
last year. Below, annual flow of new
into these funds world-wide, in billions

“Students come in with a specialized interest but historically they weren’t able to have that spark ignited for a whole year,” Mitchell said. “By giving them the opportunity to pursue their passion in the first year, they’re simultaneously getting their grounding in the basics and also studying the things that excite them.”

The flexibility to choose more electives within their discipline—even outside the Lillis Business Complex—is an added benefit of the curriculum redesign, according to Beth Hjelm, interim managing director of the Center for Sustainable Business Practices. This opportunity is especially vital for students in the sustainable business track because of its interdisciplinary nature. That the UO as a whole offers a broad range of sustainability-related courses makes such flexibility even more beneficial.

In fact, this capability may very well be a competitive strength and differentiator of the UO program, Hjelm said.

In addition, students with interests in more than one of the centers can combine electives to design a customized study track. First-year M.B.A. students Gonzales and Standifer, for example, are both blending studies in entrepreneurship and sustainable business.

“For entrepreneurship you have to have an idea to start a business. And for sustainable business practices, you have to have something to apply it to. So it’s a natural combination,” Standifer said.

NOT YOUR PARENT’S M.B.A.

M.B.A. students aren’t the only ones whose expectations about graduate business education have changed. Employers now want better prepared students, with practical experience and expertise in their fields.

“Graduates of more traditional academic M.B.A. programs haven’t always made the best business decisions,” Mitchell said. “Book smarts are extremely important. Applying that knowledge, however, in an unpredictable, uncertain business environment is what truly prepares students for prudent decision making. The business world has demanded that.”

Andrew Verner, assistant dean of graduate programs, agreed. “The new curriculum reflects a realization that this is

not your parent’s M.B.A. anymore,” added Verner, who is responsible for the direction and management of the M.B.A. program.

“BOOK SMARTS ARE EXTREMELY IMPORTANT. APPLYING THAT KNOWLEDGE, HOWEVER, IN AN UNPREDICTABLE, UNCERTAIN BUSINESS ENVIRONMENT IS WHAT TRULY PREPARES STUDENTS FOR PRUDENT DECISION MAKING. THE BUSINESS WORLD HAS DEMANDED THAT.”

Securities Analysis Center Managing Director Ben Salm helps students gain hands-on knowledge of securities and investment markets that is often obtainable only through direct on-the-job experience.



THE OREGON M.B.A. UNLIKE ANY OTHER

But the changes also respond to competitive pressures from an increasing supply of M.B.A. programs, both in the United States and abroad. The four centers help the college burnish its reputation in each specialty, narrow its recruitment efforts, and focus its development activities.

This approach is modeled on the success of the Lundquist Center for Entrepreneurship and the Warsaw Sports Marketing Center. The Warsaw Center has proved a focused program can establish a national, and even international, brand as a leader in sports business education. That international cachet drew M.B.A. candidate Kim from his native Korea.

“We’re no longer all things to all people,” Verner said. “If we can replicate the success we’ve had with those centers, then we will have differentiated ourselves from the competition.”

BRIDGING THE DIVIDE

The four cornerstone centers serve the mission of the college and its academic programs by providing experiential learning and networking opportunities for students, promoting interdisciplinary research and learning, and forging productive relationships between the academic and business communities.

“The centers are the vehicle that brings the curriculum to life,” Howard said.

Each of the centers is led by a professional dedicated to bridging the academic and business divide. Ben Salm, B.S. ‘84, joined the Lundquist College in January 2008 as the first managing director of the new Securities Analysis Center. Salm returned to his Eugene hometown after more than fifteen years in investment research and portfolio management, most recently as owner of an East Coast investment advising and consultancy firm he founded in 2000.

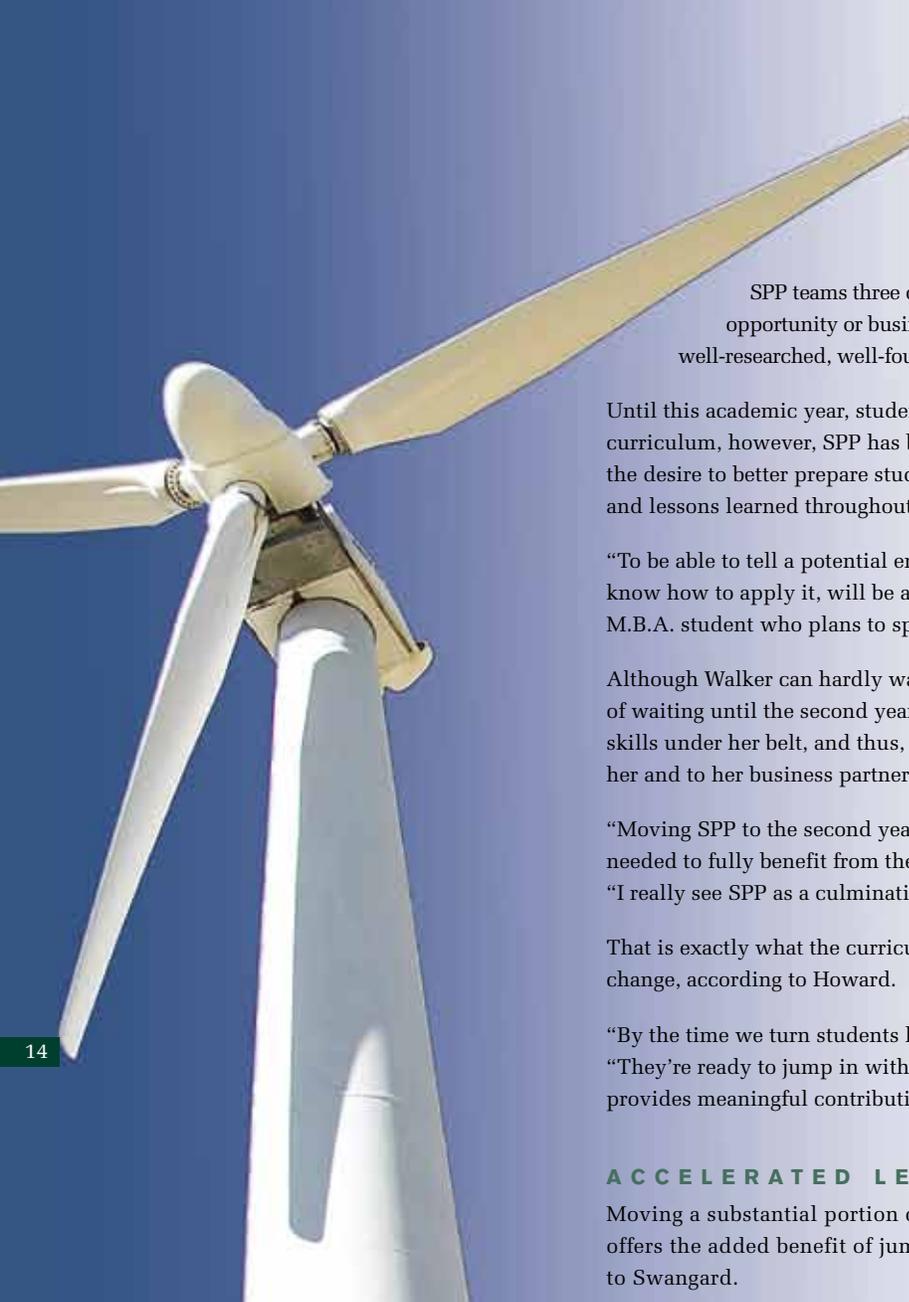
“So much of what we try to do is to bring students together with people from industry in as many intimate, qualitative, and meaningful ways as possible,” Salm said.

At the Securities Analysis Center, for example, Salm has initiated a weekly guest speaker series with business leaders, hands-on project opportunities, and a mentoring program that links students with professionals.

One of the hallmarks of the Oregon M.B.A.—even preceding the centers—is experiential learning. And a key cornerstone of experiential learning at the Lundquist College is the Strategic Planning Project (SPP), a mandatory consulting assignment that has been a part of the Oregon M.B.A. for a more than decade.

