

W.P. Carey

SCHOOL OF BUSINESS
ARIZONA STATE UNIVERSITY

inside:
**40 YEARS
and counting**
How your alumni
chapter began

**5 TIPS FROM
TOP TALENT**

Joint Venture

The intersection of
business, society and ideas

*Chicanos Por La Causa
President and CEO
Edmundo Hidalgo*

plus: Who was W. P. Carey? • Research • Class Notes

stay connected

With more than 90,000 graduates in your W. P. Carey network, you're part of one of the largest and most active alumni groups in the country. Log in and update your contact information so we can keep you informed. And keep us in the loop on what's new in your world.

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 **W. P. CAREY**
SCHOOL of BUSINESS
ARIZONA STATE UNIVERSITY

Business schools are only as good as our corporate partners. Professional schools are expected to provide a broad base of knowledge and critical thinking skills through general education. But we're also expected to enable our graduates to immediately contribute to their employers and to have the skills to advance their careers. Corporate partners help us do just that.

Our partners provide internship opportunities and hire our graduates, but they also help us with curriculum by serving on advisory boards and advancing research through engagement with our many research centers. They provide hands-on learning opportunities for our students and invest in their own employees by trusting us to educate them.

This issue of the magazine highlights some of our terrific partners. People think of companies like Intel (page 16) as business school partners, but not-for-profits are also coming to understand that the more efficient and effective their operations, the more they can advance their causes. Chicanos Por La Causa is a great example of how business skills can help transform communities.

In my first year as dean I've spent the majority of my time reconnecting with alumni and visiting corporate partners and the firms we believe that a world-class business school should engage. Because I work on campus, I often think that we are a family consisting of students, staff and faculty. But on my first trip to Chicago as dean, I realized that our family members are at A.T. Kearney, Northern Trust and AON Benfield, and after visiting Europe, at the National Bank of Greece. Our friends and family are building their organizations from their W. P. Carey School foundation.

To borrow a saying from Intel, look at any organization and you'll see a "Sun Devil Inside" processor.

To borrow a saying from Intel, look at any organization around the globe and you'll see a "Sun Devil Inside" processor. We are making individual organizations great and collectively growing economies.

People often ask me how they can help the school. The answer is simple — lend us your time and expertise. Help us continually improve. Engage with us to enrich the lives of our students, impact faculty research, and develop the community.

As you read this issue, ask yourself some simple questions: When was the last time I encouraged my company to recruit Sun Devils? Could I use a summer intern? When did I last share my career insights as a guest lecturer or mentor? Could my organization benefit from our CEO or president serving on the Dean's Council? Could we attract better talent by engaging a team of students with a real-world project in our company as a part of their coursework? When I retire (or maybe before), will I have time to mentor students and help guide their futures? Could we learn something about what we do by seeing research before it's published while networking with our peers? What do I want my legacy to be at ASU and W. P. Carey? Will I be one of the large number, or will I be an individual who engaged deeply, invested my talent, time and resources, and left the institution better for it?

If any of your answers are yes, email me. Don't waste another day. You can make a difference tomorrow.

Your success is our success.

Amy Hillman
@WPCDean





At the CLPC photo shoot, with manager and W. P. Carey graduate Mario Aniles and guest art director David Imes.

Dorothy Raymond was a “Front Page”-era journalist who edited the first newspaper to cut me a paycheck. We covered a small Massachusetts town, and Dorothy always said that we’d succeed if we could get the name of every reader into our columns once a year. Dorothy knew her formula was good business, but she also understood that it was good for the community – and Dorothy loved that town.

Dorothy’s formula came to mind when we were building this issue. We were determined to include many alumni names in the pages. In our Alumni News section, we contacted people who attended the events we were writing about to see why they showed up and what they took away. We reached out on Facebook to find

couples who met on campus. For one of the features we interviewed two lifelong friends who were there when your alumni chapter was founded. At Chicanos Por La Causa we found that nearly 40 W. P. Carey graduates were using their education to make families and neighborhoods stronger. And the Class Notes are a glimpse into the lives of dozens of our alumni – and some faculty, too. It’s a good start, but we want even more of you turning up in print.

As you read this, work on the next issue of

The W. P. Carey community is indeed the sum of 90,000 stories.

W. P. Carey Magazine will be underway and we will be calling on you for news once again. You can

help by remembering to get in touch: Tell us about your career or your family. When you get together with other alumni, let us know. Take some pictures! Visit our Facebook page and follow us on Twitter. And by all means, update your profile at alumni.wpcarey.asu.edu. The result will be closer connections to the friends, teachers, colleagues and business partners who share your W. P. Carey experience.

The W. P. Carey community is indeed the sum of 90,000 stories. Help us tell them!

LIZ FARQUHAR, Managing Editor
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**WHO WORKED FOR
ELVIS? SEE PAGE 35**



**COVER PHOTO BY
MARK LIPCZYNSKI**



Thanks for the great life, ASU!

Dear Editor,

Good idea and great job on the W. P. Carey Magazine ... it is first class!

