GOING FULL BLAST
TABLE OF CONTENTS

Message from the Dean
3 New Leadership Skills for a New Era

Features
10 Executive Branch
The revisioning of executive education in Portland, now under the banner of the University of Oregon, will deliver innovative market-driven solutions.

12 Whirlwind Experience
MBA students take on a wind-power project for the state's largest utility and discover new career opportunities.

People and Places
14 On Point
A groundbreaking study by T. Bettina Cornwell finds that young kids learn quickly what brands deliver the goods.

15 Best of Class
Whether it's his New Coke lecture or sharing his secrets to teaching success, Mike Dore inspires students and faculty members alike.

20 Profile in Success
Andrew Colas and Aneshka Colas-Dickson leverage their Lundquist College education to guide a family business to success through turbulent times.

38 Face of the Future
Ian McMenamin '12: “Being an entrepreneur is a lifestyle.”

Collegewide News
4 Startup

16 Center Spotlight

22 Faculty Focus

26 Alumni Notes

29 Alumni Profiles

30 Honor Roll of Investors
New Leadership Skills for a New Era

Traditional business curricula still focus—to a large extent—on fundamental disciplinary skills such as accounting, finance, marketing, quantitative methods, and management. Although these are essential, they are no longer sufficient to give students an edge as they enter today’s competitive global business environment.

In today’s multicultural, decentralized corporate structures, getting results and building commitment requires at least four new sets of leadership skills:

- **Thinking beyond boundaries**
- **Building networks**
- **Being a diplomat**
- **Interpreting for many audiences**

Thinking beyond boundaries means questioning the status quo of everything the organization does at all times. To do this, students must be encouraged to think big, be open to new ideas, and to look beyond themselves and their organizations for ideas, capabilities, and resources.

Network building involves finding and linking with complementary partners at the individual as well as organizational level. It requires developing a relationship mindset, knowledge of one’s own value and uniqueness, an ability to recognize the value and uniqueness others bring to the table, and a commitment to identifying and leveraging synergies.

Diplomats know how to manage complex networks, relate well to diverse constituencies, communicate effectively in formal as well as informal settings, and are tough but fair negotiators.

Interpreters help partners see the value of cooperation. To do so, they need solid knowledge of the business, broad knowledge of the marketplace, and an ability to impress and influence others.

Twenty years ago, these leadership skills were barely discussed, let alone incorporated into the business curriculum. Today, at the University of Oregon’s Lundquist College of Business, we consider these concepts core elements in the design of our programs. Through our centers of excellence—the Warsaw Sports Marketing Center, Lundquist Center for Entrepreneurship, Center for Sustainable Business Practices, and Finance and Securities Analysis Center—we provide students with hands-on opportunities to develop and practice these skills. This combination of strong fundamentals and experiential leadership development defines our competitive edge.

As you peruse this issue of *UO Business* magazine, you will read many examples of how we are preparing leaders for a new era, and I hope it will also be clear the vital role you—as alumni, donors, and friends of the college—play. You are key components to our leadership approach, helping us build networks, serving as ambassadors for the college, partnering on new initiatives to expand knowledge boundaries, and enhancing our reach to new audiences and future students.

Together we are changing business education. Thank you.

Cornelis A. “Kees” de Kuyver
Dean and James and Shirley Rippey Distinguished Professor
With scissors wielded, Hope Anstett and her family marked the grand reopening of Anstett Hall on March 17, 2011.

The building was originally built in 1921 and was known for many years previously as Gilbert Hall; during the structure’s transformation its historic façade was preserved while its interior was gutted completely and then rebuilt for modern needs, using sustainable materials and the latest classroom technologies.

The renovations included four new classrooms, four large study spaces, a tutoring suite, a new home for the accounting department, and dozens of faculty offices.

The completion of Anstett Hall also marked a watershed moment for the Lundquist College of Business. After more than a dozen years, our vision for providing a seamless, modernized learning environment is complete.

Starting with the construction of Lillis Hall in 1999, the Lundquist College of Business set out to create a place that would foster success and confidence in our students. Anstett Hall was the final wing of the college’s original, outdated facilities in need of complete revisioning.

We extend a special thank you to all investors in Lillis, Peterson, Anstett, and Chiles halls whose generosity enabled us to build one of the premier business school facilities in the world. Your involvement has created a venue that has far exceeded expectations, and your commitment and passion are an inspiration to us all.

As we move forward, we now have the foundation on which to propel the college to even greater heights as our investment priorities shift to pursue new global initiatives, to fund scholarships and incentives to recruit the best and brightest faculty members and students, to enhance our programs and centers, and to lead the future of business education.

Thank you.
The Business Research Institute truly makes marketing research classes come alive for our students,” said marketing professor Joan Giese, who played a key role developing this latest addition to the Lillis Business Complex.

Funded through generous contributions from the HEDCO Foundation, Electro Scientific Industries, and other donors, the space is equipped with the very best in market research technology.

One-way observation mirrors, a twenty-station computer laboratory, digital whiteboard, advanced videoconferencing and teleconferencing systems are just a few of the high-tech bells and whistles available.

But what takes the facility to the next level is the integration of all this technology, according to Giese: “These systems all talk to each other. It is a truly interactive environment.” For business students aiming for careers in marketing and advertising, working in the sleek, agency-inspired facility provides an invaluable confidence booster.

The institute benefits a wider audience as well. The space is available for use by local and national corporations, research firms, public relations and advertising agencies, and academic researchers from on and off campus. (All usage fees go to support the institute and research initiatives.)

For many of these outside players, an essential part of the draw is the institute’s setting at the University of Oregon in the city of Eugene. While the UO campus provides unique access to faculty experts, diverse demographics, and student populations from around the world, Eugene is regarded as a trendsetter in sustainability, sports, social issues, and adoption of technology.

For in-depth technological capabilities, room overviews, and more photos, visit bri.uoregon.edu.

A New Face behind a New Name

A global outlook, paired with in-depth knowledge of finance and accounting: these are core attributes of the newly renamed Finance and Securities Analysis Center. These traits also describe Jeffrey B. DeBoer, the center’s new managing director, who joined the UO Lundquist College of Business on July 1.

With more than a decade of experience as chief financial officer of Lithia Motors—the Fortune 700 auto retailer that is among Oregon’s largest companies—DeBoer brings a wealth of hands-on experience to his new role.

He is also no stranger to the world of international banking and finance. Prior to his time at Lithia, DeBoer was an analyst and sector fund manager with Fidelity Investments in Tokyo. Earlier, he worked in commercial banking at Fuji Bank. Fluent in Japanese, DeBoer received an MBA from London Business School, where he specialized in international finance and portfolio theory.

“DeBoer’s breadth of experience across industry sectors in Europe and Asia makes him the perfect choice to lead our world-class center,” said Dean Kees de Kluyver.

Why add the word “finance” to the center’s name? To telegraph its broadening mission.

“We are expanding the center to include a greater focus on corporate finance and commercial banking, while maintaining the specialty niche we have developed in investment management,” explained DeBoer.

“Few programs in the country give students on-the-ground knowledge and experience tackling the same issues confronting industry professionals,” DeBoer added. “I am thrilled to be part of the University of Oregon and look forward to partnering with the region’s vibrant financial community, students, and more than thirty faculty members contributing to the Finance and Securities Analysis Center’s curriculum and research.”
With an established cohort entering their sophomore year, and a brand new batch of first-year students, the Building Business Leaders (formerly The CEO Network) project is truly thriving.

Launched last fall as part of the business school’s diversity initiative, Building Business Leaders aims to increase the number of students from underrepresented minority groups who complete the prebusiness curriculum and qualify to enroll in the business school as juniors and seniors.

“Our goal was to create a community of support and leadership,” explained Tayah Butler, the undergraduate advisor who has headed up the project since its start. Along with mentoring and leadership coaching, the project provides myriad business and academic experiences, including opportunities for students to:

- Analyze a case from *The Harvard Business Review* in a class session led by Dean Kees de Kuyver
- Attend a daylong series of leadership workshops at the Portland offices of PricewaterhouseCoopers
- Serve as presenters at the UO’s annual Embracing the Future event for new admits
- Attend a dinner hosted by UO President Richard W. Lariviere
- Tour the Portland Trail Blazers’ headquarters with a business school alumnus

Numbers bear out the project’s success. In a proportion that parallels (and even slightly improves on) the 60 percent success rate of students from mainstream backgrounds, an impressive nineteen of the project’s twenty-nine students are slated to continue with the prebusiness curriculum in their sophomore year.

What’s next for the growing cohort? Members of Eugene’s newly formed Oregon Black Business Alliance (OBBA) have taken an interest, offering mentoring and company visits among other opportunities. And perhaps equally exciting from the students’ point of view, plans are already in the works for OBBA to celebrate its launch by hosting a networking event—with the students as guests of honor.

In the end, it’s all about empowering the students to create their own success through the project and the connections they forge with one another. “I have students who have come to my office and told me ‘I would have thrown my hands up and walked away if it wasn’t for the cohort,’” said Butler.

*Catch up with the first year’s cohort in this fun video at uolcb.co/07MjER.*

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**Success Rates for Returning and Continuing Prebusiness Majors**

| Students from underrepresented minority groups (historically): 3 out of 10 |
| Building Business Leaders participants: 6.5 out of 10 |

Given the competitive nature of our program, not all students who start in the prebusiness program are admitted as full majors to the business college. The goal of Building Business Leaders is to bring the admittance rate for culturally diverse students into equilibrium with that of students from mainstream backgrounds, which was achieved in the first year of the project.
The Rebirth of an Exchange

After a hiatus of nearly thirty years, the UO-Nyenrode exchange program is scheduled for relaunch. Begun in the mid-1960s and continuing through the early 1980s, the program sent UO business students to The Netherlands while bringing Dutch students to study in Eugene.

Making the exchange program available to current-day students is just one element of Dean Kees de Kluyver’s mission to enhance the business school’s global outlook.

“Globalization has increased the demand for business professionals who understand and embrace the new global challenges and realities,” said de Kluyver.

The business school dean knows from personal experience just how profoundly a program like this can affect the course of a student’s life. He himself is an alumnus of the original UO-Nyenrode exchange program and graduated from the University of Oregon in 1970.

“The exchange program took me in directions I never dreamed possible. Not only did it shape my career—I met my wife here, too!” recalled de Kluyver.

Slated to start in the summer of 2012, the program will at first be available to executive MBA students only, but it will be expanded in subsequent years to include other students. Nyenrode’s immense network of corporate partners also offers great internship and work opportunities for Lundquist College of Business students.

The program’s rebirth was also a cause for celebration on a stormy evening this past April, when a group of alums gathered in the Lillis Business Complex to reconnect, relive old memories, and toast the future of a brand new generation of globally aware students.
Inventing a better grease trap, looking for new uses for industrial wastewater, finding less wasteful ways to deal with cans of food too dinged to sell—these were some of the nitty-gritty challenges students tackled in assistant professor of management Jennifer Howard-Grenville’s industrial ecology course. Their clients were key industries up the road in Salem: the city’s wastewater treatment plant; Norpac, the regional food processor; and Sequential Pacific Biofuels, the biodiesel manufacturer. All three plan to use elements of the students’ research going forward.

“They came up with good ideas, and they got a pretty good handle on the problem,” said Mark Steele, an engineer at Norpac. “Because Norpac has been working on these problems for a number of years, it’s not easy to find new solutions.”

The industrial ecology course—not one you’ll find at just any business school—was part of the UO’s interdisciplinary Sustainable Cities Initiative, a green development program in which a single Oregon community partners for a year with UO students from business, architecture, and other disciplines.