The redesigned curriculum, adopted by the faculty in the spring of 2008, features three major changes: One, in the first year, fewer required core courses allow students to immerse themselves more quickly in their curriculum track. Two, more center-based electives in the first year offer better preparation for summer internships. Three, students have more freedom to tailor their coursework and extra-curricular projects in the second year to suit their particular interests. Specific elements of the curriculum include:

- **Online Prep:** An introduction to or refresher on the fundamentals of accounting, finance, microeconomics, and statistics is taken online by M.B.A. students the summer before they start classes.
- **Prologue:** Using case analysis as a vehicle for learning, first-year students arrive on campus two weeks early for intensive immersion coordinated by the Leadership and Communication Center and Career Services. Prologue also provides leadership, team dynamics, presentation, and communication skills, and it serves to bond students across disciplines.
- **Common Core:** The mandatory first-year curriculum introduces students to all the disciplines and analytical tools of business. The program starts with five required courses in the fall, three in winter, and one in the spring. A capstone course in the spring of the second year reunites M.B.A. candidates from all four centers once more around leadership and ethics.
- **Track Requirements:** Each of the four curriculum tracks has its own set of required courses and recommended electives. Students select five of these track-related courses in the first year and eleven in the second year. Students choose one of the four tracks either at the time of application or during the first year.
- **Experiential Learning:** Immersive experiential education remains a core value and competency of the Oregon M.B.A. The four centers facilitate these exciting learning opportunities.
- **Summer Options:** Students participate in internships facilitated by one of the four centers and Career Services. Students may also take cross-discipline summer courses, for example, in economics, planning, public policy, or advertising. As an alternative, they may study international business abroad in one of two UO-coordinated programs at Copenhagen, Denmark, and Reims, France. And at the end of the summer, they may travel to China for a 10-day study-tour of major cities and businesses.



SPP teams three or four students with a company to explore a real growth opportunity or business challenge. Student consultants are expected to deliver well-researched, well-founded, and executable recommendations.

Until this academic year, students completed SPP in their first year. Under the realigned curriculum, however, SPP has been moved to the second year. The change was driven by the desire to better prepare students for their consulting assignments by leveraging skills and lessons learned throughout the program.

“To be able to tell a potential employer that I not only understand sustainability, but know how to apply it, will be an incredibly valuable asset,” said Walker, the first-year M.B.A. student who plans to specialize in green building.

Although Walker can hardly wait to sink her teeth into SPP, she understands the benefit of waiting until the second year. By then, she’ll have more technical knowledge and skills under her belt, and thus, she will be able to make the project even more valuable to her and to her business partner.

“Moving SPP to the second year really allows us to develop some critical analysis skills needed to fully benefit from the experience,” elaborated fellow student Brandon Hern. “I really see SPP as a culmination of our first year and integration of our second year.”

That is exactly what the curriculum committee had in mind when it recommended the change, according to Howard.

“By the time we turn students loose on these projects, they’ll be ready to go,” he said. “They’re ready to jump in with both feet and engage with companies in a way that provides meaningful contributions.”

ACCELERATED LEARNING

Moving a substantial portion of course material from the second-year curriculum offers the added benefit of jump-starting students along their chosen path, according to Swangard.

“In essence, we’ve extracted 30 to 40 percent of the information we were delivering in the second year, and we’ve moved it up to the first year. It’s a huge leap for us,” Swangard said. “It’s going to change and enhance the experience of students coming here.”

That’s important because students will be that much more ready to tackle SPP. In turn, they’ll be more prepared to do what they really want: get a job in their chosen field and follow their passions.

Swangard illustrated the point with an example of a student interviewing for a position: “The president of the company will say to them—I can almost guarantee you—‘What can you do for us that nobody else can do?’ And we want our students to be able to say, ‘I can find growth opportunities. I can build a business plan to capitalize on those growth opportunities. And I can implement the plan and make it successful.’”





Daniel Tremblay, Brandon Hern, Miriam Oh, and Andy Jenness get to know one another during "Prologue": a new component of the M.B.A. curriculum that brings first-year M.B.A. students to campus two weeks earlier for an intensive immersive learning experience.

No doubt, that is the kind of confidence this new group of M.B.A.s will demonstrate. But the group exudes one further defining characteristic. That is the depth of passion they bring to their work.

Hern is a case in point. In 2003, in his freshman year at Oregon State University (OSU), he was deployed with the Oregon National Guard for eighteen months in Iraq.

"I spent my days jumping out of Black Hawk helicopters, running through the city of Baghdad on foot, and dodging improvised explosive devices on the highways," he said.

That experience brought him home with a new sense of urgency to live life. After returning to OSU and completing his degree in 2008, he looked for a nontraditional M.B.A. that offered, in his words, "an environment where people value life, learning, and community." The Lundquist College offered him that environment.

"The shift from a traditional core curriculum to the center focus had everything to do with my decision to enroll," Hern said. "While I do place value on a traditional education, I was looking for innovative and creative ways in which I could learn both inside and outside the classroom. I see the center focus as a great way to step into a leadership role within the college, make an impact, and create something of real value. I have a curiosity and passion for the sustainable business model, and the center-specific focus allows me to take ownership of my education in ways a traditional program will not."

If Hern is any indication, the center-focused curriculum will likely attract even more students with this intensity of passion. ■

THE “STUDY OF THE DECADE”

Although Associate Professor of Finance John Chalmers is not sure he agrees with Morningstar Advisor’s assessment of his recent research as the “study of the decade,” it’s difficult to ignore what the rest of the financial world is saying.

The research, “Assessing the Costs and Benefits of Brokers in the Mutual Fund Industry,” coauthored with Daniel Bergstresser and Peter Tufano at the Harvard Business School, has captured the attention of numerous financial blogs and websites, not to mention *The Wall Street Journal*, *Barron’s*, and a host of other media outlets, since it first appeared as a working paper a couple years ago. The final paper is due to be published in *The Review of Financial Studies* in 2009.

The study is compelling because Chalmers and his colleagues looked at the cost and performance of more than 4,000 mutual funds from 1996 to 2004 and found that funds sold by brokers did not outperform those bought directly by investors. In fact, the study concluded, investors who bought their mutual funds directly fared better than those who purchased funds through brokers—to the tune of an estimated \$8.8 billion annually.

“I think we have come up with some interesting and important results,” Chalmers said. “The question of whether the distribution channel for mutual funds was a factor in their performance is a question that hadn’t been answered.”

In addition to studying mutual fund returns, the study sought to examine whether brokers: (1) reduced the amount of “return chasing” by investors, (2) provided assistance selecting harder-to-find or harder-to-evaluate funds, (3) provided access to funds with lower costs (excluding distribution costs), (4) were able to move investors from cash to the stock market at the most opportune times.

“Along these dimensions,” the authors said in the study’s abstract, “we find it difficult to identify tangible benefits delivered by brokers.”

Despite the findings, Chalmers and his colleagues stressed that they are not out to vilify brokers, who, they say, may offer many intangible benefits. Chalmers said the intangible benefits provided by brokers simply can’t be measured given the data worked with in this study.

“When you’re getting advice from a broker or a financial advisor, the nature of that advice can be very valuable,” Chalmers noted. “But the value isn’t likely to be picking better mutual funds or in avoiding reactionary decisions, or in finding funds with lower fees. The broker’s value may be found in less tangible dimensions. For example, a good broker may get you to start saving, or perhaps get you to feel more comfortable with your financial decisions.”

Chalmers said he plans to continue researching with colleagues on other issues related to mutual funds, including attempting to measure some of those more intangible benefits brokers may offer.

And if his past research record is any indication, those future studies and findings are likely to be just as rigorous, intriguing, and insightful. ■



REMEMBERING WHAT IT'S LIKE

BY RONALD BOND

An energetic and enthusiastic individual, Lundquist College of Business Senior Instructor David Dusseau almost bounces from one end of the classroom to the other, actively working with his students while teaching them the ins and outs of business.

Dusseau's teaching style has made him one of the most popular and respected instructors at the University of Oregon. It is a style in which he manages to keep his classes entertained while making sure students get what they need from his lectures. It is also a style that has evolved since he took over Business 101, the college's introduction to business course, nearly a decade ago.

"When I first started teaching, I just tried lecturing, and it didn't work very well," Dusseau explained. "And then later I thought, 'When I was twenty years old, what did I hate and like about a class?' I came to the conclusion that the most important thing was for me to remember what it was like to not know this already."

"And it is embarrassingly easy for me to remember what it's like to not know something," he added.

Dusseau said that's because he faced several situations in which he was caught without the knowledge he needed. After moving from Toledo, Ohio, to La Grande, Oregon, in 1978, Dusseau spent three years as the director of New Day Enterprises, a nonprofit organization that provided services to the mentally impaired. He then took the same position at Coast Rehabilitation Services Residential in Astoria, Oregon. At both places, he ran into major business issues.

"My first day as director of New Day Enterprises, I got a letter from the IRS that said, 'We are revoking your 501(c)(3), [nonprofit status]. Please send us \$43,000 in back taxes,'" he said. "I just didn't have any background to address such issues."

So Dusseau came to the Lundquist College of Business to gain a business understanding. He earned his M.B.A. and then stayed to get his Ph.D. He later took over the introduction to business course, and, as Associate Dean Ray King said, "recreated it."

"He thinks broadly about the students and what they need to take away and then is successful in integrating it into the course," King said, turning a course that is "frequently definitional" into one that gets the students involved and interested.



Dusseau accomplishes this by incorporating in-class clicker-quizzes, which give immediate feedback and almost force students to focus without boring them. Another way is by telling fun anecdotes that apply to the subject at hand.