I grew up in Tempe, with much time spent on and around the campus, graduated in '68, attended Thunderbird then moved to California in 1973. Maybe moving away contributes to my lack of knowledge on the subject of W. P. Carey. Obviously I could Google, but there must be other readers who would like to know who W. P. Carey

was, why he is significant to the school of business and why the school is named in his honor!

JOHN DEKELLIS

(B.S. Business Administration '68)

Editor's note: *We've answered your question about our benefactor on page 40, in our regular feature called "The Back Story." Thanks for asking!*

Dear Editor,

Just got my copy of the first W. P. Carey Magazine. Wow! Has it really been 40 years since we graduated? Thanks for the great life, ASU!

MARCIE RUBALCABA RUPICH

(B.S. Accountancy '73)

FOR THE RECORD

On the inside front cover of our Autumn 2013 issue we stated that W. P. Carey began granting the Ph.D. degree in 1984. That was not the beginning of the school's doctoral program, however. The school had been granting Doctor of Business Administration (DBA) degrees since 1965.

Celebrating Sun Devil success

ASU graduates are igniting innovation and building businesses all over the world. Sun Devil Select is a new initiative that will celebrate their success.

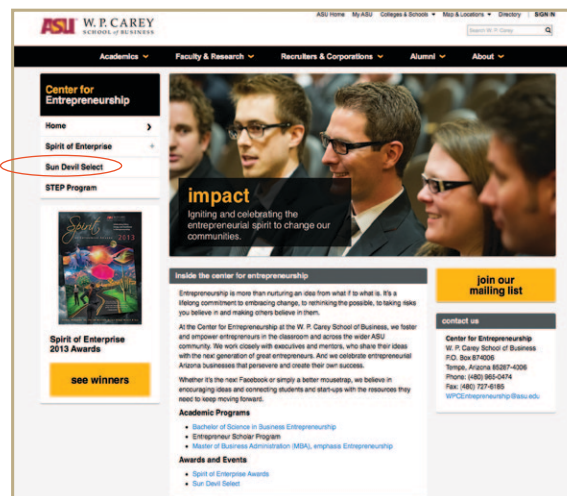
Sun Devil Select will lift up the leaders of entrepreneurial organizations that are thriving through innovation. To be eligible, as of July 1, 2014, a business leader must have graduated from an ASU degree program and have held an executive position with the organization for three years or more, or is a founder or co-founder of the business that is at least three years old. Candidates must be willing to share financial information to demonstrate growth (financial information will be kept confidential) and other business information to validate demonstrated innovation in one or more aspects of their business.

"ASU students and alumni are creating and running some incredible, innovative businesses; we want to celebrate that and continue to build on our culture of entrepreneurship by recognizing them, telling their stories, and connecting them with each other," says Sidnee Peck, director of the Center for Entrepreneurship.

Up to 100 alumni will be chosen each year, governed by the number and quality of the applications. Winners will be honored on campus

every spring when they will meet other Sun Devil Select awardees and university leaders, visit classrooms and network with student entrepreneurs. Sun Devil Select winners will become a part of an exclusive network of Sun Devil business leaders across the globe.

Are you igniting innovation? Are you driving rapid growth in your company? Do you know someone who is? You may nominate yourself or someone else at wpcarey.asu.edu/sundeveilselect



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Send editorial submissions and letters to the editor to editor.wpcmagazine@asu.edu

alumni feature

Stacey and Scott Sprinkle

Accountancy alumni, 1988

Having it all:

Helping students get the whole university experience

Stacey and Scott Sprinkle were classmates at the W. P. Carey School of Business, both graduating in 1988 with B.S. degrees in accountancy. Now residents of Denver, they've used the skills they developed at W. P. Carey to build challenging, successful careers. Scott is co-founder and partner in Sprinkle & Associates LLC, bringing more than 25 years' experience in wealth management to his clients. Stacey is vice president for federal tax policy at Verizon Communications.

The couple is passionate about the value of higher education, and they believe that motivated students should have the same opportunity to acquire the tools to succeed. But paying the tab for a university degree has gotten harder since the Sprinkles graduated — and three years ago the couple decided to do something about it.

College expenses today are high, but for many students, paying the bills back in the 1980s wasn't all that easy, either. Stacey was one of them. She had to work, shouldering a full load of classes and carving out 20 to 25 hours per week at the ASU Gammage box office on Arizona State University's Tempe campus.

Today, public policy and declining government financing for public higher education puts increasing pressure on students and their families, the Sprinkles point out. About 80 percent of W. P. Carey students are dividing their attention between classes and part- or full-time jobs. Remembering their personal experiences, the Sprinkles decided to take action. In 2011, they established the Sprinkle Family Scholarship.