And what exactly is industrial ecology? It’s a leading-edge approach for seeing how industries relate to each other and the communities around them. “Rather than looking at environmental issues in a single location, we look at a company as part of a regional economy,” explained Howard-Grenville. “That’s when you start to see symbiotic relationships.”

And for her perspective, Howard-Grenville appreciated how the students grasped the complexity of the problems they were tackling and yet still tried to find reasonable solutions. “To me, the biggest part of the learning is how complex each situation is,” Howard-Grenville said. “That’s one of the benefits of the Sustainable City Year program—to see how messy the real world is.”
There’s a fresh new way to keep an eye on Duck football: from behind the polarized lenses of a pair of shady Peeps—in classic UO green and yellow.

The team-themed, Wayfarer-style sunglasses are the brainchild of former UO Visions of Green and Yellow student Jason Bolt. “Looking around Autzen at all the Duck-inspired gear, I realized that the one thing missing was sunglasses,” recalled Bolt.

Inspired by Bolt’s vision, Caleb Iorg, MBA ’11, joined Shady Peeps in the fall of 2010—not long after he had graduated from our undergraduate program. Together with Bolt and Iorg, a rotating cast of business students worked to develop the Shady Peeps business plan. When they entered the plan in the Lundquist Center for Entrepreneurship’s Venture Quest investment competition, they snagged valuable mentoring and advice along the way.

Reasoning that the fan base would follow the students, the company grew the product’s buzz by giving out free sunglasses in the stadium’s student section, as well as selling them in locations en route to the Ducks’ home games.

Sales took off. “The Stanford game was unbelievable,” recalled Iorg, now the company’s chief financial officer. “Seeing fans on DuckVision throughout the game with their Shady Peeps was awesome.”

Gazing ahead, the future looks rosy. As the official sponsor of the UO Alumni Association (UOAA) at the football team’s season opener in Dallas this September, Shady Peeps donated $5 to the UOAA for every pair of shades sold at the event. The company also now has contracts at twelve universities, with plans to double that number before year-end. And though most of their current customers are Pac-12 schools, even fans in far-off South Carolina and Louisiana can show their school spirit with the sporty specs.

You can watch an Oregon Daily Emerald video about Shady Peeps at uolcb.co/qu09Jr, read an interview with Caleb Iorg on UOBusinessBlogs at uolcb.co/rlhmHf, or buy a pair at The Duck Store at www.uoduckstore.com.

More News Online

Wondering where the current cohorts of Oregon MBA candidates hail from and where they’ve had internships? Check our interactive map at uolcb.co/pHCFuv.

How airlines should handle plus-size passengers was the controversial topic tackled by undergraduate teams competing in the school’s first-ever ethics case competition this spring. View a video at uolcb.co/iUxckA.

Oregon MBA students took a break from studying to create a video celebrating all things bicycle. Hop on board at youtube.be/KZSS3xxKXx.

UO President Richard W. Lariviere was one of many men on campus sporting a swashbuckling mustache last November, when business students took the lead in organizing a men’s health awareness campaign. Find out more at uolcb.co/p0hFem.

“Who is this guy?” was everyone’s question when first-year pro triathlete Jesse Thomas, MBA ’09, won the prestigious Avia Wildflower Triathlon this spring. Catch up with Thomas at uolcb.co/qYWJTz.

Undergraduates aiming for jobs in the financial world connected with representatives from twenty-one companies and learned from industry pros at the Careers in Banking and Wealth Management event this spring. See more at uolcb.co/ohmGCn.

The first-ever reception for the UO Accounting Alumni Network took place in the UO in Portland White Stag Block in June. View the photos at uolcb.co/qyAncT.

Starting this fall, finance-minded MBA students have the opportunity to manage live money in emerging markets, via the school’s newly created Emerging Markets Equity Portfolio. Get details at uolcb.co/nexDNM.
Lundquist College of Business flag flies at revamped executive education program in Portland.

Employers want targeted executive education solutions that meet their employees’ current knowledge needs. And they don’t want to lose employees to part-time or extended education sabbaticals. Working professionals want to go at their own pace and fashion a program that suits their needs. And they want to balance work and family life with courses offering flexible scheduling and distance-learning options.

The Oregon Business Institute (OBI), the UO Lundquist College of Business’s revamped and reconfigured Portland portal, intends to solve both those problems.

OBI is the keystone at the center of the Lundquist College’s drive to become the leading resource for executive education in the Portland and regional Northwest market. A radical departure from traditional MBA-based programs, OBI is working with Lundquist College faculty members to reorganize the twenty-six-year-old Oregon Executive MBA (OE MBA) program into a modular structure emphasizing nondegree options, and is partnering with businesses to offer customized educational programming.

“We want the Oregon Business Institute to become the preferred provider of executive education for the top leadership of companies in the Portland area, and eventually in the Northwest,” said Cornelis A. “Kees” de Kluyver, dean of the Lundquist College. “We want to serve all their executive education needs—degree, nondegree, and just-in-time.”

Deconstructing the Executive MBA

OBI, in essence, strives to “deconstruct” the OEMBA program into a menu of prepackaged course modules. A faculty task force is working to design a new curriculum with the intent to provide flexibility such that students can take one module or more, allowing executives to choose only the components they need. For instance, seasoned leaders who received their MBAs twenty years ago may want to gain new skills in business areas only emerging when they received their degrees, such as sustainable business practices. Regardless of their focus, all modules will adhere to accreditation standards established by the Association to Advance Collegiate Schools of Business and seek to offer an experiential context, interdisciplinary design, and global experience. And new, proposed scheduling and e-learning options will make it easier to participate.

For students who want to earn an MBA, faculty members are also looking to develop a “business toolkit” of courses in such fundamentals as accounting, finance, marketing, law, management, and quantitative methods. Combining three modules with the “business toolkit” would qualify for the advanced degree. Consequently, executives could “stack” modules together to tailor a customized MBA for their needs.

In addition to the modular OEMBA, OBI will offer short courses, business labs, boot camps, and policy forums, available to
qualified executives, whether or not they’re enrolled in the program.

Students will be recruited exclusively from the ranks of the so-called C-suite or prospective C-level executives (CEOs, chief operations officers, corporate vice presidents, and so forth). Initially, the program will tap the larger companies, but plans call for recruiting from small- and mid-sized companies and entrepreneurial ranks as well.

A Radical Departure

The proposed model represents a far-reaching shift from traditional executive programs and is still under faculty consideration for approval, said Wes Balda, who was named assistant dean for the college’s Portland programs and executive director of OBI on June 15.

“The modular approach is on the leading edge nationally and is a radical departure from conventional executive MBA programs that field a cohort of students who move together through the program in one to two years,” Balda said. “It combines Oregon values with global reach.”

Module design would extend beyond individual students as well. Balda and his staff are meeting with corporate leaders to discuss creating unique modules to suit their specific needs. These customized corporate plug-ins could be taken alone or as a step along the path to an MBA for a firm’s executives. That is, a proprietary corporate module could be one of the three modules an executive student chooses to combine with the “business toolkit” package, leading to the advanced degree.

The outlined changes have won support from numerous Portland-area business leaders, including the likes of Tim Boyle, president and CEO of Columbia Sportswear Company. “Our executives are very busy people, and in my opinion, would benefit more from short, focused courses on leadership, finance, or supply chain management as opposed to a full-blown MBA regimen,” he said.

Kurt R. Widmer, chairman of Widmer Brothers Brewing in Portland, agrees: “Our employees are incredibly busy, but at the same time, we very much encourage them to further their training or education in any area relevant to their position. A solution that allows our employees to develop their knowledge without disrupting their work is a win-win for everybody.”

UO Business in PDX

With the revised approach to executive education and the Lundquist College’s renewed commitment to engaging Portland businesses, Dean de Kluyver is convinced that OBI will do more than tap a growing market. “It enlarges the market from degree-seekers to knowledge-seekers,” he said. “We believe our proposed format has such unique advantages over our competitors that we have a real shot at writing our role in the market.”

Between now and when OBI’s new executive education model is proposed to take effect (see “Three to One” sidebar), Balda and his team at 200 SW Market Street in Portland will create a faculty roster, engage as partners with businesses in the Northwest and beyond, and forge relationships with universities and companies abroad to support the global content of the program. The faculty will include UO professors and other highly qualified academics from around the world, as well as executives with an academic background who can teach from experience in particular fields.

Eventually, de Kluyver would like to see OBI host forums in which private, public, and nonprofit sectors can come together to discuss state business-related policy solutions. “I would like to see us associated with this open forum, a place where we can work out solutions in a constructive, academic environment,” he said.

De Kluyver has set out to re-envision how the Lundquist College serves the needs of business. He sees the OBI as one testament to that new approach. And he senses optimism that now is a special moment in the history of the Lundquist College and the UO to seize the future.

“I’m very excited. I’ve found enormous support for the direction we’ve outlined. Not just for the executive programs in Portland, but for other initiatives at the college, as well. These will help us to be seen as thought leaders with tremendous relevance to the Oregon business community—partners for mutual benefit.”

Three to One

Since 1985, the OEMBA has been run cooperatively by the state’s three major academic institutions—the University of Oregon, as the degree-granting body, along with Portland State University (PSU) and Oregon State University (OSU). A review in January 2011, however, determined the program could function more effectively and better serve the needs of students and business if restructured to be managed by the University of Oregon alone.

By fall 2012, the updated OEMBA program will function fully as a modular program under the aegis of the Oregon Business Institute.

PSU and OSU opted out of the new program for strategic reasons. The parting was amicable, though, and both institutions will stay committed until the final cohort of executive MBA students under the previous model graduates in 2013.

“We’ve had a beneficial and productive relationship with PSU and OSU, and look forward to other engagement opportunities in the Portland marketplace,” noted Dean de Kluyver.

For more, see uolcb.co/three2one.
John Rumin, senior financial analyst at Intel Corporation: “The project was invaluable in granting me insight into one of the industry’s most prominent alternative energy resources.”

Wind power consulting project propels MBA graduates to new careers.
Given the choice of several projects of key importance to PGE, the team chose to focus on utility wind integration, an emerging field dealing with the dual challenge of converting wind into electricity and then monetizing the resulting energy.

“Our first major challenge was simply learning the terminology of the utility industry, specifically the details around power generation, energy markets, and transmission grid operations,” Carlson said. A crash course on industry terminology followed, and soon the team members found themselves easily tossing around such technical phrases as “synchronous speed” and “doubly fed induction generator.”

Next it was time to plunge into the project. The group’s first task was to analyze the prominent utility-scale wind integration studies conducted to date, both nationally and internationally.

“I think that what surprised me most about the experience is how nascent the wind energy field really is,” said Rumin. “Going into the project, I was under the assumption that utilities would have a very good idea of how to conduct their wind integration studies. However, it turns out that such studies are still in their infancy, and so it was both challenging and interesting to be part of a project that helped to synthesize what had been conducted to date, as well as adding our group’s ideas as to what future studies should contain.”

With this accomplished, the group was able to identify areas of strategic importance that PGE could explore in its subsequent wind-study phases. Wrapping up the project, the MBAs used their findings to build a series of recommendations for the company.

Through all phases of the project, the group’s contacts at PGE were involved and supportive—as were other industry professionals. “Having a client that was so engaged from the onset helped the process dramatically,” said Carlson. “Every interaction we had with the company was productive, and our contacts always went out of their way to help in our learning experience.”

Getting a full blast of wind-power specifics was an undeniable plus for the soon-to-be graduates. But equally valuable was a less industry-specific lesson: the opportunity to see leadership in action. “What really blew me away,” noted Rumin, “was seeing PGE’s project manager, Ty Bettis, manage his wind integration team, taking a diverse set of individuals from throughout the company and molding them into a single, high-functioning unit.”