King added that Dusseau's ability to teach the course as well as he does with the number of students he has—generally more than 250 per class—is rare. And Dusseau's students agree.

"He's really helpful and he makes sure people are doing what they need to do," said student Christine Joseph. "He's got the biggest classes, but he knows everything that's going on."

Despite the fact that he has transformed the course, Dusseau never stops trying to improve his methods. And while he may make some changes to his style to better himself as an instructor, his ability to work with students to get the most out of them will continue to be the key to his success as one of the best instructors UO has to offer. ■

CHINESE DISPATCHES

M.B.A students completed study tours in China for the third year as part of the college's Engaging Asia initiative. Here are some highlights from the student-written blogs from two separate cohorts that met up in Shanghai after first traveling to Beijing and Hong Kong separately.



- Sept 10** We ended up at a night market where people sell almost anything (useful or not) you could ever want. We settled in at an open-air, street-side Chinese restaurant that boasted a good number of locals, plastic plates and cups, rickety tables, simple folding stools, and fresh seafood in fish tanks and buckets. It was noisy, the temperature was still high, there were still crowds on the streets. The food was amazing.
-  Hong Kong | [Graham Crawford](#)
-
- Sept 11** As soon as I noticed there was a Palace of Great Brilliance [in the Forbidden City], I decided it was important to get a picture of myself in front of it. After forty-five minutes of labyrinth-esque gates and halls and numerous non-Brilliance named palaces, we almost gave up.... However, it was at this moment that I experienced my first Eastern-style enlightenment. See, the designers of this incredible ancient city understood that man can never find great brilliance, and that the first step to great brilliance is in the acknowledgment of its nonexistence.
-  Beijing | [Jesse Thomas](#)
-
- Sept 13** At Octagon we learned that unlike general participation among most of America's youth in sports programs, only a select number of children picked by the Chinese government participate in sports growing up. The implications are widespread in terms of brand marketing apparel as well as sports marketing.
-  Beijing | [Tom Pritchard](#)
-
- Sept 13** I felt honored that Hong Kong University of Science and Technology Business School would go out of its way to host our group, and I think it speaks to the strength of the Oregon M.B.A. and the Lundquist Center for Entrepreneurship.
-  Hong Kong | [Graham Crawford](#)
-
- Sept 16** Took a short bus trip to Intel's manufacturing facilities. We learned a number of interesting things ... expats are paid in their home currency ... the numbers four and fourteen are not typically found as floors in hotels or office buildings ... and high-tech manufacturing facilities in Shanghai require ten or more years to train local human resources and fully ramp up production.
-  Shanghai | [Graham Crawford](#)
-
- Sept 17** Seeing what it would be like to be a jet-setting businessman is hard work. It starts with waking up, checking e-mails, calling the homeland, and heading to the gym.... Then, it was off to the factory. Huan Hsin Group is the world's second largest fabricator of laptop covers, and it uses some major machinery to get the job done.... Speed is paramount ... and watching the Huan Hsin Group work was a dizzying spectacle.
-  Shanghai | [Phil Ferranto](#)
-
- Sept 19** In about an hour and a half we board a plane to return home. I can't tell you how much I love Chinese culture. I've had an amazing experience, and I'm a little sad that I'm leaving.
-  Heading Home | [Graham Crawford](#)

Read the complete blogs and see more photos online at <http://lcb.uoregon.edu/lce/blog/> and <http://www.warsawcenter.com/blog/?cat=3>. ■

MICROLENDING IN UGANDA

Two Lundquist students learn that the best laid plans don't always work out, and they end up crafting an innovative microfinancing model to partner UO students with locals in developing countries.

BY DEREK VENTLING

Using our business education around the globe had always been a goal, but neither Doug Gould nor I predicted doing it before graduation in rural Africa. But there we were deep in the recently war-torn region of East Africa, laying the infrastructure for a nongovernmental organization (NGO) being started by a subgroup within the International Business and Economics Club (IBEC) at the University of Oregon.

The NGO is called MAPLE, which stands for Microdeveloping the Alleviation of Poverty through Learning and Entrepreneurship. The organization is dedicated to researching the ramifications of microlending—most notably in the developing world. Thanks to a grant from the Meyer Fund for a Sustainable Environment, MAPLE started its own lending organization and sent us (along with faculty mentor Ron Severson) to a remote village in Uganda to live and work for two months in summer 2008.

Our initial goal was to identify sustainable business opportunities to lend to. After in-country research into economic conditions and governmental regulations, however, we threw this plan out the window. All our research done before leaving had become moot once we began interacting with organizations on the

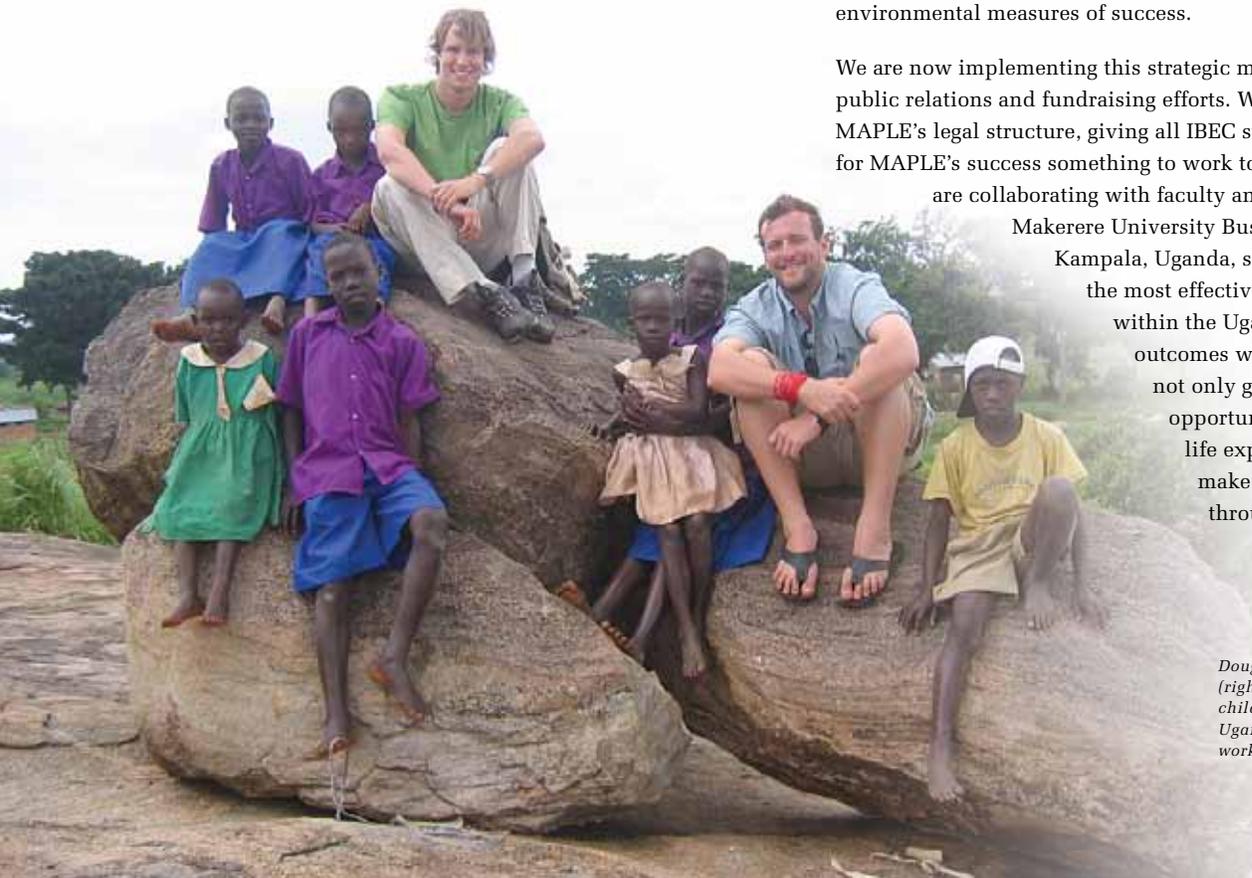
ground. Local conversations with villagers, business leaders, and government officials brought to light a previously untapped line of thinking. We discovered that although the trend of microfinance had brought money to the area, what locals wanted were the tools to succeed at the businesses started with this influx of capital.

To address this, we set out not just to rewrite the business plan, but rework MAPLE's entire strategic direction. In doing so, we created an innovative microlending/business partnership model unseen throughout the African landscape.

The model entails implementing a curriculum being developed by UO students to provide bookkeeping, market research, financial planning, and entrepreneurial skills to residents in developing countries. A percentage of those completing the education component will receive microloans from MAPLE as well as assistance with business plan development. Using a monitoring system developed at UO, MAPLE will track progress on goals defined in the business plans and provide support resources. In this way, we will help clients succeed by providing them with tools and continual guidance, enabling them to best leverage their loans to achieve financial, social, and environmental measures of success.