The scholarship is awarded to accounting students based on merit and financial need. It was created with people like Stacey in mind: students who want to squeeze every ounce of benefit out of their time at the W. P. Carey School of Business. That richly challenging academic experience is something the Sprinkles feel is essential — not just to improve individual lives, but, over time, to the continued economic competitiveness of the nation. **continued on page 6**



STACEY AND SCOTT
together in Denver



Build your network

Alums gather at Pig & Pickle

W.P. Carey alumni started the New Year right by meeting at Pig & Pickle restaurant in Scottsdale for an evening of networking and socializing. These evenings are fun, and alumni who turn out often find they have a lot in common.

Take Dawn Mulder (B.S. Management '94), who had been thinking about attending one of these events. When she saw that this one would be at one of her favorite places, she couldn't pass it up.

"The restaurant is owned by great people and all the food and drink is local, fresh and homemade," the Scottsdale resident said. "I invited another ASU alum and we had a very good time. I made a good business connection that may be able to help me with some clients who have been struggling to get into a home." Mulder works at Team Investments Realty.

FROM TOP, CLOCKWISE: Johanna Urrutia and Cora Rodriguez greet alumni; Dean Hillman in a lively discussion; Timothy Lukavsky (MBA '13) and Neil Huckla (MBA '13) catch up; attendees enjoy Pig & Pickle fare.

Sprinkles, continued

Because Stacey focuses on federal tax policy in her position at Verizon, she spends a lot of time envisioning where the government should be spending money. And for Stacey, the answer is almost always education.

"Education is the biggest equalizer," says Stacey by phone from Washington D.C., where she spends a lot of her time working. "It's a way to provide an opportunity for people to better themselves and establish a great life for their family."

The Sprinkles themselves are proof. "As time passes," says Scott over the phone

from his office in Colorado, "you grow to realize ASU provided you with a skill set that allowed you to work hard and adapt to changing environments. Our time at ASU helped to establish the foundation for our future success."

The first recipient of the scholarship was a veteran of the U.S. Marine Corps. He was in the officer training program, and he had a family. Because of the resources offered by the Sprinkle Family Scholarship, he was able to pursue his education and spend more time with his family. The scholarship didn't cover everything, but the Sprinkles could see

that he was driven so they helped fill some financial gaps. For Stacey, this student's experience hit home; her father was a Marine and the first person in his family to graduate from college.

"It goes beyond education," Scott Sprinkle says. "ASU changed both of our lives. College is a much bigger thing than just getting a 'book education.' That's part of this whole scholarship: We want other people who may not be able to experience what we experienced at ASU to have the ability to do that without constantly worrying about finances."

WHAT'S THE FORECAST?

Moderately faster GDP growth, declining unemployment, gradually rising inflation and an uptick in the housing market: these were the key points in Barclays economist Dean Maki's forecast for 2014. Maki delivered the U.S. forecast after accepting the Lawrence R. Klein Award in New York City in October.

The W. P. Carey School sponsors and judges the award, which is presented annually to the most accurate forecaster on the Blue Chip Economic Indicators panel. W. P. Carey alumni are invited to attend the October 16, 2014 event in NYC. Register at alumni.wpcarey.asu.edu.



KLEIN AWARD WINNER Dean Maki (right) with Hannah Klein, daughter of the late Lawrence Klein for whom the award is named.

LEE McPHERTERS, director of the JPMorgan Chase Economic Outlook Center at W. P. Carey, and Ruthie Pyles, director of admissions and recruiting (graduate programs), congratulate Maki.



WINNING BIG at the W. P. Carey tent.

Welcome home!

Largest turnout ever

A record crowd of W. P. Carey alumni visited the school's tent at the ASU Homecoming Block Party on October 19, 2013. Theresa DeLaere, assistant director of alumni relations, estimates that more than 400 W. P. Carey Sun Devils stopped in before the game to catch up with former classmates and their families. Dean Amy Hillman was there along with an assortment of faculty. Games, face painting, prizes, a photo booth and a barbecue lunch kept everybody busy.

DeLaere said she greeted many alumni from out of town. "It's one of the events that alumni come back to campus for," she said.

Iowa City resident Jim Balmer (B.S. Business Administration '73) hadn't been back to campus in 20 years but was able to make it to Homecoming last fall with his wife Andrea, a retired nurse. This was his first chance to see McCord Hall. "Much has changed obviously, because 40 years ago the school of business itself was very young," he said. "But Palm Walk remains,

and other landmarks which bring back memories of a great college experience."

Jim, who owns Plumbers Supply Co. in Iowa City, said he would like to return once a year for a football game: He has his sights set on the ASU-UCLA game this year. "Sometime I would like to come back for the Pat Tillman Run, too," he added, noting that the W. P. Carey Alumni Chapter runs as a team in this race. "This year I will try to make a Shadow Run in Chicago," he said. Alumni outside Arizona who want to honor the memory of W. P. Carey alumnus Pat Tillman may sign up for one of the many Pat's Run Shadow Runs, which are held on or around the date of the main race in Tempe. This year's run is scheduled for April 26.