After six months of hard work, it was time for the project’s grand finale: a presentation to the PGE top brass, including the company’s CEO Jim Piro. “The research performed by the UO team provided us valuable insights into best practices in wind integration,” said Lobdell, the vice president who became the group’s executive sponsor.

Indeed, it’s not uncommon for our MBAs’ Strategic Planning Projects to go well beyond the limits of the “for-school” mindset. “There is a real value proposition, based on marketable quality of work,” explained Tom Osdoba, managing director for the college’s Center for Sustainable Business Practices. “With the right support, these student teams can provide work that rivals what companies would pay consultants for.”

*Greg Carlson, undergoing immersive employee training as a supply chain graduate at Vestas, a global leader in the wind industry: “The ability to speak strategically about the challenges and opportunities of wind power helped me land my dream job.”*

*Jaxon Love, advising on sustainability and energy efficiency as an EDF Climate Corps Fellow at Shorenstein Realty Services, a national commercial real estate organization: “I interact daily with engineers, so the technical knowledge I gained from the wind integration study has been very useful.”*
In a world where salt, sugar, and fat have been repeatedly linked to obesity, waiting for children to begin school to learn how to make wise food choices is a poor decision, noted T. Bettina Cornwell, a professor of marketing at the UO Lundquist College of Business. A child’s taste preferences begin at home and most often involve salt, sugar, and fat. And in a recent study, Cornwell and her coauthor discovered that young kids learn quickly what brands deliver the goods.

In a study of preschoolers ages three to five, involving two separate experiments, Cornwell and Anna R. Mcalister, a consumer science researcher at the University of Wisconsin–Madison, found that salt, sugar, and fat are what kids most prefer—and that these children already could equate their taste preferences to brand-name fast-food and soda products. Their findings appeared online in January 2011 and subsequently in regular publication in the journal *Appetite*. The research was cited broadly in hundreds of international news stories from *US News and World Report* to *The Los Angeles Times*, and was a featured story on numerous blogs.

“Our findings present a public policy message,” Cornwell said. “If we want to pursue intervention, we probably need to start earlier.” Parents, she said, need to seriously consider the types of foods they expose their young children to at home and in restaurants. “Repeated exposure builds taste preferences.”

In the first experiment, sixty-seven children (thirty-one boys and thirty-six girls) and their mothers were recruited from preschool classes in a large city. The mothers completed a twenty-one-item survey to report on the taste preferences of their children. The children responded to the perceived tastiness of eleven natural and eleven flavor-added foods. The photos of the foods were presented without labeling or packaging. Cornwell and McAlister found strong agreement in that both parental and children’s perceptions matched: Parents noted the desire for foods high in sugar, fat, and salt, while their children showed preference for flavor-added foods, which contained these ingredients.

Foods well within the preschoolers’ experience were presented in the experiment. Natural foods included apples, bananas, plain milk, fruit salad, water, green beans, and tomatoes (strawberries and watermelon were the top picks). Flavor-added foods included such things as cheese puffs, corn chips, watermelon hard candy, banana soft candy, ketchup, colas, and chocolate milk (strawberry ice cream and jellybeans scored the highest).

The second experiment explored the association of preschoolers’ palate preferences to their emerging awareness of brands of fast foods and sugar-sweetened beverages. Participating were 108 children (fifty-four boys, fifty-four girls) from five urban preschools. Each child was shown thirty-six randomly sorted cards—twelve related to each of two popular fast-food chains, six to each of the two leading cola companies and six depicting irrelevant products. All children were able to correctly place some of the product cards with the correct companies, indicating their differing levels of brand recognition.

The results, Cornwell and McAlister wrote, “suggest that fast food and soda brand knowledge is linked to the development of a preference for sugar, fat, and salt in food.” The relationships, they added, appeared to reflect the children’s emotional experiences in a way that says the brand-named products deliver their developed taste preferences.

It may well be, Cornwell said, that when parents repeatedly serve certain foods, their children acquire a taste for them and soon recognize what brands deliver that taste. Earlier research has shown that children given red peppers on ten different occasions will acquire a taste for red peppers and that logic extends to other foods. Children served French fries will, in turn, develop a preference for French fries.

The take-away is that fighting childhood obesity should begin at home. First, families should focus on reducing the consumption of low-nutrient “junk” foods and replacing them with increased servings of healthy foods. Such an approach, Cornwell and McAlister noted in their conclusion, moves away from issues of weight and dieting—instead targeting the development of taste preferences.
A row of Coke cans from around the world sits on a bookshelf in Mike Dore’s office. He didn’t ask for these examples of global marketing—students inspired by his lecture on New Coke just started bringing them.

Like the framed teaching awards on the adjoining wall, the can collection is too big to be shown in its entirety. The two displays reflect different sides of Dore’s considerable teaching expertise.

“I think we learn better if we’re enjoying learning,” he explained. “Part of my goal is to make class enjoyable. Not just to make it fun, but to actually make it a learning process.”

Now in his sixteenth year at the Lundquist College of Business, Dore continues to inspire. Best known as the man behind the core course in marketing management, the former San Diego surfer was featured in a 2007 Bloomberg Businessweek article as one of the top twenty professors in the country and is a three-time winner of the college’s Most Influential Faculty Award, a four-time winner of the Outstanding Teacher Award, and the recipient of numerous other teaching accolades. Dore has a strong following among students, who admire both the relevancy of the material he teaches and the demanding nature of his courses. And they appreciate that they can call him at home.

“He’s absolutely a tough teacher, but everyone I know who takes his class puts in a lot of effort because they want to do really well,” said Ryan Janoff, a recent Lundquist College graduate who took two courses with Dore. “He’s so real and genuine; he’s almost like a friend.”

Before coming to Oregon, Dore worked in marketing for Carnation, cofounded a Los Angeles advertising agency, and racked up teaching awards at the University of Southern California. He followed his wife Molly, a now-retired Oregon State University researcher, to Oregon. The couple live in a house they built themselves on a forty-three-acre spread in Cottage Grove.

Wendy Mitchell, assistant dean of undergraduate programs, said the college is “extremely fortunate” to have Dore, and not just because he’s won so many awards.

“He has a marvelous blend of empathy and sympathy for students, and a willingness to also deliver a swift kick in the rear to students and tell them to ‘grow up,’” she explained.

Toughness, humor, humility, and accessibility are all a part of the mix for Dore who teaches “by example, story, and video,” bringing DVDs, industry news, and his ever-popular Super Bowl commercial highlight reel into a classroom full of visually minded students.

Increasingly, Dore has been focused on teaching teachers as well as students. He partnered with the UO Teaching Effectiveness Program, and he’s been sought out by PhD students for help with their teaching.

Dore’s interest in improving teaching is driven by one primary concern, said Diane Del Guercio, head of the finance department and former head of the PhD program.

“I think we learn better if we’re enjoying learning. Part of my goal is to make class enjoyable.”
A keynote speech from Eugene’s Mayor Kitty Piercy kicked off the festivities at the Society for Consumer Psychology’s 2011 Conference on Environmental Sustainability in May 2011. Cosponsored by the center and hosted by marketing department head Lynn Kahle, the event brought consumer psychology experts from all over the world to the Lillis Business Complex to share insights on greenwashing, persuasion tactics, end-of-product-life, and more. Read more online: uolcb.co/p2ygAA.

Named a 2011 Pivotal Leader for his work in the Northwest’s cleantech sector and quoted in Preservation magazine on economies of scale in a small town’s big use of geothermal energy—it’s been a busy year for the center’s managing director Tom Osdoba. Along the way, Osdoba found time to pen an informative piece about energy policy for Sustainable Business Oregon. Read the article: uolcb.co/osdoba-sbo.

Collaboration was the name of the game when MBA students from the sustainability track worked with master’s candidates from the UO’s architecture and landscape architecture programs to compete in the Urban Land Institute-Gerald D. Hines Urban Design Competition. “The MBAs wanted to really crunch the numbers before putting pencil to paper,” said MBA candidate Andy Fenstermacher. “At times this clashed with design students, who were definitely more eager to start drawing.” Differences resolved, the team saw success when they received honorable mention for Comprehensive Thinking about the Water Cycle for their examination of how a Seattle site could capitalize on its new light rail station.

“Greening the Path to Recovery”—that was the theme of this year’s Green Business Symposium. The law and business student-run event, held in April at the UO in Portland’s White Stag Block, drew dozens of businesses and professionals from around the region and provided a proving ground in prep for the national 2011 Net Impact Conference on October 27–29, 2011, which the center is cosponsoring and its students are helping to organize.

Follow the center on Facebook and Twitter: uolcb.co/csbpfacebook and twitter.com/OregonGreenMBA.
Jeffrey B. DeBoer is the new managing director of the Finance and Securities Analysis Center. He replaced interim director Beth Hjelm, who has returned to full-time teaching duties as a senior instructor. DeBoer brings a wide range of experience to his new position. See page 5.

CEOs who fly private planes for a hobby bring their daredevil ways to the companies they head, according to a new study by UO finance professor Stephen McKeon, who joined the Lundquist College faculty this summer. In a study coauthored with Matthew D. Cain, University of Notre Dame, McKeon determined that CEOs who fly on the side take on more debt, make more acquisitions, and produce greater stock return volatility. This isn’t necessarily a bad thing, since the thrill-seeking CEOs “tend to be effective leaders,” according to McKeon. Learn more: uolb.co/riskybiz.

Two MBA candidates from the Finance and Securities Analysis Center track were pleasantly surprised to find their innovative funding plan for water infrastructure cited in Bloomberg Businessweek, Forbes, and other publications last spring. The proposal was the students’ final project for a new course in impact investing, an up-and-coming strategy that finds ways to generate healthy returns while helping solve social and environmental issues. Guest instructor and industry expert Dave Chen, a principal at the Equilibrium Capital Group, led the course. Get details: uolb.co/o9xMEU.

Richard Reynolds, Liam Bain, and Ryan Bennett (shown left to right)—three undergraduate finance students took first place in the Oregon round of the CFA Institute Global Investment Research Challenge—and won the chance to compete in the competition’s international finals in Omaha, Nebraska.

Founder and CEO of Mazama Capital Management Ron Sauer, a Lundquist College Board of Advisors member, went back to school in winter term 2011 to teach a course on portfolio management analysis to undergraduate- and MBA-level finance students. What inspired Sauer to leave his company’s Portland headquarters for the business school’s Eugene campus? The students. “They’re like wet sponges,” said Sauer. “They’re very knowledgeable and very passionate about what we’re talking about.” Hear from Sauer and his students: uolb.co/oDIIDT.
A grand total of eight teams of undergraduate business majors and minors competed in the center’s annual Venture Quest business plan competition in June. Venture concepts included a social networking site connecting high school students with college recruiters and a music-sharing website promoting unsigned musicians. Blue Dog Mead won the business major category for its honey-based beverage, marketed as an alternative to beer or wine. In the minor category, the winner was Liga Profesional Mexicana de Football Americano, a league for American-style football to be played in Mexico.

Still on a roll, Swing Mobility Aids, winner of last year’s undergraduate Venture Quest, is the brainchild of business major Lindsey Swing and her sister Sydney (a UO grad). Swing Mobility Aids is a line of souped-up walkers geared to disabled youths and adults, as well as active seniors. The sisters shipped their first order last winter—and Lindsey hasn’t even graduated—and a special UO Duck walker will be available at The Duck Store starting in October 2011. The future looks bright for the entrepreneurial duo: “We think there are going to be a lot of changes in this industry, because people are going to have to adapt to keep up with us,” said Sydney. Find out more: uolcb.co/nV65jc.