We are now implementing this strategic model while expanding public relations and fundraising efforts. We are also solidifying MAPLE's legal structure, giving all IBEC students responsible for MAPLE's success something to work toward. Finally, we are collaborating with faculty and students from Makerere University Business School in Kampala, Uganda, so we can provide the most effective services possible within the Ugandan context. The outcomes will be rewarding—not only give other students the opportunity to gain similar life experiences, but also to make a visible difference throughout the world. ■

Doug Gould (left) and Derek Ventling (right) scrambled up a hill with local children to overlook the village in Uganda where the two lived and worked during summer 2008.





FLEXIBILITY, FACILITIES, FOCUS

The former head of a Fortune 500 company, Greg Quesnel '70 knows the importance of the “three Fs” for business success.

When he was in the eighth grade, Greg Quesnel saw a movie that changed his life.

“There was this hotshot stock broker in New York City,” Quesnel said. “He had great clothes, a nice apartment, a good job. From that moment on, there was no doubt in my mind, I was going to college to become a stock broker.”

He kept his word—sort of. He graduated as a finance major, but because of a tight job market, he never did get that first job in investment management. Instead, Quesnel went on to a thirty-five-year career that ultimately took him to the top of a Fortune 500 company as president and CEO of CNF, Inc., a diversified global transportation and logistics company.

After he retired from CNF (now called Con-Way) in 2004, Quesnel increasingly re-engaged his alma mater. He toured facilities, met with faculty and administrators, and began discussions about philanthropic opportunities. In December 2007, Quesnel and his wife Michelle endowed a UO President’s Scholarship Fund targeted to business students. Starting in May 2008, Quesnel also began lecturing in Associate Professor Nagesh Murthy’s decision sciences classes, and he plans more lectures in the future.

“I wanted to give back to an institution that taught me how to be successful,” he explained.

Today, Quesnel continues to stay active in business. He is a member of the boards of directors of Potlatch and Synnex, serving on three committees for each board.

Looking back on his career, he’s struck by the contrast between when he first entered the workforce and today. Case in point: in his first position, his employer presented him with a structured career path leading to a vice president position in ten years. (He left after two years.) He joked that he would be “scared to death” to enter the job market these days. But, in fact, he embraces the changes in such areas as global trade, diversity, communication, and teamwork.

“It’s a different world,” he said. “The pace of change is frenetic. The formula for success is constantly in motion.”

He gives the Lundquist College high marks for preparing students to enter that world. The college, he said, is doing well in what he called the “three Fs”: flexibility, facilities, and focus. Flexibility goes to allowing students greater choice in the timing, delivery method, and subject matter of coursework. Best-in-class facilities enable better knowledge transfer, a job he said that the Lillis Business Complex is doing phenomenally well. Focus means offering curriculum and experiential learning opportunities to develop expertise in marketable specialties. Specifically, he lauded the college’s four centers of excellence and its focus on hands-on learning.

“You just can’t buy that kind of experience!” he said.

Not surprisingly, his advice to students goes to the heart of his experience with change. “Change is ferocious. You have to be willing to reinvent yourself at least a few times during your career. If you can be flexible and adapt, you’ll excel.”

It all circles back to his own career history. After all, he never did become a stock broker. But he left himself open to other possibilities, and they took him places he never imagined he would go. ■

CENTER FOR SUSTAINABLE BUSINESS PRACTICES



Nagesh Murthy, associate professor of Decision Sciences, received a \$250,000 grant from Manufacturing 21, an Oregon industry consortium working to sustain a skilled workforce in the region as well as expand innovation through applied research and development. Work on the grant seeks to enhance manufacturing competitiveness via cutting-edge industry-driven research, collaborative problem-solving, benchmarking, and experiential/executive education focusing on operations management, supply chain management, and managing sustainability in value chains.

CSBP Company Projects Underway

- **IHS Inc:** An M.B.A. student is helping roll out a new sustainability performance improvement process.
- **SAIF Corporation:** Four M.B.A.s are assessing business risk due to climate change in major Oregon industry clusters.
- **Kestrel Growth Brands:** Two teams of senior undergrads are completing projects related to the company's Fair Trade Plus Program.
- See more projects at www.lcb.uoregon.edu/csbp.

Other Highlights

- Graduate and undergraduate CSBP students attended GoGreen PDX '08; undertook a Portland Career Center trip to Sun Microsystems, KEEN Footwear, and Rejuvenation Inc.; and attended the annual Net Impact (a global organization for students and professionals using business to improve the world) conference in Philadelphia.
- Planning is underway for the Sustainable Advantage 2009 conference (cosponsored by CSBP), which will take place April 3, 2009, in Portland.
- CSBP hosted a successful faculty mixer, attracting nearly fifty people from across campus to foster collaboration among colleagues working on sustainability.

Nagesh Murthy



LUNDQUIST CENTER FOR ENTREPRENEURSHIP



Randy Swangard

Randy Swangard, outgoing managing director for the Lundquist Center for Entrepreneurship (LCE), talked to *BusinessWeek* about how to win a business plan competition, what to keep in mind before you apply, and why it's sometimes better to come in second. The video interview, which has been replicated across many entrepreneurship and innovation/business planning websites, can be viewed at <http://lcb.uoregon.edu/businessweek/video>.

The Take Shape venture from 2008 continues to, well, take shape. The start-up, which tied for first place at the college's New Venture Championship and earned second place at the Hong Kong University of Science and Technology competition, went on to make an impressive showing (along with fellow LCE venture Momentum) at the 2008 Moot Corp Global last May. (UO was one of only a few schools that had more than one team at the contest.) More recently, Take Shape's CEO Peter Vomocil, M.B.A. '08, won the Smart-Ups (the Eugene chapter of the Oregon Entrepreneurs Network) competition in October, earning the

right to present at Seed Oregon on November 12 for a chance to compete for \$150,000 at Angel Oregon in March. Take Shape, which has a patent-pending body mapping technology that sets a new standard for the way human fitness is evaluated, hopes to raise \$1.5 million and roll out its product in 2010, Vomocil said.

As this magazine went to press, LCE's 2008 M.B.A. Venture Quest was wrapping up, providing a sneak peek at possible student ventures that will grace the business plan competition circuit in 2009. Fan Experience won the \$1,500 first-place award for a venture providing a unique way for sponsors to connect with fans at sporting events via web-enabled mobile phones. Precession Technologies won second place and \$500 for a technology that allows for superior medical diagnoses in real time.



Ron Sauer



SECURITIES ANALYSIS CENTER

"It seems like it's the end of the world, but it's not." That is how Ron Sauer, founder, chairman, and chief investment officer of Mazama Capital Management summed up the current situation in financial markets. Sauer was speaking at a public forum hosted by the Securities Analysis Center (SAC) on October 11 in Eugene. The forum pulled together industry experts, including Sauer; Ben Salm, SAC managing director; John Chalmers, associate professor of finance; and Bob Jesenik, chief executive of Aequitas Capital Management. The center hosted a follow-on public forum with the same panelist on November 24 at the University of Oregon's White Stag Building in Portland. Both events finished with a lengthy question and answer session that helped all to leave with a better understanding of current events. A video of the October event can be viewed at <http://media.uoregon.edu/channel/?p=176>.

The September edition of *Portland Business Journal* quoted SAC Managing Director Ben Salm regarding auction rate securities. In October, Salm was a panelist at a University Club of Portland event and was a featured guest for a thirty-minute interview on Jefferson Public Radio about educating the next generation of financial professionals.

WARSAW SPORTS MARKETING CENTER

Not only did Warsaw Sports Marketing Center student Austin DeKoning, a senior undergraduate, spend the summer in Beijing, China, as an intern for IMG World at the 2008

Olympic Games, he was profiled in a *BusinessWeek* online article highlighting the best sports business programs (http://www.businessweek.com/bschools/content/aug2008/bs20080818_920919.htm). DeKoning and several other students—including Steven Strand (Nike Global Brand Marketing/Snowboarding), Nicole Smith (Salem Keizer



Volcanoes), and Daniel Cogan (PAC Golf)—shared their internship experience to a rapt standing-room-only audience of more than 100 students for two-and-a-half hours this past fall.

Does the Madden NFL video game make you smarter? The Warsaw Center partnered with EA Sports to find out. With great support from the Madden Team, including Warsaw Alumnus Gary Treangen, M.B.A. '04; Microsoft Xbox, including Warsaw Alumnus Kat Strafford, M.B.A. '00; the Seattle Seahawks; and a grant from the Northwest Academic Computing Consortium, the center piloted the use of the EA Sports' Madden NFL into a business simulation for students in the Sports, Business and Society course. More than fifty students in teams of four "owned" the Seattle Seahawks through ten seasons, making a variety of on- and off-the-field decisions ranging from sponsorships to personnel moves. Complementing the project was a series of NFL-affiliated guest speakers and lectures.