*Pat Tillman graduated from W. P. Carey in 1997 with a B.S. in marketing. To run with the W. P. Carey Alumni team in Tempe, register at pattillmanfoundation.org/pats-run. If you are outside Arizona, click on *Shadow Runs*.*



Please be sure to check the online calendar for additional events, updates and information. Pre-registration is required for most events.

wpcarey.asu.edu/calendarofevents

calendar upcoming events

APRIL

17 Dean's Council Executive of the Year Luncheon

Jim Davidson, Silver Lake Partners

Location: JW Marriott Camelback Inn
Paradise Valley, Ariz.

Time: 11:30 a.m. – 1:30 p.m.

www.econclubphx.org

23 Chicago Alumni Event

with guest speaker Suzanne Peterson Ph.D.

Location: Fulton's on the River, Chicago

Time: 6 p.m.–8 p.m.

No cost to participate

26 W. P. Carey Alumni Race team at the 10th Annual Pat's Run

Location: Sun Devil Stadium

Time: Morning/afternoon

No additional cost to participate on the W. P. Carey team

MAY

8 Annual Economic Outlook Luncheon

Location: Arizona Biltmore, Phoenix

Time: 11:30 a.m. – 1:30 p.m.

www.econclubphx.org

MAY

14-15 Golden Reunion

Welcoming back the class of 1964 and earlier

Location: ASU Tempe Campus

Time: All day event

Details at alumni.asu/goldenreunion

No cost to participate

15 Alumni Networking Event & New Grad Mixer

Location: Devil's Advocate Sports Grill, Tempe

Time: 6 p.m. – 8 p.m.

No cost to participate

JULY

5 ASU-Shanghai National Accounting Institute (SNAI) Executive Forum and Graduation

Location: SNAI Campus, Shanghai, China

Time: All day

No cost to participate

OCTOBER

16 Lawrence R. Klein Award for Blue Chip Forecast Accuracy Reception

Location: The University Club

One West 54th Street, New York

Time: 6 p.m.

Don't take our word for it:

W. P. CAREY IN THE NEWS

News reporters and producers worldwide come to the W. P. Carey School of Business for expert commentary. Articles, broadcasts and Web posts that feature W. P. Carey scholars number in the thousands. Here's a sampling of the coverage.

▶ Marketing professor **Mary Joe Bitner's** customer rage study collected hundreds of hits, including the cover story of *The Wall Street Journal — Personal Journal* on December 18, 2013: "Shopping Dissatisfaction Is on the Rise but Savvy Complaints Get Attention." Bitner is executive director of the Center for Services Leadership.

▶ Is 18 too young for credit cards? That's the question posed in a November 8, 2013 *Wall Street Journal* Market Watch story about **Andra Ghent's** research on young people and credit cards. *Forbes'* Investing blog issued this warning on October 18, 2013: "Your Teen May Be Better at Managing Her Credit Card than You Are." Andra is an assistant professor of finance.

▶ **Lee McPheters**, director of the JPMorgan Chase Economic Outlook Center, contributed to a story published on February 14, 2014 in *Forbes* entitled "America's 20 Fastest-Growing Cities."

▶ **Dennis Hoffman**, director of the L. William Seidman Research Institute, discussed the potential economic impact of the controversial Arizona bill SB 1062 on Al Jazeera America's broadcast "Real Money with Ali Velshi."

▶ **Michael Orr**, director of the Center for Real Estate Theory and Practice, was dubbed "the region's go-to housing data guru" by *The Wall Street Journal* reporter Nick Timiraos in a June 18, 2013 article.

▶ Associate Professor of Management **Suzanne Peterson** writes a column on leadership in *The Arizona Republic*.

▶ Dean **Amy Hillman** is also an expert on leadership. Recently she was interviewed by *U.S. News & World Report* for an October 15, 2013 story about ways women can thrive in business school.



SERVICE DAY, St. Mary's Food Bank.

Food for thought

Serving it up at St. Mary's

St. Mary's Food Bank in Phoenix holds a special place in history as the world's very first food bank. The brainchild of retired businessman and soup kitchen volunteer John van Hengel, St. Mary's opened in 1967. Last November, approximately 50 volunteers from the W. P. Carey School of Business Alumni Chapter and students from Beta Alpha Psi, the student accounting, finance and information systems honor society, rolled up their sleeves at the St. Mary's facility on 31st Avenue in Phoenix. The group packed boxes of fresh

produce and sorted donations onto shelves.

Diane Hewlett (B.S. Accountancy '95) was one of the volunteers. "It was a busy time of year for St. Mary's and it's a good cause — I like to help out with things like that," Hewlett said. "I thought it was a perfect way to meet other alumni! We had a lot of fun talking and getting to know each other." She was also interested in meeting the students from Beta Alpha Psi, an organization she belonged to when she attended the W. P. Carey School. Hewlett is the controller at Merrymeeting, Inc. in Phoenix.