Amazon, Cascade Designs, Microsoft, and Valve were among the companies that first-year MBA students met with on the center’s annual Seattle trip. As always, the students planned the trip and set up all the meetings themselves. From start to finish, the experience was eye-opening and empowering. “It showed all of us that all it takes to start reaching out to companies to develop a network or pursue an internship is a phone call,” recalled Brian Oehler, MBA ’12. Learn more: uolcb.co/nFTsVn.

Did You See?

The Register-Guard’s “Young Entrepreneurs” article highlighted three MBAs and our center’s role in their journey: uolcb.co/ePzaFz.

Eugene startup Floragenex—launched via the center—kicked off 2011 by landing a major new investment: uolcb.co/nPjFr.

Fresh off the Venture Launch Pathway program, Doug Anderson and Paul Clark (both MBA ’11) teamed with UO architecture professor Ihab Elzeyadi and landed a spot in the Cleantech Open semifinals on the strength of their business plan for Elzeyadi’s innovative SolarStream Awning: uolcb.co/pdpfYw.

Follow the center on Facebook and Twitter: www.facebook.com/UOEntrepreneurship and twitter.com/U OregonLCE.
A grand new annual tradition began this March: the Jim Warsaw and Annalee Thurston Award, created to recognize individuals—male or female—who have created and advanced opportunities for women in the business of sports. The award’s first recipient was Stacey Allaster, chairwoman and CEO of the Women’s Tennis Association, who was honored at a dinner gala during the BNP Paribas Open in Southern California. Event proceeds strengthen the endowment of the Warsaw-Thurston Women in Sports Business Scholarship. Discover more about the event and watch a video: uolcb.co/pwmP8i.

“The New York trip was amazing!” said Kelsey Philpott, MBA ’11. Once again, second-year MBA candidates embarked on a whirlwind trip to the East Coast where—thanks to the strength of the center’s network—they connected with high-level executives from the NHL, NBA, ESPN, and Bloomberg Sports, among others. “We met five of the twenty most influential people in sports,” said David Bruce, MBA ’12. “That in itself is unbelievable.” Watch the video: uolcb.co/nytrip2011.

What convinced five-star linebacker Anthony Wallace to commit to the Ducks last fall? The strength of our sports business program. “My parents love the idea that I’m picking a school for books and not just for football,” said the six-foot, 220-pound athlete.

A leading authority on sponsorship and sports marketing, the center’s research director T. Bettina Cornwell was an invited guest at the Arabian Sponsorship Forum 2010 in Abu Dhabi, United Arab Emirates, last December. Cornwell served on the panel of judges doling out awards for the region’s best sponsorship practices and also hosted a workshop for more than 150 students.

The art and science of finding just the right athlete to represent a brand was the theme of April’s Women in Sports Business Symposium. Nike’s Kristin Harrer, MBA ’08, moderated the panel, which was held at the UO White Stag Block in Portland. Now in its fifteenth year, the symposium is organized and managed by a group of female and male students from the Warsaw Center.

With only twenty-four hours to prepare a twenty-minute presentation on the future of Louisville’s Muhammad Ali Center, teams vying for the 2011 National Sports Foundation Case Cup had to move fast. The four MBA students representing the Warsaw Center were up to the challenge and advanced to the finals after besting a pool that included the University of Central Florida, University of South Carolina, and George Washington University. Though the University of Louisville took the top prize, the UO team landed second place out of the ten competing schools.

Follow the center on Facebook and Twitter: uolcb.co/warsawfacebook and twitter.com/UOWarsawCenter.
Family Ties
Young alumni come together to steer family business through turbulent times.

Aneshka and Andrew knew from an early age they would work with their father. Born the eldest son of eight children in Haiti in 1948, Hermann left the country for political reasons but kept alive his father’s entrepreneurial spirit. Hermann dreamed of building a family business that he could pass on to his children. He began purchasing, renovating, and managing Portland rental properties in the 1980s, often bringing young Andrew with him as an apprentice. He encouraged Aneshka to assume leadership roles and pursue a degree in accounting.

Aneshka enrolled at the UO business college the same year their father founded his own general contracting company. Then, as Aneshka was completing her five-year accounting and business administration major, Andrew started as a freshman. Preparing to join the family business motivated them to get the most from their education. The accounting program thoroughly prepared Aneshka to assume her executive financial role. A cross-cultural business class helped Andrew as a young executive manage much older employees, clients, and contractors. Management classes taught him how to adapt his leadership style to different personalities. Business law classes enabled both brother and sister to navigate litigation. An accelerated spreadsheet class continues to help him build business systems. “The knowledge I gained from my education has impacted me in every decision I’ve made in this business,” Andrew says.

“Overall, the business college opens your mind to those critical thinking skills,” Aneshka says. “It prepares you for real-life situations. It doesn’t just give formulas, but skills to apply in many situations.”

Those skills were never in more demand than during the recession. A residential project in which they were developers and builders—one that Andrew had personally championed—teetered on the edge of default. Brother and sister finally convinced their father that they had to sell what the market could support, and this meant huge losses to his personal finances.

Yet letting go of the development proved a Pyrrhic victory. Cash flow still was insufficient to keep the lights on. “Our father asked us, ‘Do you want to close down the company or keep it going?’” Andrew recalls. Shuttering the business would mean more than just the end of their jobs. It would mean cutting a lifeline to subcontractors, many of them small minority business owners like them. Worse, it would end their father’s dream.

Doing projections, Aneshka and Andrew saw a way forward, but at great personal sacrifice. They halved their paychecks; their father stopped drawing a salary altogether. They cut their overhead and sold equipment. They laid off most of their staff, adding to their workload. Hermann tapped his retirement savings for a business loan.

Faith in the business and themselves sustained them. “All the work, money and energy we’d put into this, the lessons we’d learned, couldn’t just be for nothing,” Aneshka says. “We didn’t want to lose this whole culture we’d created. It was motivation for us to find another way and keep going.”

Now they are beginning to see their decisions pay off. Business is picking up. They are rehiring laid-off employees. They’re once again working toward their ultimate goal of growing the firm so that they can have a substantial impact in their community.

Running a family business is not for everyone. But its rewards are unlike any the young Lundquist College alumni hear about from friends at larger companies. “You get to see your hard work pay off. And you get to share that with the people you love the most,” Aneshka says.

In September 2010, Colas Construction received the Construction Service Award of the Year during the Minority Enterprise Development Week luncheon in Portland. The award recognized the company’s efforts to contract with diverse suppliers and apply diversity strategies in its workplace. Everyone from the company, including their father and mother, shared a table to watch Andrew accept the award.

“To see the happiness on the faces of every person at that table, to be acknowledged by our peers for our hard work and service, that was rewarding,” he says. “There was not a person without a tear of joy in their eye. When I talked about the sacrifices made by our parents, they knew exactly what that meant.”

Opposite page: Aneshka (center), the youngest person ever named to the Portland Development Commission, with her brother Andrew (right) and cousin Marc-Daniel Domond (left)
Intellectual Leaders

An integral part of the University of Oregon’s position as an elite Association of American Universities research institution (only thirty-four public universities are afforded such status), Lundquist College of Business faculty members are intellectual leaders, developing and disseminating knowledge necessary to anticipate and capitalize on the challenges of the future. The following are some of their recent accomplishments.

Rosemarie Ziedonis was elected to the Business Policy and Strategy Executive Committee of the National Academy of Management and findings from her research on “Startups as Suppliers of Patents” were featured in a March 2011 Federal Trade Commission report titled “The Evolving IP Marketplace: Aligning Patent Notice and Remedies with Competition.”

Associate professor of marketing Joan Giese will assume the responsibilities of assistant dean in charge of the college’s undergraduate programs as of January 1, 2012, replacing the retiring Wendy Mitchell. Giese will also continue to serve as the director of the new Business Research Institute (see page 5).

Anne Parmigiani and Jennifer Howard-Grenville were both promoted to associate professors of management with indefinite tenure as of September 2011. Howard-Grenville also received the Best Reviewer Award for 2011 from the Academy of Management Journal and an Extraordinary Service Award from Organization Science.

Michael V. Russo, Lundquist Professor of Sustainable Management, won a 2011 Silver Nautilus Book Award for Companies on a Mission: Entrepreneurial Strategies for Growing Sustainably, Responsibly, and Profitably. NPR interviewed Russo about the book and Oregon Quarterly printed an excerpt in its fall 2010 issue. Russo also received an honorable mention for the Page Prize, a University of South Carolina award recognizing scholars worldwide that advance sustainable business education, and was a visiting research professor at Bocconi University in Italy in spring 2011.

Assistant professors of finance Charles Gaa and Sith Chaisurote were awarded financial support from the John and Emiko Kageyama Endowment Fund for their research on whether local investors learn from foreign fund flows.

David Guenther, Scharpf Professor of Accounting, received the Lundquist College of Business 2011 Goulet Research Excellence Award and was also honored with the 2011 Master of Accounting Outstanding Faculty Award. He is spending fall 2011 on sabbatical leave at Oxford University, conducting research on accounting for sustainability.

Nagesh Murthy, associate professor of decision sciences, received the Harry R. Jacobs, Jr. Professional Service Award for his contributions advancing the college’s connections to the business community. The Production and Operations Management Society also appointed Murthy as its vice president for meetings through 2014.

Associate professor of finance Diane Del Guercio received the Finance and Securities Analysis Center’s Summer Research Funding Award.

Accounting professor Steve Matsunaga was named the Charles E. Johnson Professor of Accounting in recognition of his leadership among faculty members and students and in the accounting community.

The American Marketing Association honored Ehrman Giustina Professor of Marketing Lynn Kahle with the 2011 Sports Marketing Lifetime Achievement Award for his distinguished career contributions to the scientific understanding of the sports business. Kahle joins fellow faculty member T. Bettina Cornwell, who received the honor in 2009.

In recognition of his contributions to advancing the economic vitality of the state, the reputation of the college, and the lives of students, the college honored instructor of entrepreneurship Donald Upson as the 2011 Thomas C. Stewart Distinguished Professor.

Senior instructor of accounting Michele Henney was named vice chair of the Oregon Society of CPAs and has been appointed vice president of the board for NextStep Recycling.

After more than ten years as associate dean of the Lundquist College of Business and twenty-nine years as an accounting professor, Ray King retired from the University of Oregon last spring.
The college named Michael Pangburn, associate professor of decision sciences, the Thomas E. Wildish Distinguished Research Scholar.

Senior instructor of management Beth Hjelm earned the Dean’s College Service Award for her role as interim director of the Finance and Securities Analysis Center. She was also honored with a James E. Reimnuth MBA Teaching Excellence Award (MBA core) by students. Hjelm, along with Whitney Wagener (marketing), Jennifer Ellis (finance), and Ali Emami (finance), received promotions to senior instructor.

BAC Teaching Awards were bestowed on Donald A. Tykeson Senior Instructor Dave Dusseau (fall 2010) and instructor of marketing Mike Dore (winter 2011). Dore was also honored with a Most Influential Faculty award.

MBA students recognized assistant professor of management Andrew Nelson with the 2011 James E. Reimnuth MBA Teaching Excellence Award (MBA elective).

Dean Cornelis “Kees” de Kuyver joined the Supervisory Board of Nyenrode Business Universiteit in The Netherlands.

Professor of business Philip Romero coauthored an op-ed piece that appeared in The Register-Guard in June 2011, discussing the end of the Federal Reserve’s second quantitative easing program (QE2).

Jeanne Coe, director of student services; Jen Jones, information services; and Julia Riley, undergraduate programs, received end-of-school-year honors for their outstanding service to the college’s students and faculty members.