Warsaw Center Managing Director Paul Swangard remained one of the most quoted on the UO campus. *The Washington Post*, *USA Today*, *Los Angeles Times*, *San Francisco Chronicle*, and more called on his expertise for topics ranging from sponsorship of high-profile athletes like Tiger Woods to World Series viewership and the re-emergence of Speedo and Puma as prominent brands at the Olympics.

Leadership in Action students take to the ropes for a team-building exercise.



LEADERSHIP AND COMMUNICATION CENTER

Suppose a manager must make a recommendation on moving production facilities to Vietnam. She collects facts: market wages, availability of skilled labor, transportation, environmental standards, and political climate. She considers the effects on stockholders, assesses alternatives, and presents her argument. It's a business decision, but it is also value-laden. To decide against moving operations because of employee displacement won't impress investors concerned about falling returns. Likewise, the decision to move operations without providing training or employment services won't impress displaced employees or the local community. The point is this: if students leave here thinking that they will not need to defend their value-laden decisions, we will do them a tremendous disservice. To that end, the Leadership and Communication Center (LC2) continues to actively promote ethics education at the college. The center hosted a faculty roundtable on ethics in February 2008, distributed a discussion paper in fall 2008, and is currently working on a white paper about ethics education.

Now in its fifth year, LC2's hallmark Leadership in Action practicum once again paired teams of students with local nonprofits and government agencies. This past spring, students partnered with Springfield School District, Shelter Care, Lane Workforce Partnership, Centro Latino Americano, and Southtowne Business Association. Those projects delivered an invaluable hands-on learning experience for students and made big waves in the local community, helping to generate further connections and partnerships.

LEARNING FROM LEADERS

The Lundquist College of Business prides itself on enabling students to learn from the real-world experience of today's business leaders. The following is a partial list of people who recently shared their insights and expertise with students. We are grateful to all the individuals and firms who contributed to this cornerstone of our curriculum.

CAREER SERVICES

Birgitte Andersen, Vestas
 Marilyn Andrews,
 Knowledge Learning Corporation
 Jennifer Askew, Vestas
 Eric Campbell, Den-Tech LLC
 Tracee Cantrell, Funk/Levis & Associates
 Rachel Carlton, Joie de Vivre Hospitality, Inc.
 Breann Carter, Stockamp & Associates, Inc.
 Clarissa Chan, Fred Meyer
 James Curly, KEEN Footwear
 Robin Dunbar, Gap Inc.
 Chris Enlow, KEEN Footwear
 Josh Frankel, General Motors R*Works
 Daenon Gault-Vasconez, GEICO
 Ali Geraths, Eli Lilly and Company
 Scott Gilfoil, Apple Inc.
 Robert Griesinger, Blast Radius
 Doreen Grove, US Bancorp
 Daniel Henderson, Hewlett-Packard
 Hank Hoell, LibertyBank
 Bobby Hughes, IDEO Inc.
 Sean Huntington, Umpqua Bank
 Susan Jossi, M Financial Group
 Raychel Kolen, Eugene Symphony
 Peter Lehman, Sun Microsystems, Inc.
 Scott Littlejohn, Farmers Insurance Group
 Melissa Mackie, The Regence Group
 Pat McCarthy, Right Media
 Shaun Melander, Vestas
 Mike Neidermeyer, Wells Fargo Capital
 Jared Oviatt, Grainger Industrial Supply
 April Panowicz, KPMG International
 Bobbie Parisi, KEEN Footwear
 Aidan Parisian, PricewaterhouseCoopers
 Eric Parrish, Kernutt, Stokes, Brandt & Co. LLP
 Dieter Recktenwald, BD Technologies
 Joel Revill, Standard Pacific Capital, LLC
 Kate Salyers, Pacific Continental Bank
 Merete Sandager Thomsen, Vestas
 Jeff Shay, Rejuvenation Inc.
 Scott Spiegelberg, JELD-WEN, Inc.
 Cody Stavig, Myers Container LLC
 Ron Susa, Chevron Corporation
 Jeff Tarbell, Houlihan Lokey
 Roger Terrell, Umpqua Bank
 Doug Tinker, Kransco
 Kathryn Wang, Google

DECISION SCIENCES

Renita Casey, Stockamp & Associates, Inc.
 Nicole DeHoratius University of Portland
 and University of Chicago
 Greg Masciana, Tektronix Inc.
 Janet Or, Liberty Mutual Insurance Company
 Matt Plude, Liberty Mutual Insurance Company
 Leif Stavig, Intel Corporation

ENTREPRENEURSHIP

Jens Anderson, Jones & Roth P.C.
 David Blum, NextMedium.com
 Mike Card, Combined Transport, Inc.
 John Dimmer, FIRS Management LLC
 Mark Frohnmayr, GarageGames.com
 Frank Gill, Intel Corporation (formerly)
 George Hale, Hale Development, Inc.
 Sasha Kadey, King Estate Winery
 Tony Kau, Vanivo Business Solutions, LLC
 Mike Kehoe, Western Reliance Inc.
 David Lowry, Cornus Corporation
 Brie Malarkey, WineStyles Inc.
 Deborah Marshall, GarageGames.com
 Gabrielle McEntee, Mo's Enterprises
 Robin Pfeiffer, Pfeiffer Vineyards
 John Schickich, Beau Delicious! International, LLC
 Eric Steinke, Perkins Electric Company, Inc.
 Richard Turanski, GloryBee Foods Inc.
 Dan Vishney, Spirit Leather Works
 Kaiping Zhang, UO Libraries

MARKETING

Jeff Hansen, Microsoft Corporation
 Scott Hettick, Baden & Co.
 Cameron Javdani, AT&T

SECURITIES ANALYSIS

Todd Gooding, ScanlanKemperBard Companies
 Zan Hamilton, Lime Financial
 Robert Jesenik, Aequitas Capital Management
 Abbott Keller, Kestrel Investments
 Chris Leupold, Merrill Lynch
 Terry Sebastian, Lake Pacific Partners, Chicago
 Ron Sauer, Mazama Capital Management
 Eric Sorensen, PanAgora Investment Management
 Li Tang, Mazama Capital Management
 Greg Tansey, Riverlake Partners
 Tyler Welt, Intel Corporation

SPORTS MARKETING

Adam Antoniewicz, NBA China
 Stephen Baines, Sports Business International
 David Baker, AFL
 Eric Barmack, ESPN
 Lee Berke, LHB Sports,
 Entertainment & Media, Inc.
 Declan Bolger, Stoneybatter Inc.
 Gert Boyle, Columbia Sportswear Company
 Justin Byczek, NBC Sports
 Carter Carnegie,
 National Thoroughbred Racing Association
 Tim Chen, NBA China
 Emilio Collins, NBA
 Jason Day, IMG
 Len DeLuca, ESPN
 Andy Dolich, San Francisco Forty Niners, Ltd.
 Dave Doroghy,
 Vancouver Organizing Committee for the
 2010 Olympic and Paralympic Winter Games
 David Dunn, Athletes First
 Dennis Farrell, Big West Conference
 Sal Galatioto, Galatioto Sports Partners
 Chris Granger, NBA
 Stephen Greysier, Harvard University
 Arthur Griffiths, Octagon
 Eric Guthoff, IMG
 David Haney, AFL
 Chris Heck, NBA
 Heather Higgins,
 National Thoroughbred Racing Association
 Stu Jackson, NBA
 Akash Jain, NBA
 Patt Keck, AT&T
 Erica Kerner, adidas
 Hollis Kosco, IMG
 Peter Land,
 National Thoroughbred Racing Association
 Amy Lasky,
 National Thoroughbred Racing Association
 Sheng Li, Visa
 Hunter Lockman, New York Knicks
 Donna Lopiano, Sports Management Resources
 Joe Mattson, Relay Worldwide
 Mike McCarley, NBC Sports
 Chris McCloskey, AFL
 Jim McDonald, Cornerstone Marketing
 Nolan Mecham, IMG

Jason Michelotti, Millsport
 Jim Noel, ESPN
 Vince O'Brien, General Motors R*Works
 Donna Orender, WNBA
 Lisa Orzechowski, Relay Worldwide
 Andy Peake, Under Armour
 Jeff Price, Sports Illustrated
 Shannon Pruitt, FremantleMedia.
 Emma Qui, Fudan University
 Dave Rosen, Electronic Arts Inc.
 Peter Rotondo Jr.,
 National Thoroughbred Racing Association
 Peter Rotondo Sr.,
 National Thoroughbred Racing Association
 John Rozeira, General Motors R*Works
 Beth Schnitzer, Pier 39
 Adam Silver, NBA
 Andrew Sippel, ESPN
 David Stern, NBA
 Robert Strand, Jarden Outdoor Solutions
 Lucy Strong, Octagon
 Tyler Vaught, Electronic Arts Inc.
 Marvin Washington, University of Alberta
 Carter Westfall, Helios Partners
 Pat Zeedick, Nike, Inc.
 Chris Zimmerman,
 The Vancouver Canucks Limited Partnership

SUSTAINABLE BUSINESS PRACTICES

Larry Burns, General Motors
 Tim Fallon, Kettle Foods
 Annie Leonard, Filmmaker
 Johanna Mair, University of Navarra
 Tom Osdoba,
 City of Portland Sustainable Development
 Nancy Owen Myers, Lunchsense
 Marty Parisien, Kestrel Growth Brands, Inc.
 Christian Seelos, University of Navarra
 Darcy Winslow, DSW Consulting

ENGAGING MINDS

Renowned researchers and terrific teachers, our faculty members are the heart of the Lundquist College of Business. Their achievements in and outside the classroom directly translate into a superior education for our students. The following is a sampling of recent faculty developments and honors.