The goal is leadership

Some 60 alumni and W. P. Carey MBA students sharpened their communication skills and learned effective goal setting under the tutelage of Paul Brunoforte (B.S. Accountancy '76, MBA '84) and Michael Desiderio (MBA '01) during a workshop in the new McCord Hall on February 7 and 8. Brunoforte, a consultant and coach to executives and professionals, has been conducting similar seminars for more than 20 years. Desiderio is executive director of the EMBA Council, a worldwide association of business schools that offer Executive MBA programs.

Brunoforte said the group was diverse, and all of them were "exploring the opportunity to accelerate their careers." Added Desiderio: "I knew it would be exciting to share our respective expertise with this group, because this session was optional ... people came because they wanted to be there."

Ivan Mathew (B.S. Accountancy '81, J.D. '87) said the seminar was excellent. "Not only did I learn a lot, but I had fun and met engaging people from varied backgrounds," he said. "It was nice to return to ASU and visit the new business building — quite spectacular!"



compass points



CHICAGO ALUMNI flash the fork.

On the ski slopes, at sporting events, at happy hour: W. P. Carey alumni around the country and the world keep their school ties fresh in many ways.

On January 25, W. P. Carey alumni turned out for the annual ASU Colorado Ski and Board Day in Breckenridge. After skiing and sledding, about 30 alumni gathered at the family home of ASU Colorado chapter president Shaun Bainbridge to warm up by the fireplace. The catered affair was made merrier by beverages donated by Chris Sherman (B.S. Business Administration '03) of Dulce Vida Spirits, LLC. and Josh Ford of Tommyknocker Brewery & Pub.

"The ski weekend was a great experience, and I met a lot of nice ASU alums," said Andrea Van Essen (B.S. Business Administration '79). "I really enjoyed meeting a few of the ASU staff and hearing Dean Hillman's talk about the W. P. Carey School of Business and the direction it is headed. Attending alumni events is a good way to network and stay connected."

Later that week, about 50 W. P. Carey alumni, students and prospective students talked careers at the Faustina Restaurant in downtown Salt Lake City. Dean Hillman updated the group about developments at the school and then Tabitha Courtney, associate director of admissions and recruitment for the W. P. Carey Full-

BACK TO CLASS AT MCCORD HALL

Have you been wishing that there had been a McCord Hall when you were a student? That's why the school offered Back to Class Night. More than 70 alumni met on March 12 for a networking reception followed by class in McCord Hall's state-of-the-art classrooms. Attendees chose between: "Globalization – Opportunities and Perils," taught by information systems professor and associate vice provost Ajay Vinze; "Making Decisions That Enhance Our Personal Well-Being: Why More Data and Reunions Probably Don't Help," taught by supply chain management professor Dan Brooks and "The Federal Budget Deficit and Tax Reform in the Current Political Environment," taught by accountancy professor of practice Don Goldman.



MCCORD HALL Back to Class Night

time MBA, talked about the school's Top 30 program. Conversation followed, with current and prospective students pairing up with alumni to talk about the program's impact on careers.

"We had a great time at the social. It was an amazing opportunity to discuss ASU past and present with alumni and future Sun Devils," said Cheryl Albright (B.S. Finance '86), who attended with husband Todd (B.S. Finance '83). "We really enjoyed meeting Dean Amy Hillman and learning about the exciting happenings at W. P. Carey and ASU." Cheryl is client manager/compliance manager at Maxwell Financial Services, Inc., and Todd, a Delta Air Lines pilot, is a retired U.S. Air

Force colonel.

Salt Lake City alumni commented that the W. P. Carey School's current advertising campaigns, which included banners on the sides of the city's commuter trains, is a point of pride. Speaking of advertising, look for our ads in the security bins at the San Diego International Airport and John Wayne Airport in California.

Alumni in Athens dined with the dean in February. As spring blooms into summer, W. P. Carey alumni in Chicago, San Francisco and New York City will be holding events. And, on July 5, alumni in China are invited to attend the annual ASU-Shanghai National Accounting Institute Executive Forum and graduation at the institute's campus. Dean Amy Hillman, ASU Provost Robert E. Page, Jr. and ASU Foundation Chief Financial Officer Ginny Foltz will attend.

Watch your email for dates and times.

your career forecast.

CAREER GROWTH

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ASU W. P. CAREY SCHOOL of BUSINESS
ARIZONA STATE UNIVERSITY

SEEN ON COMMUTER TRAINS in Salt Lake City.

Research by **Adriana Samper**
Assistant Professor of Marketing

Story by **Betsy Loeff**
Photo by **W. Scott Mitchell**

Heroes or helpers?

Which product types do consumers prefer?

Who buys those diet pills that promise weight loss without calorie counting and those get-rich-quick schemes that bring in big bucks with little effort? Not people who are trying to regain control over their lives, says Adriana Samper, a W. P. Carey School of Business marketing professor.

Samper, along with Keisha Cutright at the Wharton School of Business, has been researching how feelings of personal control influence consumer preferences in product purchases. They write that when consumers experience low feelings of control over aspects of their lives, they'll seek to regain control through their consumption. Her research bears out this hypothesis. In study after study, consumers who were manipulated to feel they had little control over outcomes picked the product that required more effort to be effective and do its intended job well.