Andrew Verner is transitioning from his current position as assistant dean of graduate programs to become director of the PhD Program, where he will lead the development of new policies aimed at strengthening our doctoral degree offerings. After January 1, 2012, he will also serve as the college’s coordinator for global course development in partnership with the UO College of Arts and Sciences faculty at both the undergraduate and MBA levels.

The college welcomed Katie Rohrer as senior director of development on June 15. Rohrer is the new lead for all college fundraising efforts in the Office of External Relations (see page 33).

Betsy Richanbach joined the college as director of corporate relations, and will be responsible for managing The Century Club program (see page 37) and for strengthening partnerships between the college and leading corporations.

The college has named Wes Balda as assistant dean for Portland programs and executive director of the Oregon Business Institute, the umbrella organization for the Oregon Executive MBA (see page 10). Erika Foin remains executive director of the Oregon Executive MBA program.

Ronanita (Ronnie) Casanova has joined the college’s Career Services staff as assistant director for employer development. Based in Portland, Casanova is increasing visibility of programs and students among prospective employers.

To enhance fundraising efforts in Portland, Tara McMahon has relocated to the college’s Oregon Business Institute facility, where she continues to serve as a director of development for the college.

RESEARCH


Cornwell, T. Bettina, M. Chien, and R. Pappu. “Sponsorship Portfolio as Brand

Welcome, New Faculty

John A. Davis
Instructor of Marketing
From: S P Jain Center of Management (former dean)
Degree: MBA, Columbia University
Teaching and Research Interests: Brand strategy, marketing strategy, corporate sponsorship, Olympics, sports marketing, sales management, and leadership.

Seungmee Chee
Assistant Professor of Accounting
Degree: PhD, University of California, Berkeley
Teaching and Research Interests: Compensation, earnings management, and disclosure policy.

Ted Helvoigt
Instructor of Decision Sciences
Degree: PhD, Oregon State University
Teaching and Research Interests: Statistics and natural resources, energy, and healthcare economics.

Stephen McKeon
Assistant Professor of Finance
Degree: PhD, Purdue University
Teaching and Research Interests: Corporate finance, corporate governance, capital structure and executive risk-taking.

Tina Starr
Instructor of Management
From: University of Nottingham (United Kingdom)
Degree: PhD, University of Nottingham
Teaching and Research Interests: Cross-cultural management, human resource management, international organizations, organizational management.
FACULTY FOCUS


**PRESENTATIONS**


**David Guenther** presented “What Do We Learn From Large Book-Tax Differences?” at the University of North Carolina Tax Symposium, Chapel Hill, North Carolina, January 2011, and at the University of Texas at Austin, November 2010.

Lan Jiang presented “Seeing Smiles: Consumers’ Adoption of Anthropomorphized New Products” at the Annual Conference of China Marketing Science, Guangzhou, China, August 2011, and at invited talks at Beijing University and Fudan University, August 2011.


Linda Krull presented “Where in the World are Permanently Reinvested Foreign Earnings?” at the National University of Singapore, July 2011.


Andrew Nelson presented “What’s in a Name? Obliteration, Symbolic Adoption, and Other Finicky Challenges in Tracking Innovation Diffusion” at the West Coast Research Symposium on Technology Entrepreneurship, Seattle, Washington, September 2011; “Analyzing the Intersection of Networks and Institutions Through the Lens of University Commercialization” and “Getting the Job Done: Coordinating Work through Helping Behavior” at the Academy of Management Annual Meeting, San Antonio, Texas, August 2011; and “Putting Universities in Context: Assessing Different Views of the Production and Diffusion of University-Generated Knowledge” at the Technology Transfer Society Annual Conference, Washington, D.C., November 2010, and at the Roundtable on Engineering Entrepreneurship Research, Atlanta, Georgia, November 2010.

Ken Njoroge presented “Small Lending Big: The Real Effects of Trade Credit Demands on Constrained Suppliers” at the Western American Accounting Association Conference, Newport Beach, California, April 2011.

Anne Parmigiani presented “When Collaboration Trumps Rivalry: Examining Organizational Forms in the Construction Industry” (coauthored with S. Holloway) at the Academy of Management Annual Meeting, San Antonio, Texas, August 2011.


Michael V. Russo presented his research at Bocconi University, May 2011; Eidgenössische Technische Hochschule Zurich, May 2011; University of St. Gallen, May 2011; Instituto de Estudios Superiores de la Empresa, April 2011; and Universidad Carlos III, April 2011.

William Starbuck keynoted the Ingenuity Conference, McMaster University, Burlington, Ontario, Canada, September 2011; gave four speeches at the Academy of Management Annual Meeting, San Antonio, Texas, August 2011; and guest lectured at the University of South Florida, January–February 2011; University of South Florida Polytechnic, February 2011; ESSEC Business School, May 2011; University of Paris, May 2011; and New Economics School, May 2011.

Rosemarie Ziedonis presented “An Empirical Analysis of Non-Rival Patent Litigation” to intellectual property counsel at Microsoft, Redmond, Washington, September 2011; was a plenary speaker at the DRUID Society Summer Conference on Innovation, Strategy, and Structure, Copenhagen, Denmark, June 2011; presented “Are Weak Patent Regimes Stronger than We Think? Cross-Industry Evidence from Venture-backed Firms” at the inaugural Lundquist Center for Entrepreneurship Innovation and Entrepreneurship Research Conference, Eugene, Oregon, June 2011; and presented “Job Hopping in the Shadow of Patent Enforcement?” at the University of Virginia Darden School of Business, May 2011; University of Pennsylvania Wharton School of Business, April 2011; and University of California-Berkeley Haas School of Business, November 2010.
ALUMNI NOTES

A Class of Their Own

UO Lundquist College of Business alumni are increasingly reconnecting with their alma mater. Below are some of the latest news and updates from this actively engaged community.

1960s

Phil Herres, MBA ’65, is the new chief executive of the Bellevue, Washington-based home-automation company Lagotek. Herres joined Lagotek’s board a year ago. He takes over for Eugene Luskin, who will remain chairman of Lagotek and serve as chief technology officer.

James E. Ullakko ’67 is founding partner at Odenberg, Ullakko, Muranishi & Co. LLP (OUM), a CPA firm that provides assurance, tax, accounting, and business advisory services. He has more than forty years of tax planning, compliance, consulting, and financial planning experience. Prior to founding OUM in 1976, he was a senior manager at PricewaterhouseCoopers.

1970s

Allen F. Emes, MBA ’70, is a securities industry professional specializing in corporate finance, with an emphasis on oil and gas financing and advisory assignments. Emes lives in Calgary, Alberta, Canada, and has been an independent businessman since 2007, serving as a director for certain public companies and managing various personal investments. Emes has held the positions of vice president at Integral Securities, vice president of Woodstone Capital Corporation, vice chairman of Octagon Capital, senior vice president of Research Capital, vice president of finance and chief financial officer for Morgan Hydrocarbons Inc., and senior vice president and chief financial officer of Spectre Resources Ltd.

Kathy McCarthy Murray ’78, MBA ’88, is now the vice president and senior human resources manager at Umpqua Bank in Portland.

1980s

Morley Financial Services in Portland, Oregon, announced that Bill Gardner ’82, MBA ’84, has joined as director of sales and relationship management. Gardner was formerly with Dwight Asset Management for twelve years, most recently as senior vice president. He has more than twenty-three years of financial industry leadership.

Mandie Rush, MBA ’82, who has thirty years experience, is now an entertainment banker, serving the financial needs of film and television companies, with First Republic Bank in Beverly Hills, California. Rush worked for Bank Leumi as vice president in its entertainment group before joining First Republic Bank. Prior to that, she worked in the entertainment divisions of Mercantile National Bank, California United Bank, and the Bank of California.

In April 2011, the U.S. Department of Energy named Scott Samuelson ’82 manager of the Hanford Office of River Protection. It’s one of the two top positions sharing oversight of the Hanford nuclear reservation environmental cleanup. Samuelson’s background includes work in the nuclear power industry, developing and implementing inspection and testing programs for commercial light-water reactors.

Jim Lyski ’85 was named executive vice president and chief marketing officer for Scotts Miracle-Gro Company, the world’s largest marketer of branded consumer lawn and garden products. Prior to that, Lyski was chief marketing officer for Nationwide Insurance in Columbus, Ohio, where he was responsible for corporate strategy, marketing, brand management, advertising, and communications. He has also held senior-level positions in strategy and marketing for CIGNA HealthCare, Inc. and FedEx Corporation.

Barry Reid ’86, sustainability manager for Georgia-Pacific LLC Building Products, recently wrote an article for Design Cost Magazine titled “Striking a Winning Balance: Can You Overprotect Your Building?” (uolcb.co/reidarticle). Reid has twenty-two years experience in the building products industry and serves as subject matter expert for Georgia Pacific on green building codes, standards, and programs. He works with product development and management teams integrating sustainable and building science principles into Georgia-Pacific products and processes. He is also chair of the American Wood Council’s Green Building-Codes and Standards technical subcommittee.

The Hillsboro City Council has chosen T. Michael Brown ’88 to lead the city. Brown was previously the county manager of Douglas County, Nevada, and in addition to his UO business degree, holds a master’s degree in public administration from Oregon State University.

An Entrepreneur and Trailblazer

Television pioneer Carolyn S. Chambers ’53 died August 8, but her leadership and philanthropy will benefit University of Oregon students for generations to come. She was seventy-nine. An emerita president and trustee of the UO Foundation, Chambers spearheaded the university’s first major fundraising drive, the Oregon Campaign. She remained closely connected to the university throughout her life through her support of Oregon athletics and her active involvement as an advisory board member and frequent donor to the Lundquist College of Business, School of Journalism and Communication, and School of Law.

“We valued the insight and wisdom she brought to the college and our Board of Advisors,” said Lundquist Dean Kees de Kluyver. “Her passing is a loss to her family, our community, and those who considered her a friend.”

When she graduated from the University of Oregon in 1953, Chambers was one of only a few women that year to earn a bachelor’s degree in business administration. She launched KEZI-TV in Eugene. From there, she went on to create and lead a nationally prominent cable television company. When her husband Richard died in 1986, she became president of Chambers Construction. She also helped to pioneer Oregon’s wine industry as owner of Hinnan Vineyards, Sylvan Ridge Winery, and Panther Creek Cellars. A celebration of life for Chambers was held August 20 at the Hult Center for the Performing Arts in Eugene.
the University of Kansas. He has worked for governments in Corvallis, Oregon; Lexington, Massachusetts; Olathe, Kansas; and Colchester, Vermont.

At Deloitte since 2007, Jean-Michel Demaison, MBA ’89, is now an associate director within the company’s department of council in France. Deloitte’s council department works on international projects, particularly assisting in creating shared service centers in new economies.

Ron Heath ’89, MBA ’90, became a managing director at Morley Financial on December 27, 2010. Formerly with Dwight Asset Management for ten years, Heath is leading Morley’s sales, client service, and marketing efforts.

1990s

Karlin Conklin, MBA ’90, joined Bluestone & Hockley Real Estate Services as vice president of sales and leasing. She was previously at CKW Partners, and before that, she was a senior vice president at Guardian Real Estate Services. Conklin has been responsible for approximately $1 billion in transactions in her career.

Chris Middleton, MBA ’90, was named vice president of marketing for Pets Best Insurance. He previously worked eighteen years for Hewlett-Packard and is also a certified public accountant. Middleton lives in Boise, Idaho, with Nancy, his wife of twenty-two years, with whom he has two children.

Cal Collins ’90 became president and chief operating officer for ESCO Corp. on January 1, 2011, replacing the retiring Larry Huget. Collins began his career at ESCO in 1977 as a blogger and grader before going to college. He later went on to a career as an attorney and received an MBA before returning to ESCO in 2000 as vice president of administration and general counsel, and group vice president of engineered products.