With the selection of **Dennis Howard** as the college's new dean, several faculty members have evolved their roles at the college:



Dave Boush

- **Dave Boush**, associate professor of marketing, has agreed to serve as the head of the Department of Marketing. This is his second stint leading the department
- **Randy Swangard** was appointed special assistant to the dean. His new responsibilities include developing a strategic vision for the college's programs in the Portland marketplace, overseeing Engaging Asia programs, and supporting initiatives related to alumni relations and fundraising
- **Beth Hjelm**, instructor of management, was named interim managing director of the Center for Sustainable Business Practices

- **Michele Henney**, instructor of accounting, is the academic director of the Oregon Executive M.B.A. program for the current academic year
- **Wendy Mitchell** assumed the role of associate dean for professional affairs, succeeding Emeritus Professor of Accounting Helen Gernon
- **Jeanne Coe** replaces Mitchell as assistant dean of Undergraduate Programs.

Other promotions include **Mike Pangburn** earning tenure and becoming an associate professor of Decision Sciences. And **Deb Bauer** (finance) and **Anne Forrestel** (marketing) were elevated to senior instructors.

AWARDS, GRANTS, HONORS

Peter Mills, the Gerald B. Bashaw Professor of Business, received one of the UO's highest honors, a Thomas F. Herman Faculty Achievement Award for Distinguished Teaching. A consistent theme in student evaluations of Mills is that students feel significantly more prepared for the challenges they will face in business after taking his course.

Charles H. Lundquist Professor of Entrepreneurship **Alan Meyer** and Assistant Professor of Management **Jennifer Howard-Grenville** received a \$30,000 University of Oregon grant, sponsored by Pat and Stephanie Kilkenny, to investigate "The Re-emergence of Tracttown USA: Community Identity and Organizing Processes."

Students in Beta Gamma Sigma, the highest business honorary society that only the very best students are invited to join, voted Associate Professor of Finance **John Chalmers** as Professor of the Year. In addition, Chalmers's paper assessing the costs and benefits of brokers (see page 16) continued to receive coverage and comment throughout the blogosphere and other media outlets.

The UO Office of the Vice President for Research and Oregon Community Credit Union awarded **Anne Parmigiani**, assistant professor of management, a \$10,000 Oregon Community Credit Union Research Fellowship for 2008–2009.

Julian Atanassov, assistant professor of finance, received a \$15,000 grant from the University of Chicago branch of the Ewing Marion Kauffman Foundation for a project entitled "Corporate Hierarchy, Innovation, and Firm Value: Evidence from the Centralization of R&D Departments."

Students honored Instructor of Accounting **Michele Henney** with a James E. Reinmuth M.B.A. Teaching Excellence award for 2007–2008.



Michele Henney



Whitney Wagoner

Associate Professor of Decision Sciences **Mike Pangburn** received the Lundquist College of Business Scharpf Research Excellence Award for 2007–2008.

Andrew Nelson, assistant professor of management, received the 2008 Best Dissertation award from the Technology Management Section of the Institute for Operations Research and Management Science, the world's largest professional association for operations research and management science.

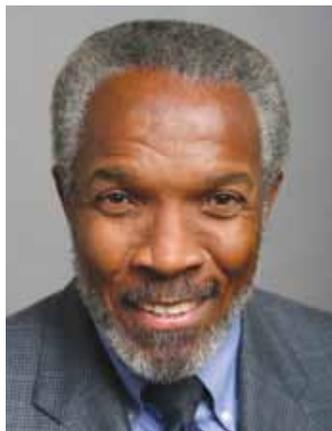
Recent recipients of the Business Advisory Council's undergraduate teaching award were Donald A. Tykeson Senior Instructor of Business **Dave Dusseau**, Instructor of Sports Business **Whitney Wagoner**, and Instructor of Management **Beth Hjelm**.

Lundquist Professor of Sustainable Management **Michael Russo** was honored as the Thomas C. Stewart Distinguished Professor for 2009.

Associate Dean for Professional Affairs **Wendy Mitchell** received the Harold K. Strom College Service Award in 2008.

Faculty members receiving summer research from the college's centers of excellence include:

- From the Warsaw Sports Marketing Center: **Bob Madrigal**, associate professor of marketing, and **Lynn Kahle**, the Ehrman Giustina Professor of Marketing.



Peter Mills

- From the Securities Analysis Center: **Diane Del Guercio**, associate professor of finance, and **John Chalmers**, associate professor of finance
- From the Center for Sustainable Business Practices: **Nagesh Murthy**, associate professor of decision sciences; **Mike Pangburn**, associate professor of decision sciences; and **Tolga Aydinliyim**, assistant professor of decision sciences.

The Portland Tribune sourced Ehrman Giustina Professor of Marketing **Lynn Kahle** for an article about GM's Hummer. *Marketing News* interviewed him for a piece about the Olympic movement, and Kahle was featured on national television in South Korea, discussing the marketing of solar energy. Locally, *The Register Guard* spoke to Kahle for insight about corporate marketing deals and Nike's teaming with the Oregon Bach Festival.

CFO.com highlighted Assistant Professor of Accounting **Xuesong Hu's** research (with M. Lafond and J. Francis), analyzing whether audit firms more distant from Securities and Exchange Commission offices face less enforcement.

RESEARCH

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Fang, Yue. "Semi-Parametric Specification Tests for Mixing Distributions," *Computational Statistics and Data Analysis* 52, no. 5 (2008).

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Koreisha, Sergio and **Yue Fang**. "Using Least Squares to Generate Forecasts in Regressions with Serial Correlation," *Journal of Time Series Analysis* 29, no. 3 (2008).

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Yue Fang

Meyer, Alan, and V. Gaba. "Crossing the Organizational Species Barrier: How Venture Capital Practices Infiltrated the Information Technology Sector," *Academy of Management Journal* 51 no. 5 (2008).

Pangburn, Mike, A. Balakrishnan, and E. Stavoulaki. "Integrating the Promotional and Service Roles of Retail Inventories," *Manufacturing & Service Operations Management* 10, no. 2 (2008).

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Petkova, Neviana. Review of *Trade Liberalisation: Impact on Growth and Trade in Developing Countries*, by Ashok Parikh. *Journal of Economic Literature* 46, no. 4 (2008).

Russo, Michael. *Environmental Management: Readings and Cases*. 2nd ed. Thousand Oaks, CA: Sage Publications, 2008.

Starbuck, Bill, A. Georges, L. Romme, and R. L. M. Dunbar. "Creating Better Understandings of Organizations While Building Better Organizations," In *Sage Handbook of New Approaches in Management and Organization*, edited by D. Barry and H. Hansen. London, UK: Sage Publications, 2008.

Starbuck, Bill, and G. P. Hodgkinson. *Oxford Handbook of Organizational Decision Making*. Oxford, UK: Oxford University Press, 2008.

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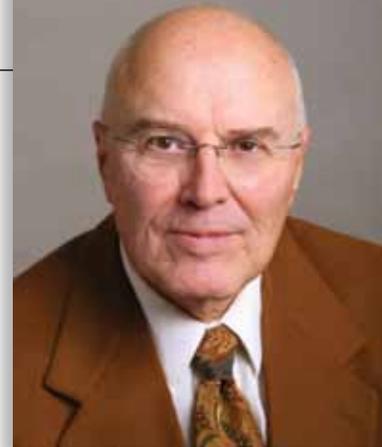
Starbuck, Bill, Y. Baruch, A. M. Konrad, and H. Aguinis. *Opening the Black Box of Editorship*. Basingstoke, UK: Palgrave Macmillan, 2008.

Steers, Rick, **Alan Meyer,** and C. Sanchez-Runde. "National Culture and the Adoption of New Technologies," *Journal of World Business* 43, no. 3 (2008).

Alan Meyer

Steers, Rick, and **Luciara Nardon.** "The New Global Manager: Learning Cultures on the Fly," *Organizational Dynamics* 37, no. 1 (2008).

Terborg, Jim and S. Bryant. "Impact of Peer Mentor Training on Creating and Sharing Organizational Knowledge," *Journal of Managerial Issues* 20, no. 1 (2008).