“When consumers don’t feel they are arriving at their goals quickly enough, that’s when they want the easy-cure products.”

This was true with gym shoes, golf clubs, tax preparation software and fitness gear. Samper's research showed that consumers who were feeling that they had little control over their circumstances preferred helper products that rewarded effort over hero products that required little effort to bring about desired results.

Why? Because people equate greater effort with greater control, and consumers who are feeling low control choose products that can help them regain control through their personal exertion.

On the flip side, Samper says that in certain situations, low control can breed a preference for hero products, like get-thin-quick pills or get-rich-quick money making schemes. “When consumers don't feel they are arriving at their goals quickly enough, that's when they want the easy-cure products,” she said.

In light of her research, Samper has this advice for marketers: “Don't be afraid to present consumers with a product where they have to put in some effort. Consumers are definitely willing to do that if they believe that your product can help them achieve their goals.” ■

Based on a working paper: Heroes or Helpers? How Low Control Drives Product Preferences, by Keisha M. Cutright, The Wharton School, University of Pennsylvania and Adriana Samper, W. P. Carey School of Business, ASU.

More about this research at knowwpcarey.com



Each year the W. P. Carey School of Business honors alumni who have achieved professional and personal excellence.



MARYANN MILLER, Executive MBA '01
Getting to the core of culture

During her career in human resources, MaryAnn Miller has learned that you can't always run a business "by the book." Often you must look at creative approaches to a new or particularly complex challenge.

That philosophy has served Miller well since she joined Phoenix-based Avnet, Inc., in 2006. Since then, she has been instrumental in fostering an environment in which Avnet employees are given the tools they need to make difficult decisions and ensure the continued success of customers, suppliers and fellow employees.

The most important tool is the company's roster of core values — integrity, customer service, accountability, teamwork and innovation, Miller says. These values were selected by Avnet's employees several years ago and continue to provide them with a framework that helps guide their decision-making when established procedures and processes don't cover all the aspects of a specific situation.

"Our values provide a cornerstone for our employees for making decisions and taking actions as we go about the day-to-day business of creating profitable growth," says Miller, who is Avnet's senior vice president and chief human resources officer. The company has used those core values to establish a strong corporate culture that focuses on employee engagement.

"We recognize that there is a direct link between employee engagement and business performance, so we set out on a course several years ago to enhance employee engagement and measure it on a regular basis," Miller says. "We now integrate the voice of employees into our strategic planning process, which ultimately creates a stronger culture and improves accountability at all levels in the organization. As a result, we have found that our engagement scores have consistently improved along with our business results, and we are better able to attract and retain employees."

Miller's success at Avnet might never have occurred if she hadn't decided in the late 1990s to pursue an Executive MBA. Already a successful HR executive, she felt HR departments were too often perceived as support groups rather than teams with vital roles in the achievement of company goals. "I was somewhat disillusioned with that," she says, "so I decided to go back to school to redirect my career."

Miller says her MBA courses provided her with the general management skills necessary to move into roles that provided more opportunities to directly influence a company's performance. "I learned how human resources can add tremendous value as a strategic business partner, and my exuberance for my work was restored. My MBA was the turning point in my career." ■

CANGLONG LIU, MBA '07 Rebuilt following earthquake

35 years ago, Canglong Liu took all the money he had — 500 RMB (about \$82) — and founded the Shifang Minzhu Phosphate Fertilizer Factory in China. Today the company is a diversified, international conglomerate — Sichuan Hongda (Group) Co., Ltd.

When Liu was setting out, the reform that opened up the nation and inaugurated a revitalizing period of modernization was just beginning. Since then, China's economy has flourished, and under Liu's leadership, the Hongda (Group) Co. grew quickly.

"There were many hardships early on," Liu says. "We were short of capital, lagged behind our competitors at home and abroad technology-wise and lacked competitive edge." But investment in R&D and innovation, customer orientation and a commitment to upgrading managerial expertise enabled Liu and his company to survive dire economic conditions and grow. With total assets of nearly 300 billion RMB (about \$49 billion), 30,000 employees and 60 subordinate enterprises at home and abroad, Hongda is considered one of the top 500 enterprises in China. Hongda (Group) controls two Chinese A-share listed companies, and its business enterprises include polymetal mining and development, polymetal smelting, chemicals, finance, real estate, trade and more.

Liu has extended his concept of corporate success to charity and social responsibility, donating many times to post-disaster relief work. For example, the firm spent 110 million RMB (about \$18 million) to build the Hongda New Village, which stood intact during the devastating earthquake of 2008. When the company invested in Tibet's mines, Hongda donated 160 million RMB (about \$26 million) to build roads, bridges, schools, homes and hospitals and is about to set up an education fund to help Tibetan students from low-income families.

The 2008 Sichuan earthquake was a huge challenge.

"The destruction of all we had built shocked us to the core," said Liu. The 8.0 Richter scale earthquake shook Chengdu on May 12, 2008, killing nearly 70,000 people and leaving many facilities in ruins. Among the dead were 112 Hongda plant workers; 372 were injured and more than 1,800 were left homeless.