2000s

Intel Corporation’s John Hengeveld, MBA ’00, a well-known high-performance computing (HPC) evangelist, has become a featured blogger and columnist on insideHPC (www.insidehpc.com), a short-format news site for high-performance computing. Hengeveld is director of technical computer marketing at Intel.

Quango, a design and strategic marketing agency, welcomed Wesley Sieker ’00 as its new vice president of business development. Before joining Quango, Sieker served in multiple roles at Intel Corporation, including mobile products channel marketing manager. He was also vice president of marketing at KolorID, Ltd., and founder-owner of Oregon Football

Remembering Stu Rich

It was with great sadness that the Lundquist College of Business community learned of the death of retired professor Stuart Rich. Born in 1920, Rich held a bachelor’s degree from Wabash College and a doctorate in business administration from Harvard. During World War II, Rich served in the Navy Scouts and Raiders (a forerunner of today’s Navy SEALs) and participated in five invasions. Here at the business college, he taught marketing strategy to a generation of students. Starting in 1963, he directed the school’s Forest Industries Management Center, implementing a forest industry MBA degree that was unique in the nation. An avid mountaineer, Rich climbed peaks from the Cascades to the Urals. An active member of Eugene Mountain Rescue Calendar, a fan publication that combines sports photography, facts, and news.

Steve Zogas ’00 joined Sococo, a social communications company, as vice president of finance. He oversees financial management and planning, reporting, and analysis. Previously, Zogas was vice president of finance and operations for the music-licensing firm Rumblefish and manager of business development at UTI Worldwide, a supply chain services and solutions company. Zogas spent several years in the financial services industry in New York City, most notably in the investment banking groups of Bear Stearns & Co. and Bank of America Securities.

Jonathan Hensley ’01 is CEO and lead market strategist at Emerge Interactive, a user-centered digital marketing agency. The Portland Business Journal profiled him in its May 27, 2011, edition.

On April 18, 2011, Esteban Vega Hidalgo, MBA ’03, was named the marketing manager at Ecuador General Motors in Quito, Ecuador. He will be responsible for the design, development, and implementation of marketing plans for all products and services related to GM’s portfolio of vehicles in the country. Vega Hidalgo previously worked in consumer goods where he developed and implemented strategies for marketing research and demand planning.

Bryn N. Porter ’05 married Mike L. Blay on August 27, 2010. Porter is an indirect procurement analyst with Columbia Sportswear in Portland, Oregon.

Shirley Justice, MBA ’06, director of global footwear planning and sourcing at Nike, Inc., has been recognized as a VIP member by Cambridge Who’s Who for demonstrating dedication, leadership, and excellence in her career. Justice is responsible for the architecture of a long-term strategic sourcing vision and strategy that supports growth, profitability, and sustainability targets at Nike. She also develops global supply chain strategies while executing key initiatives for future growth, such as forecast alignment and systems integration.

Red Door Interactive, a strategic Internet presence management firm, announced the addition of Mallory Mahoney ’07 as associate e-mail specialist to its San Diego office. Prior to joining Red Door, Mahoney was the marketing assistant at Heritage Golf Group and was responsible for the marketing initiatives of sixteen private and resort country clubs throughout the United States.

RALLY Marketing Group, an integrated marketing and promotions agency, announced the addition of Scott Mitchell, MBA ’07, as an account executive to the agency’s client services team. Mitchell’s background includes serving as a public relations account executive at Weber Shandwick Seattle, where he worked with Microsoft and midmarket companies in the cleantech sector.
Devan Newman ‘07 has been named an assistant coach for the Weber State University women’s basketball team. Newman joined the Wildcats staff after spending the past three seasons at the University of Louisville.

Cynthia Nustad, MBA ‘07, joined HMS, a wholly owned subsidiary of HMS Holdings Corp., as chief information officer. Nustad has more than fifteen years of management experience in the healthcare information technology industry, serving as vice president of architecture and technology for Regence (Blue Cross Blue Shield), the largest health insurer in the Northwest and Intermountain region; vice president of software development and product management for OAO Healthcare Solutions, Inc.; and in various leadership roles at e-MedSoft.com and WellPoint Health Networks.

Jason Reno ‘08 has joined the Medford, Oregon, office of People’s Bank of Commerce. He previously worked for JPMorgan Chase as a licensed personal banker, assisting customers with new accounts and services, as well as coordinating consumer and business loans. He was also a client accounts coordinator for Fisher Investments LLC in Vancouver, Washington. He holds a Series 6 securities license.

2010s

David Hawkins, MBA ‘10, has joined Huntington Bancshares Incorporated, a $54 billion regional bank holding company headquartered in Columbus, Ohio. Hawkins will serve as senior vice president and director of customer experience.

Neal Rosenshein ‘10 has joined the family law firm Stahancyk, Kent & Hook in its Vancouver, Washington, branch. Rosenshein earned his juris doctorate from Willamette University and his MBA from the University of Oregon. The law firm, specializing in family law and estate planning, has offices in four Oregon cities plus an office in Vancouver.

IN MEMORIAM

Glenn Smith ‘42 died of age-related causes on May 1, 2011. He was ninety-three. Smith served in the Air Force during World War II; worked as an office manager and accountant at Trux Oil Inc. in Corvallis, Oregon; was employed by John W. Stokes Company as a traveling auditor of auto dealerships; and served as an accountant at the University of Oregon business office for many years.

Betty Kirtley ’44 passed away from age-related causes on April 23, 2011. She was eighty-eight. Born August 2, 1922, in Richland, Oregon, to John and Lela Saunders Perry, she married Orris “Kirt” Kirtley on December 6, 1960, in Nevada. She worked as a legal secretary in accounting firms in San Francisco, California; Tucson, Arizona; and on military bases.

Gerald William Maurer ’58 died May 21, 2011, of coronary heart disease. Born in Portland, Oregon, Maurer had a successful thirty-eight-year-career with the California State Automobile Association. He enjoyed fishing, camping, traveling throughout the United States, and exploring other countries.

Paul Richard Muñiz, MBA ‘75, died of cancer on July 27, 2011. He was sixty-three. Regarded as a California-statewide expert in juvenile dependency law, Muñiz worked for twenty-seven years as Contra Costa County deputy counsel. He was raised in Norwalk, Connecticut. Muñiz served three years in the Army, and obtained an MBA from the University of Oregon intending to go into the railroad business, but ultimately he moved to California to organize support for the United Farm Workers. Muñiz was a board member of the Institute for Central American Studies, supported community-sponsored radio, and volunteered clearing public trails through the Muir Heritage Land Trust.

Alexis Pennington, a senior business administration major, died of meningoencephalitis on March 6. The twenty-two-year-old graduate of Marist High School in Eugene was a member of the university’s water polo team and International Business and Economics Club, and had worked at the Outdoor Program on campus. The Lundquist College of Business presented her family with her diploma during commencement ceremonies in June 2011.

An associate professor at the University of Oregon Lundquist College of Business from 1957 to 1981, Frederick John Seubert of Eugene died March 21, 2011, of respiratory failure. He was ninety. Born in Chicago, Illinois, Seubert served as a staff sergeant in the American and Asian Pacific theaters from 1942 to 1946. He received his PhD in business administration from Cornell University in 1954 and was founder and CEO of Ikoso-Kits from 1969 to 1997.

One of the first successful women in the timber industry and a leading business person in the state of Oregon, Donna P. Woolley died February 25, 2011, of heart failure. She was eighty-five. In 1970, when her husband died, Woolley took over as head of the family’s logging and lumber manufacturing business, Woolley Logging Company in Drain, Oregon. By 1981, she had sold her mills and plywood company and founded Eagle’s View Management Company in Eugene, which focused on commercial and residential development throughout the western states. She remained president and CEO of the company until her death. Over the years, Woolley’s philanthropy benefited organizations throughout the state. She was an active supporter of the University of Oregon and the Lundquist College of Business, serving on the UO Foundation Board of Trustees and the Lundquist College of Business Board of Advisors. In 1980, Woolley received the UO Pioneer Award. She was selected as Eugene’s First Citizen in 2000. And in June 2005, she was presented with the UO Presidential Medal, which honors individuals who have demonstrated extraordinary service to the university. Woolley particularly enjoyed engaging with students and attended many events and gatherings at the college, including the annual Women In Business Gala. She will be greatly missed.
Sometimes the smallest questions solve the biggest puzzles. In the first year of her MBA studies at the University of Oregon Lundquist College of Business, Guru S. Khalsa, MBA ’09, began a consulting project for California’s Clif Bar & Company. Her group was developing a communications plan to highlight the energy bar maker’s sustainable packaging practices. The project included consumer research, panel surveys, cost analyses, and strategic thinking.

As the work evolved, Khalsa began to see sustainability from a holistic perspective. “It makes sense from every angle,” she said. “It’s not just a feel-good practice. It makes smart business sense.” That sudden insight would soon shape her entire career.

Originally from Norway, Khalsa completed an undergraduate degree in journalism and communication from the University of Oregon and moved to Washington, D.C., to work for a startup record label and distribution company. She enjoyed putting her marketing and communication skills into practice, but she knew there were bigger prospects on the horizon: “I was ready to take my career to the next level.” She was also spending way too much time in her car. Commuting from northern Virginia made her yearn for open spaces and a better quality of life.

Working for a startup company was exciting and collaborative, which pointed Khalsa toward a business education. She loved Eugene and eagerly returned to Oregon in 2007 to start her MBA. She was motivated, but unsure how to uncover her own interests and competitive advantage. “I went into the program with a broad goal of developing my skills and my career path in general,” said Khalsa.

When the packaging project grabbed her attention, Khalsa began to explore sustainability in earnest and, ultimately, focused her studies through the Center for Sustainable Business Practices. She honed her research skills and learned how to analyze information, make solid recommendations, and present strategic findings in a compelling manner. That training has proven to be invaluable, says Khalsa, who completed her MBA in 2009.

Khalsa is now a corporate responsibility specialist for Columbia Sportswear in Portland, Oregon. She works on environmental responsibility projects—including waste analysis, green office and facility assessments, and energy best practices—and social responsibility issues, including labor compliance and manufacturing practices. Khalsa also spearheads communication efforts for her department, developing social media strategies, outreach plans, and narrative frameworks.

Not only does the position fit her talents, but she’s also building a career with a positive social and environmental impact. Her work makes a difference. “That really means something to me,” said Khalsa, who gets slightly breathless as she describes the possibilities of carbon-neutral production targets and closed-loop manufacturing.

She also serves on the leadership board for Net Impact, a global network committed to social and environmental sustainability that she first joined at the UO.

The MBA education built a foundation that Khalsa relies on every day. Developing strategic programs requires sound research and analysis methodologies. “I feel so much more confident in my recommendations than I might have before,” explained Khalsa. She also continues to mine the wisdom of her fellow graduates, who have stayed close and often share questions, issues, and war stories from the “real world” of business: “It’s great to touch base and say ‘okay, so you’re negotiating your first raise. How is it going?’” Just two years after graduation, Khalsa’s come a long way from the frustrated commuter who wanted something more—and it all started with an energy bar.
A Remarkable Return

It’s been an interesting year for the Lundquist College of Business. This past fiscal year saw the institution of a new budget model that more accurately reflected the resources we require to meet the demand for business education at the University of Oregon. Coupled with the opening of Anstett Hall and the hiring of additional faculty members, we are at the beginning stages of being able to better serve our growing student population.

But how far we have come would not have been possible without the generous support and investments of our alumni and friends. Regardless of our modest increase in university appropriations from tuition payments, we were only able to transcend the status quo thanks to the munificence of our donors. Because of you, we enhanced our programs, pursued new learning initiatives, better attracted talented students, and delivered a world-class learning environment.