Bill Starbuck

PRESENTATIONS



Tolga Aydinliyim

Tolga Aydinliyim presented his research at the Institute for Operations Research and Management Science Annual Conference in October 2008, the Manufacturing and Services Operations Management Annual Conference in June, and the Production Operations Management Society Annual Conference in May.

John Chalmers recently shared his insights on financial markets at the Investment Company Institute Conference, served on the "Financial Advisor of the Future" panel at the National Investment Company Service Organization, and taught seminars at Singapore Management University and Nanyang Technological University (Singapore).

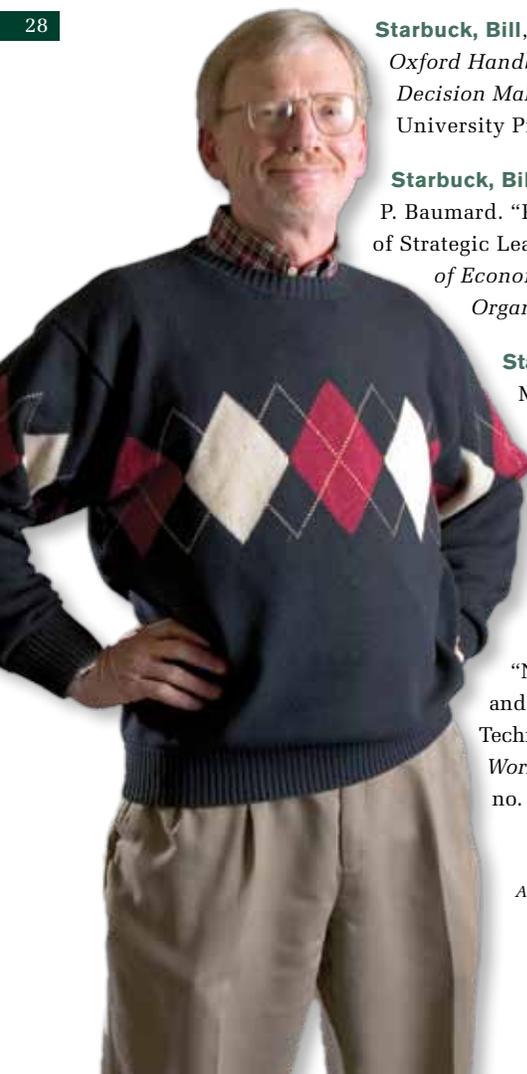
Diane Del Guercio presented "Why Pick Stocks for the Competition? The Economics of Mutual Fund Subadvisory Contracts" (with J. Reuter and P. Tkac) at the Securities and Exchange Commission in October 2008.

Yue Fang presented "Model Building and Prediction in Time Series Regression with Measurement Errors" at the Annual Conference of International Institute of Applied Statistics in Yantai, China, August 2008.

Charles Gaa presented his research at the 2008 North American Summer Meeting of the Econometric Society in June and at the 2008 Northern Finance Association Meeting in September.



Diane Del Guercio



New Faculty

We have a history of attracting great faculty, and this year we welcome several additions to our community with exceptional credentials.



Charles Gaa, Assistant Professor of Finance
Degree: Ph.D., University of British Columbia
Research Focus: Investments, behavioral finance, corporate finance, market microstructure, and computational linguistics applications



Linda Krull, Associate Professor of Accounting
Degree: Ph.D., University of Arizona
Research Focus: Taxes and corporate financial reporting, investments, and capital structure decisions and market capitalization of corporate and investor-level taxes



Luciana Nardon, Visiting Assistant Professor of Management
Degree: Ph.D., University of Oregon
Research Focus: Cross-cultural/international management, international technology management, influences on managerial cognition, and management behavior



Andrew Nelson, Assistant Professor of Management
Degree: Ph.D., Stanford University
Research Focus: Commercialization of university research, institutional theory, entrepreneurship, social networks and network analysis, and economics of science and technology



Kyle Peterson, Assistant Professor of Accounting
Degree: Ph.D., University of Michigan
Research Focus: Financial accounting and disclosure, accounting complexity, revenue recognition, and accounting conservatism



Neviana Petkova, Assistant Professor of Accounting
Degree: Ph.D., University of Michigan
Research Focus: International economics, applied microeconomics and development and transition economics, and macroeconomics



Taryn Stanko, Assistant Professor of Management
Degree: Ph.D., University of California, Irvine
Research Focus: Communication technology and virtual work, management of multiple roles, and organizational behavior



Avinash Verma, Assistant Professor of Finance
Degree: Ph.D., University of California, Berkeley
Research Focus: Estimation of the cost of capital, valuation of intangibles and intellectual property rights, risk management, and option pricing theory



Fang Yin, Assistant Professor of Decision Sciences
Degree: Ph.D., University of Texas, Austin
Research Focus: Electronic commerce, recommender systems, and business value of information technology

29

Jennifer Howard-Grenville gave a research presentation at the University of Michigan Business School in October 2008 and was a member of the Fireside Chat at the UO Law School in January 2009.

Ro Gutierrez presented his paper on the relations between institutional herding and future stock returns at the University of British Columbia's 2008 Summer Finance Conference.

Lynn Kahle was invited to present on fan behavior at Fudan University in Shanghai, China, in July and at Hanyang University in Seoul, South Korea, in September. Kahle also presented "Football Fans' Contrasting Motivation: China, Korea, and the USA" (with Z. Lu, S. Lee, and S. M. Lee) at the ICSEMIS (Olympic Scientific Conference) in Guangzhou, China, in August; "Catching Eyeballs at Good Times: Compatibility in Sport TV Programming" (with X. Xie, E.G. Atay, and K. Ring) at the Sport Marketing Association in Australia, in July; and "Hospitality: A Key Sponsorship Service in Sports Marketing" (with J. Chen and R. Burton) at the American Marketing Association Summer Educators Conference in San Diego, California, in August.

Alan Meyer presented "Constructing Identities for New Fields by Staging Conferences" (with K. Aten) and "Field-Configuring Events: How Contests, Ceremonies, and Tradeshows Shape Technologies and Industries" (with J. Lampel) at the Academy of Management Annual Meeting in August 2008. In September, he presented "Crossing the Species Barrier" (with V. Gaba) at West Coast Research Symposium.

Neviana Petkova presented "Does Foreign Ownership Lead to Higher Firm Productivity?" at the University of Michigan, Syracuse University, HEC Montreal, and Bank of Canada.

Michael Russo delivered a keynote presentation to the Pew Institute for Global Climate Change in October 2008 and presented his research to the Retail Industry Leaders Association in September.

Jun Ye earned best paper in the Business Policy and Strategy Division at the 2008 Academy of Management Annual Meeting for "Deliberate Learning in the Frontlines of Service Organizations." ■



Lynn Kahle

LIFELONG CONNECTIONS

Lundquist College of Business alumni are making a difference all over the world. Below are updates about recent news and achievements from your classmates and friends.

1980s

David Gratke '80 is principal at investment advisory firm David Gratke Investment Advisors, LLC (www.davidgratke.com). He lives in Portland, Oregon, with his wife Pamela and daughter Sydney.

Jennifer (Elling) Omner '85 lives in Portland, Oregon, where she is a book designer.

1990s

Christian Ettinger '95 opened Hopworks Urban Brewery in Portland, Oregon, featuring all organic beer in a sustainably built brewpub. He is married to Brandie Laufer and has a three-year-old son and a newborn daughter.

Jennifer Gehrt '90 founded a publication relations firm (www.communiquepr.com) in 2004 and recently published the book *Strategic Public Relations: 10 Principles to Harness the Power of PR*.

Nani Sarosa, M.B.A. '97, recently moved to Dalian, China.

The May 19, 2008, issue of *The Wall Street Journal* ranked **Steve Weinstein**, M.B.A. '95, second in its "Best on the Street" feature on analysts in the Internet and computer services industry. Weinstein has been highly regarded for a number of years, being named to Institutional Investor's 2002–2007 All-American Research Team in the Internet category.

2000s

Frank K. Bode, M.Acc '02, recently married Judith Buckel. The couple live in Koenigstein, Germany.

Nathaniel Charlton '06 has been working in advertising for the past year and recently relocated with his company to Charlotte, North Carolina.

C. Ethan Everett '05 recently accepted a position as a senior financial analyst with Affiliated Computer Services in Hillsboro, Oregon. He was previously a financial analyst for Hollywood Entertainment.

After a two-year stint for Intel in Portland, Oregon, **Jacquelynn (Richards) Henderson** '05 moved to Bellevue, Washington, where she worked in finance for Expedia. She now lives in Chelan, Washington, where she met her husband and serves as the business analyst for a fruit company.

Mark Miller, M.B.A. '08, moved to Mountain View, California, after graduating. He previously worked as an information technology consultant and manager at several start-ups in the San Francisco Bay Area.