"The earthquake destroyed the production base, which accounted for a 50 percent market share of China's agricultural phosphate fertilizer at that time," Liu said. "The skeletal remains of the plant stand as a silent memorial to the catastrophes plaguing China and the world at large."

Liu promised the shaken community that Hongda would not shut down production, reduce output, downsize, reduce salaries or delay salary payments. He worked overtime with the employees and moved all equipment from the collapsing plant, while beginning the reconstruction from scratch. Three months later the new facility opened amid a global economic crisis — all five promises kept. The company also has built good quality apartments for the quake-affected employees. ■



EDDIE LEVIAN, B. S. Business Administration '79 Leading a Storied Business

For Eddie LeVian, jewelry isn't simply the earrings you wear to dinner. Coming from generations of jewelers, he understands that the family trade is as much about legacy as beauty.

"I realized that people are remembered by the jewelry that they leave behind," he says. "Therefore jewelry is not just a luxury, but probably the most important symbol of your life that you will leave."

After spending two decades as a sales executive in his family's business, LeVian took the helm in 2000. Since then, LeVian has seen a five-fold increase in sales. Branding innovation is at the core of the company's success, and if Hollywood's red carpet is any indicator, the plan to make LeVian a household name has surely worked. In recent years, celebrities from Katy Perry to Taylor Swift have been spotted wearing the LeVian brand.

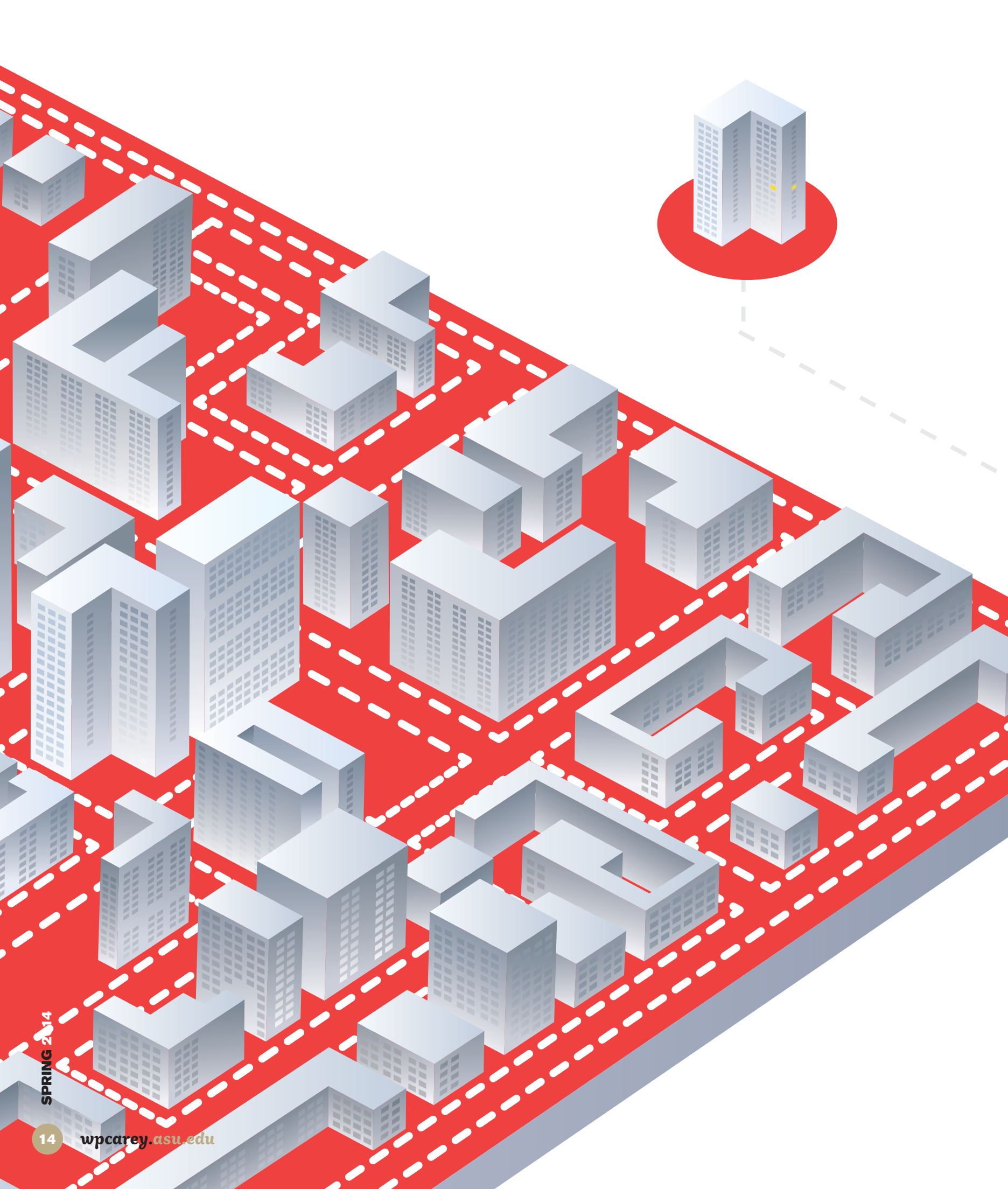
"Our strategy with branding is the breadcrumb trail," says LeVian. "I call it the synergy plan." The company ties its marketing efforts to its retailers' campaigns, creating a seamless weave through different media. Then, the company personalizes the brand by staging events.