Your investments in the value of business education are a vote of confidence that others notice. Consider that, according to a recent study, the University of Oregon produces $33.64 in economic impact for every dollar it receives in state appropriations. With the state funding less than 8 percent of the cost of education (and that share is expected to drop below 6 percent in the coming year), it is clear that donors are the catalyst for such a remarkable return on investment.

On the following pages, we are pleased to present the honor roll of donors who have contributed so generously to the Lundquist community during the 2010–11 fiscal year. On behalf of the entire college, thank you for supporting our mission to empower an engaged community of students, faculty and staff members, alumni, and stakeholders who make significant contributions to their professions, communities, and society. You are not only ensuring that we graduate the best and brightest, but also that your investment translates into real financial and economic growth for Oregon and beyond.

**Honor Roll**

**Heritage Investors**

($10,000 plus)

- Stacey Allaster-Mikovich and John Mikovich
- Hope ‘55 and Joseph Anstett ‘55
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- Susan Stevens and Hugh Fremanitl
- Jeffrey Stewart
- Jacqueline Krufil-Sussman and Mitchell Sussman
- Elizabeth and Howard Sigval
- Mary Ann Tonkin
- Linda and Robert Turner
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- Clare Villan ‘80
- Mary Ward ‘50
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**Legacy Investors**

($5,000–$9,999)

- Howard Alfred
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- Lori Bradford and Mickey Friend
- Richard Callahan
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- Hallie and Steve Christian ‘75
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- Carolyn Kunze Slapnicka and Timothy Slapnicka
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- Carol and Robert Warsaw
- Judy ‘77 and Michael Weber ‘77

**President’s Investors**

($2,500–4,999)

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- Linda and John Vandercook
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- Claire and James Williams
- Carol and John Woodworth
- Kristine and Scott Wright
Looking back it's easy to see the amazing impact that my education and experience at the University Oregon had on my life, both personally and professionally. Realizing this, it feels good to begin giving back and I look forward to building a meaningful relationship with the university.

RICK MILLER, FOUNDER AND CEO, AVAMERE FAMILY OF COMPANIES

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Annamatie McNiel
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Kathleen Rohrer
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Keen Setiadi and John Setiadi Tan
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Joanne York Stevens and Kirk Stevens
Melissa Stepovich and J. Jon Cook
Anne and Todd Ringoen
Sandra McNair and Barry McHale

“Looking back it’s easy to see the amazing impact that my education and experience at the University Oregon had on my life, both personally and professionally. Realizing this, it feels good to begin giving back and I look forward to building a meaningful relationship with the university.”

RICK MILLER, FOUNDER AND CEO, AVAMERE FAMILY OF COMPANIES
**Honor Roll**

Susan and James Wellborn Jr.
Kathleen and Gregory Wentworth
Robert Wentworth
Scott Wentworth
David Wheatwright
Shauna Whidden-Schulze and Peter Schulze
Linda Williams
Steven Williams
Nicole and Ryan Wilson
Gregory Wimmer
Sheryl and Joseph Wondolick
Janis and Stephen Wood
Katie and Bryan Woodfill
Karen and Russell Woodruff
Soichiro Yamamoto
Ping Yeung
George Youlos
Michael Zick
Nancy Zimbalist
Makenzie and Eric Zuern

**Investigators**

($1–$249)

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Hollis Agee
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Rachelle and Adrianus Alkemade
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Betsy and Darwin Allison
Susan and John Anderson
Joanne and Ted Anderson
Rebecca Arnold
Jennifer Follett Arley and Matthew Arley
Nancy and Edward Ashbahr
Cynthia ‘B2 and Dana Aschbacher ‘B3
Sharon Atwood
Traci and Richard Austell
Tamara and Stephen Aydelott
Nobuko Mori Azumano and George Azumano
Alen Bahret
Suzanne Baird
Debra Baker
Robert Baker Jr.
Daniela Balboa
Susan Knight Barrera and Frank Barrera
Eric Bartland
Charles Baumann
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Mark Beasley
Harriet and Thomas Beck
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Laura Bibo and Robert Rogers
Judith Swensen Bill
Lisa and Kurt Bjorklund
Linda and Robert Blackmore
Laurel and Ross Blanchard
Sherry and James Blandin
Susan and David Blohn
Janice and Kenneth Cardwell
Wilma and Jack Canfield
Janice and Kenneth Cardwell
Dawn and Eric Carlson
Kelly and James Carlson
Tamara ‘B0 and Craig Carpenter
Kaila Carty
Janice and Bob Cassidy
Alissa and Herman Castelfano
Shirley and Dennis Chambers
Lily Tsao Chang and Chia-Mu Chang
Ya-Chen Chang

**Lundquist College of Business Revenue Sources 2010–11**

- **Tuition and Fees**: $16,681,090
- **Endowment Earnings**: $2,047,000
- **Gifts**: $3,588,000**
- **State Funding**: $1,446,320
- **State Gift Match**: $792,400
- **Miscellaneous and Grants**: $259,900
- **Total**: $24,813,390

**Lundquist College of Business Uses of Funds 2010–11**

- **Faculty Salaries and Services**: $15,768,000
- **Administrative**: $2,074,500
- **Centers**: $1,722,700
- **Graduate Programs**: $1,373,200
- **External Relations**: $956,940
- **Undergraduate Programs**: $727,050
- **Subtotal**: $22,622,390
- **Operating Reserves**: $2,191,000
- **Total**: $24,813,390

**Notes:**

- Numbers reflect new budget model
- Tutions and fees, excludes new pledges
- Total $24,813,390
- Subtotal $22,622,390
- Total $24,813,390
- **$3,588,000** represents actual dollars received, excludes new pledges and pledge payments on endowments
Welcome, Katie

On June 15, 2011, the UO Lundquist College of Business welcomed Katie Rohrer as our senior director of development. Rohrer heads our Office of External Relations and is responsible for leading our fundraising strategy and development activities. As you will discover when meeting Rohrer, if you haven’t already, she is a dynamic and forward-thinking individual who will be instrumental in helping the college achieve its future aspirations. She brings ten years of development and alumni relations experience from top-tier universities and national nonprofits.

Rohrer was most recently associate director for development at Stanford Graduate School of Business, where she worked directly with many of the school's eight- and nine-figure donors. At Stanford, she facilitated a number of key gifts in support of the business school's $500 million campaign. She also managed the Stanford Business School Trust board, a group of distinguished alumni trustees who invest a portion of the school's endowment. Previously, Rohrer held major gifts fundraising positions at Yale University, during the $3 billion Yale Tomorrow campaign, and at United Way of Metropolitan Chicago. Additionally, she has held various marketing and alumni relations positions at Northwestern University and the Aspen Institute.

Rohrer has an MBA in corporate strategy from Cornell University’s Johnson School, where she was a Roy H. Park Leadership Fellow. A Michigan native, she earned her BS in environmental policy from the University of Michigan in Ann Arbor.

"Coming to the University of Oregon," said Rohrer, "brings together three of my passions—university fundraising, college football, and all things green. I am excited to join such an outstanding enterprise and the dedicated community of donors, alumni, and friends who make the Lundquist College one of the best business schools in the country."
Honor Roll

Lundquist College of Business Private Support 2010–11*

GIFTS AND PLEDGE PAYMENTS $5,965,204
NEW PLEDGES $1,123,835
GIFTS AND NEW PLEDGES $4,000,439
GIFTS AND NEW PLEDGES BY ALUMNI $3,617,739
AVERAGE ALUMNI GIFT $4,125
MEDIAN ALUMNI GIFT $100

*Includes bequests

Historical Giving to the Lundquist College of Business**

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<thead>
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<th>Fiscal Year</th>
<th>Amount</th>
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<td>2010–11</td>
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**Gifts and pledge payments, including bequests

FISCAL YEAR

Richard Minkler
Julie Berg Missal and Donald Missal
Judith and John Mittenale
Patricia ‘69 and Richard Moffitt ‘69
Maria and Joseph Monteleone
Tiffany Montes
Ayako and Daniel Moore
Roxann and Richard Moran
Mary Moreno
Rebecca Morgan
Teresa Morgan
Jennifer Morrison
Mitra and David Morse
Julie and Douglas Mostofsky
Carol and Stuart Munno
Christopher Murphy
Kathleen Holcom Murray and William Murray
Kaci Myhre
Monique Frazz Myhre and Steven Myhre
Clarence Naapi
Ohs Naims
Judy and Shozo Nakagawasa
Victoria and Leslie Neighbors
Karen Smith Nevis and John Nevis
Steven Nguyen
Takao Nishina
Linda Shannon Noah and Roger Noah
Daniel Nollette
Arthur Nusom
Mary and Philip Nyegaard
Jean and Clinton O’Neil
James O’Rourke
Tisha Oehmen
Laura and Emeka Olubike
Sumie and Earl Ogata
Adam Olshon
Em-Orn and Sanfread Olson
Susan and Charles Olmman
Michael Onelli
Michelle and Dennis Oshita
Dari Owe
Dorothy and Raymond Packouz
Jean and Dusan Plascic
Cheryl and James Paul
Teri and Terry Paulusen
Samuel Pollegnini
Yan Peng
Mary and John Perchin Sr.
Andrew Perkin
Richard Perry
Sue Perry
Linda Coffelt Petersen and David Petersen
Brian Phillips
Mary Reveill Piazza and Salvatore Piazza
Kathleen Pierce
Jane and Mark Pinniger
Karen Kruse Pong and W.Y. Pong
Judyth and John Post
Charlotte and Robert Powell
Shailajith and Venkataraman Prasannan
April Siebel Press and Eric Press
Eleanor and John Prince
Thomas Pritchard
Sarah Price Pruden and Henry Pruden
John Puttman Sr.
Henry Qualman
Katina Quan and Marco Ching
Sandra and David Quessnel
Jane Sommers Quen and Jack Quen
David Quinn
Carole and Edwin Quinn
Frances and Michael Rainey
Janet Paula Rasmussen and Gregory Rasmussen
Kendra Rasmussen
Jhomer Recometa
Joan and James Reed
Edith and William Reich
Linda and Stephen Reichenbach
Lisa Rein
Bradley Rentto
Gina and Kevin Rich
Donna and Larry Richards
Shawn Rietman
Robin and Bennet Rigall
Andys Dahl Ringsdorf
Gary Rink
Dane Ritchey
Richard Robbins
Kiley Robinette
Tammy Roche
John Rogers
Christina and Samuel Romanaggi
Ellen and Michael Roney
Rebecca Roocks
Laura and Michael Roots
Brian Rose
State Support and Increasing UO Enrollment

<table>
<thead>
<tr>
<th>ACADEMIC YEAR</th>
<th>% OF UO BUDGET</th>
<th>UO ENROLLMENT</th>
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<tbody>
<tr>
<td>1985–86</td>
<td>33%</td>
<td>16,375</td>
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<tr>
<td>1990–91</td>
<td>32%</td>
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<tr>
<td>1999–2000</td>
<td>20%</td>
<td>16,716</td>
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<tr>
<td>2005–6</td>
<td>13%</td>
<td>20,394</td>
</tr>
<tr>
<td>2007–8</td>
<td>13%</td>
<td>20,388</td>
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<tr>
<td>2008–9</td>
<td>12%</td>
<td>20,376</td>
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<tr>
<td>2009–10</td>
<td>9%</td>
<td>22,386</td>
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<tr>
<td>2010–11</td>
<td>8%</td>
<td>23,389</td>
</tr>
<tr>
<td>2011–12</td>
<td>6%*</td>
<td>23,000*</td>
</tr>
</tbody>
</table>

*ESTIMATES

"The UO Lundquist College of Business helps to nurture an entrepreneurial mindset in its students that contributes to the advancement of business not only in Oregon, but around the globe. My involvement and investment in the college's New Venture Championship has consistently provided a gratifying confirmation of how much of a difference donors can make in the lives of students."