Ross Minckler '00 married in September 2008. He lives in Santa Monica, California, and works at Yahoo! Inc. as a senior account manager for North American sales.

Andre Nakazawa '07 recently returned from a year teaching English in Madrid, Spain, where he was also a freelance journalist and a reporter for Map Magazine (www.mapmagazine.com), Madrid's English-language online publication covering music, art, politics, concerts, and events. He is now enrolled in the master's of economics program at Portland State University.

Torie (Long) Nguyen '00 lives in Portland, Oregon with her husband Quentin, whom she met while studying abroad in Lyon, France. She is a realtor and sells handmade items under the name Totinette (www.totinette.com). Quentin has a streetwear label, Monsieur T. (www.monsieur.net).

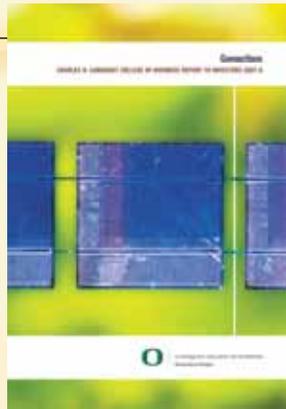
Tenille (Himmel) Woodward '02 and Stephen Woodward '95 are happy to announce their marriage on July 26, 2008, at the Eugene Country Club. She is a certified public accountant with Kernutt Stokes Brandt & Co. LLP, and he is an account executive at KLSR-TV.

IN MEMORIAM



Honors program student **Rebecca Asla** passed away suddenly on July 17 while living in Portland, where she was interning for Fred Meyer. Asla was active and well-loved in the college community. She worked in the Career Services office and was a member of the New Major Celebration Committee. Asla's family and her fiancé Justin Simpson, a business minor, attended a celebration of life in her honor at the college on October 3, 2008.

Longtime supporter and alumnus **Joseph Anstett '55** passed away last April. Anstett studied accounting at the University of Oregon and married Hope (Holgersen) Anstett '55 the day after their graduation. The accounting suite in the Lillis Business Complex is named for the Anstett family. Always generous with his time and energy, Anstett was president and CEO of Silver State Disposal, Inc. in Las Vegas until he retired in 1997. After retirement, he remained active in many clubs and organizations, including serving as chairman of the board of the Elks Club. He was passionate about his family and travel, was an avid golfer, and especially enjoyed cruising. Anstett's legacy continues in a new memorial scholarship fund in his name to help accounting and business students succeed in their academic pursuits. ■



MEA CULPA

A database error resulted in the omission of several individuals and corporations from the college's *Reports to Investors 2007-2008*. The Lundquist College of Business apologizes for this oversight, and thanks those affected for their understanding. The names of the missing investors are as follows:

HERITAGE INVESTORS (\$10,000+)

Mary and Timothy Boyle
Gary Countryman
Joan and Alan Earhart
The Ann and Mark Edlen Family
Katherine and Robert Jesenik
Laura '71 and Abbott Keller '72
Ellison Morgan
Barbara Nelson
Judy Fosdick Oliphant
Marni and James Reinmuth
Christine '80 and Ronald Sauer '80
Alice '71 and Eric Sorensen '69
Clare Villari '80
Barbara Woodford and Thomas Kelly

LEGACY INVESTORS (\$5,000-\$9,999)

Maja and Cordell Berge
Lois Johnson Braddock
Robert Braddock, Jr.
Hallie and Steve Christian '75
Jo Ann and Nathan Coleman
Linda and Phillip Fischer
Shannon and Gordon Frost, Jr. '69
Colleen and Donald Greco
John H. Herman '60
Jane and Gary Hibler
Grace and Cheng-Hock Lau
Kevin Lewis
Catherine Tribe Siegmund

PRESIDENT'S INVESTORS (\$2,500-\$4,999)

Diane Albracht and John Benson
Cindy and Phillip Bullock
Julie and Rocky Dixon '78
Tricia Stedman Duncan and Fritz Duncan
Colleen and William Gardner
Barbara and Douglas Griesel
Lisa Marcus Hall and MacGregor Hall
Elaine and Grant Jones
David Lofts
Susan and Gary Reynolds
Mandie Rush
Elizabeth and Bruce Shepard
Sondria Stephens
Janice and Bryn Torkelson

DEAN'S INVESTORS (\$1,000-\$2,499)

Karen and John Chalmers
Karen and Stephen Conway
Nancy and William Doolittle
Michele and Roger Engemann '64

LOYALTY FUND INVESTORS (\$250-\$999)

Robin Clement
Michael Russo
Marjorie and Larry Simpson

INVESTORS (\$1-\$249)

Virlene and Frank Arnold II
Jerilee Auclair
Debra Wolf Beaton and Ross Beaton
Susan Gates Bowder and Paul Bowder
Suzanne and Dennis Bunday
Albert Christensen
Lucy Chuah and Keen Loh
Dorothy and David Crean
Sheila Crenshaw-Svendsen and
Glen Svendsen
Penelope Lee Dudley
Jennifer Flores
Norma Goodman
Victoria and Jack Greening Jr.
Linda Webb Howard and Dennis Howard
Victoria and James Jakovec
Kurtis Keeney
Joy Kovacs
Mary Bacon Lyon
Vera and James Moore
Richard Rasmussen
Lisa and Kirk Ridgley
Elizabeth and David Saltzman
Annette Irvine Swangard and
Paul Swangard
Susan Vockert-Burke and Michael Burke
Tonya White

CORPORATIONS

\$10,000+

Aequitas Capital Management, Inc.
JELD-WEN, Inc.
Mazama Capital Management, Inc.
Neil Kelly Company
The Phang Lau Foundation

\$5,000-\$9,999

Deschutes Investment Advisors
Jones & Roth, PC
Perkins & Company, P.C.
Estate of John G. Searle

\$2,500-\$4,999

Roger and Michele Engemann
Family Trust

\$1-\$249

Ragan & Brown, C.P.A.s, P.S.

KRISTIN VANDERBURGH

Class Year: 2009

Hometown: Salem, Oregon

Blog: <http://www.kristinvanderburgh.com>

Major/Concentration: General Business (Honors Program)

Leadership Positions: Past-President, Women in Business

Honors Thesis Topic: Generation Y in the Workplace

“There are 70 million Baby Boomers in the process of retiring, and 55-60 million members of Generation Y are coming to take their places.”

Internships: State of Oregon, Ernst & Young LLP, ReachGroup Consulting

“My internships have definitely influenced my career path, helping me find out what I am passionate about, keeping me on the right track, and giving me a smattering of experience about day-to-day life in the professional world.”

Favorite LCB Moment: Women in Business Gala

“Every year, the UO Women in Business club invites female professionals to campus to network one-on-one with our members. The energy from last’s year’s event was incredible and provided valuable insight on our theme of mentorship. Plus, I was paired with Gwen Lillis, who is just fantastic.”

Best Course: Leadership and Communication with Chuck Kalnbach

“If there was any course where I grew the most in ten weeks, this was it. We worked on a project with the City of Eugene and the Eugene Water and Electric Board to address homelessness problems. Not only did EWEB implement some of our recommendations, but we learned valuable lessons about team dynamics and communication when trying to find creative solutions.”

Career Aspirations: Business Consulting

“I really love consultancy work. Being able to figure out what is motivating a business or its employees, and finding out how to amplify a company’s assets (especially its people) to move the business forward is something I really enjoy.”

People May Be Surprised To Know:

“I have my motorcycle license. I don’t have a bike yet, but I hope to.” ■



Keeping Our Best

Renn Anderson started working as an analyst at Portland's Pacific Crest Securities less than 48 hours after graduating at the top of his class in the Lundquist College of Business. Like many UO students who grew up in Oregon, he had offers to go out of state for college.

What keeps them in Oregon?

Scholarships, made possible by gifts from people like you.



Associate Dean Wendy Mitchell
and Renn Anderson '08

Improving Your Finances

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LUNDQUIST COLLEGE OF BUSINESS
University of Oregon



RENOVATE/ REJUVENATE

When Lillis Hall opened in 2003, it far exceeded our expectations, but now the time has come to take the next steps—to build on that success to renovate and rejuvenate our historic Gilbert Hall. Built in 1921, Gilbert Hall lacks modern wiring and technology and is uncondusive to learning.

To accommodate surging enrollment and the twenty-eight new faculty members we will need to hire during the next five to six years in response, it is urgent that we carry forth the magnificent qualities of Lillis into our historic wing.

We can only address this dire need with private support from alumni and friends.

Find out how you can enhance our capacity to graduate highly qualified, eager, and experienced business leaders by supporting this \$7 million project:

- Contact Emeritus Dean James Reinmuth in the External Affairs office for legacy gift naming opportunities.
- Schedule a tour of the outdated facilities.

Lundquist College of Business
External Affairs & Development
1208 University of Oregon
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(541) 346-5105



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