JOHN DIMMER, MANAGING MEMBER, FIRS MANAGEMENT LLC
Honor Roll

Carol Wong
Jon Woodworth
Maryjane and Philip Woody
Ursula and Bernhard Wuttrich
Cathy Nagai Yamashiro and Carl Yamashiro
Staci Yoshihara
Kathline and David Young
Jackie and Martin Young
Todd Young
Susan and Peter Zboya
Paul Zeana Jr.
Anne and John Zick
Dwight Zunart
Christine and Thomas Zwirlein

Corporation and Foundations

$10,000 plus
Aequitas Capital Management Inc.
Allied Power Products Inc.
Anstedt Family 1993 Trust
Amanver Group LLC
Blue Star Gas Company
Robert and Lois Braddock
Charitable Foundation
Business Seminars of Oregon
DeBus Foundation
The Dimmer Family Foundation
Mimi and Peter Haas Fund
Hawes Financial Group
HEDCO Foundation
Hibler Family Trust
Ingl Life Insurance and Annuity Company
The Jeld-Wen Foundation
Jeld-Wen Inc.
Jewish Community Endowment Fund
Jobar International Inc.
Ewing Marion Kauffman Foundation
The Phang Lau Foundation
The Morgan Family Foundation
Moss Adams Foundation
National Trust for Historic Preservation
National Basketball Association
Octagon

State Funding Per Student, 2010–11*

<table>
<thead>
<tr>
<th>University</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of North Carolina</td>
<td>$17,771</td>
</tr>
<tr>
<td>University of Wisconsin</td>
<td>$10,793</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>$10,420</td>
</tr>
<tr>
<td>University of California-Santa Barbara</td>
<td>$8,402</td>
</tr>
<tr>
<td>Purdue University</td>
<td>$7,315</td>
</tr>
<tr>
<td>University of Texas</td>
<td>$7,156</td>
</tr>
<tr>
<td>University of Washington</td>
<td>$7,061</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>$6,807</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>$5,619</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>$2,724</td>
</tr>
</tbody>
</table>

*Integrated Postsecondary Education Data System

Honor Roll

"Business is global, and UO Lundquist College of Business students are eager to put their knowledge to work in an international context. Having lived and worked in four different countries has given me invaluable insight into the importance of a global education. By giving back to my alma mater, I hope to enable similar life-changing experiences."

Oystein Harvisk, Director of the Treasury;
Microsoft Corporation

Oesser Family Exemption Trust
Estate of Harold L. Oesser
The Oregon Community Foundation
Precision Castparts Corporation
PricewaterhouseCoopers Foundation
Rasmussen Foundation
Robert Family Foundation
Ruby Family Foundation
Estate of Douglas C. Strain
William Swindells Revocable Living Trust
Tektronix Foundation
Tyksen Family Charitable Trust
United Way of King County
Vanguard Charitable Endowment Program
Estate of Harry William Wallin
Warwick Family Trust
WTA Tour Inc.

$5,000–$9,999
The Autzen Foundation
The Ayco Charitable Foundation
Bi-Mart Corporation
Deschutes Investment Advisors
Ernst & Young Foundation
Evergreen Business Capital
Fidelity Charitable Gift Fund
Good Faith Trust
Jones & Roth PC
J.T. Hartley and D.L. Matlock Living Trust
Kelly Development Corporation
Kettle Foods Inc.
KPMG Foundation
The Kryptiq Corporation
Martin-Hagemeister Trust
Mazama Capital Management Inc.
Microsoft Corporation
Moss Adams LLP (Eugene)
Moss Adams LLP (Portland)

$2,500–$4,999
ACG Portland
Bank of America Foundation
Geffen Mesher & Company
Grant Thornton Foundation
Grant Thornton LLP
Gregor Professional Corporation
Harbor Point Charitable Foundation
Intel Corporation
Isler CPA
Lally Family Foundation
Perkins & Company PC
Professional Sports Group
The Standard
Umpqua Bank
United Way of Lane County
Washington Trust Bank

$1,000–$2,499
Alliant Energy Foundation Inc.
Berka Family Trust
Blount International Chartered Financial Analysts Society of Portland
General Electric Foundation
Goldman Sachs & Company
Job Consulting Inc..
Kernult Stokes
W.R. Lake Jr. Trust
Magrini Charitable Foundation
Marta Enterprises Inc.
Morgan Stanley Annual Appeal
Pacific Continental Bank
Paige Electric Company LP
Pension Planners Northwest
PricewaterhouseCoopers LLP
R&R Partners
Susan S. Reynolds Trust
Mary Jayne Robert Revocable Living Trust
SCORE, Chapter 416
Virginia S. Smith Trust
UBS Foundation
Union Pacific Corporation
Wells Fargo Foundation
Wentworth Fox Foundation
Dale White Revocable Trust

$250–$999
Jeanne I. Arbow Fund of the Oregon Community Foundation
The Boeing Company
CorAgrA Foods Foundation
Shelley A. Cooper PT
DirectTV
Ford Black & Company PC
Fred Meyer
GlobalGiving Foundation
Hanson & Company PC
Juanita Inc.
KPMG LLP
Marin Community Foundation
The Merck Company Foundation
Nike Inc.
Pfizer Foundation
Portland General Electric Company
Rich Sotta CPA PC
Rusch Family Revocable Trust
Student Entrepreneurs Inc.
United Way of the Columbia-Willamette
US Cellular
USAA Investment Management Company
### Scholarship Money Distributed to Business Majors, 2010–11*

<table>
<thead>
<tr>
<th>University</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Iowa</td>
<td>$5,992,326</td>
</tr>
<tr>
<td>University of Minnesota</td>
<td>$3,503,007</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>$3,235,949</td>
</tr>
<tr>
<td>University of Texas</td>
<td>$2,807,600</td>
</tr>
<tr>
<td>Purdue University</td>
<td>$2,473,084</td>
</tr>
<tr>
<td>University of Wisconsin</td>
<td>$2,003,756</td>
</tr>
<tr>
<td>University of North Carolina</td>
<td>$1,906,579</td>
</tr>
<tr>
<td>California Polytechnic State University</td>
<td>$1,725,946</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>$1,425,456</td>
</tr>
<tr>
<td>University of Oregon</td>
<td>$1,083,737</td>
</tr>
</tbody>
</table>

*—Bloomberg BusinessWeek, March 2011

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### Matching Gift Corporations

- Alliant Energy Foundation Inc.
- AMD Foundation
- Bank of America Foundation
- The Boeing Company
- Cisco Systems Inc.
- ConAgra Foods Foundation
- Deloitte Foundation
- DirecTV
- Ernst & Young Foundation
- General Electric Foundation
- Goldman Sachs & Company
- Grant Thornton Foundation
- International Business Machines Corporation
- Intel Foundation
- The Jeld-Wen Foundation
- John Hancock Financial Services
- KPMG Foundation
- The Merck Company Foundation
- Microsoft Corporation
- Moss Adams Foundation
- Nike Inc.
- Northwestern Mutual Foundation
- Novartis Foundation
- Perkins & Company PC
- Pfiar Foundation
- Portland General Electric Company
- PricewaterhouseCoopers Foundation
- Rasmussen Foundation
- Redburn Partners USA LP
- The Standard
- U.S. Bancorp Foundation
- UBS Foundation
- Union Pacific Corporation
- US Cellular
- Verizon Foundation
- Wachovia Wells Fargo Foundation

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### Century Club

**Join the Club**

The Lundquist College of Business has introduced a new and exclusive benefit society for corporate partners: the Century Club.

Limited to a membership of 100 corporations, the Century Club offers a unique opportunity for companies to gain valuable benefits while creating an effective partnership with the Lundquist College of Business. Based on their membership level, corporations will enjoy a variety of benefits, including preferred access to student recruits and interns, access to beneficial faculty research, student and faculty teams to work on projects, and invitations to join us at special events throughout the year.

By joining this elite group, corporations will develop a close partnership with the college and enjoy the best we have to offer. Current members, who helped initiate the just-launched program, include:

- Aequitas Capital Management Inc.
- Hawes Financial Group
- JoBar International Inc.
- Mazama Capital Management Inc.

Three Century Club membership levels are available:

- **Platinum** ($50,000 per year, Minimum of three years)
- **Gold** ($25,000 per year, Minimum of three years)
- **Silver** ($10,000 per year, Minimum of three years)

Find out more: uolcb.co/centuryclub or 541-346-3370.
Ian McMenamin

Class Year: 2012
Major and Concentration: Business administration, entrepreneurship

Why the UO Lundquist College of Business?
“When looking at schools, I walked in to the Lundquist Center for Entrepreneurship to open doors with a man behind the desk who instantly understood my mindset. I knew then that this business school would help me learn while supporting my passion for creating my own businesses.”

Businesses Started at College:
Anythingcoral and Yield Pots
“I didn’t know anyone who sold rare salt water corals, so I decided to educate myself and innovate new ways to propagate and grow coral, and then try to create a market for the product. I learned how to sell, distribute, build, maintain, and grow sales with one of the most volatile goods you can think of. I now wholesale across the country some of the most hard-to-find corals in the world with distribution hubs in Boca Raton, Florida; Dallas-Fort Worth, Texas; San Francisco, California; and Chicago, Illinois. The second company I started was Yield Pots, for which I employ fourteen full-time employees in the Philippines to produce fabric pots for the gardening industry. Yield Pots is one of an economic volume push product. I currently produce 1,500 Yield Pots per day and am working on getting free-trade certification.”

Most Influential Instructor or Professor: Dick Sloan, undergraduate coordinator of innovation and entrepreneurship
“There is not one time I can remember walking into his office and being turned away because he was too busy. He always had time to give me advice and to mentor my business ideas and help me to build, focus, and brainstorm solutions for my real-life business problems. For any student interested in starting a business, Dick Sloan is the best advising asset you can have for guidance, help, and encouragement.”

Best Class: BA 352: Leadership and Communication with Anne Forrestel, senior instructor of business
“Anne Forrestel was tough. But I learned a lot in her class. I have never been a typical student, and Anne helped me build, recognize, and strengthen specific traits that have helped me become successful.”

Words of Advice to Aspiring Entrepreneurs:
“Being an entrepreneur is a lifestyle, not a cool word or idea. It’s living a life that has no boundaries and time limits. You will spend many nights working, many weekends working, and many hours of sleep still thinking about working. It takes a lot of self-discipline.”

People May Be Surprised to Know:
“I sleep only about five hours a night. Between coordinating my employees in the Philippines from 2:00 to 3:00 a.m., waking up to orders at 7:00 a.m. from the east coast for Anythingcoral, and school work, it’s an interesting schedule.”

Erratum
In the printed edition of UO Business, McMenamin was incorrectly attributed as starting a third business. Stephen Losnner is the owner and founder of The Original Dirt Bags Co.
Open Doors

Based on undergraduate GPAs and GMAT test scores of applicants to our MBA, PhD, and Master of Accounting programs, Lundquist College of Business graduate offerings are on par with some of the best in the country.

Unfortunately, raising tuition rates and the dearth of scholarships make it tough for us to compete with better-funded universities for those stellar students.

The fact is, more and more graduate students want to come to the University of Oregon for business. We need your help to make sure they walk through the front door.

To create a scholarship for graduate students, contact:

Office of External Relations
1208 University of Oregon
Eugene OR 97403-1208
541-346-3370
lcb.uoregon.edu/invest