The jewelry world can be replete with challenges, LeVian says. From dealing with endemic counterfeiting to policing the supply chain to "ensure responsible business practices," there's much for LeVian to keep his eye on — not to mention the inherent battle to be among the best in his industry.

Ultimately, much of LeVian's business blueprint has boiled down to finding and adapting creative solutions.

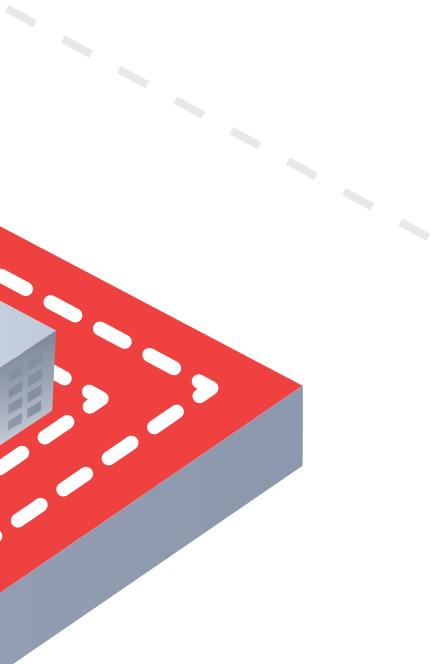
"In today's business environment, Americans may no longer be the world's cheapest producers, especially in labor-intensive products," says LeVian. "However, American businesses can use American ingenuity and innovation to build value and design products that will be sought after by consumers the world over. Therefore, innovation is the key to survival of business in America today." ■





Joint venture

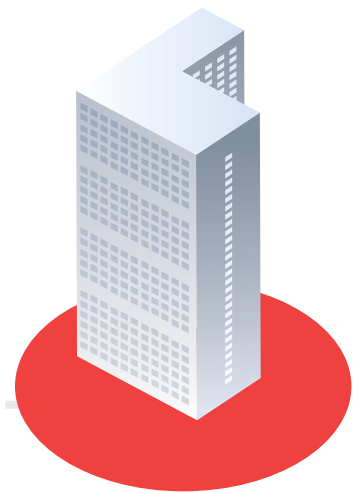
Business **and** the business school working together



Lauri Leadley faced a conundrum as the Great Recession deepened in 2008. Her Valley Sleep Center, which diagnoses and treats sleep disorders, had one location that was growing and a second that was struggling.

Trained in respiratory therapy but not in business, Leadley signed up for the Small Business Leadership Academy at W. P. Carey. She had long thought that multiple locations of her business would prosper, but expanding during a recession could be risky. During her eight weeks in the academy she learned how to budget, bargain with suppliers, and manage her company's people and assets more effectively. And she realized landlords desperate for tenants would build out facilities to her specifications and at rents she could afford.

"It taught me to look for opportunity," Leadley said. "And even though the economy was failing, I learned how to look for what's out there to help me in this situation."



“To advance our mission and adapt to the changes in demands of our customers, we need to continue to identify, train and develop leaders of the future.”

*Jessica Monk,
State Farm*

Today, Leadley's business has five locations around greater Phoenix and in November won W. P. Carey's Spirit of Enterprise – Overcoming Adversity Award. Leadley also has tapped the expertise of a W. P. Carey student team and an intern to position her 55-employee company for expansion into occupational health.

Executives like Leadley have seen firsthand how business schools can meet the needs of companies from small to large, from metro Phoenix to around the world. The biggest needs met, obviously, are in hiring business graduates and providing business training to current employees.

Hiring and training were part of Fortune 500 company State Farm's recent decision to build a 2 million-square-foot headquarters across from Sun Devil Stadium and blocks from the business school.

State Farm college relations recruiter Jessica Monk said the company takes part in career fairs and collaborates with faculty and with student organizations to reach job candidates, especially in information technology, and is in the early stages of developing a program with W. P. Carey to train leaders for the State Farm Customer Care Centers.

“Our mission is to help people manage the risk of everyday life,” Monk said. “To advance our mission and adapt to the changes in demands of our customers, we need to continue to identify, train and develop leaders of the future.”

Mark McKeever, principal of Tempe-based MicroAge, recruits marketing and information systems students from W. P. Carey to his 110-employee information-technology services firm. Noting that his 1991 finance degree is more than 22 years old, McKeever says of new grads, “They've got the latest education ... (and) what a student might lack in experience on day one, they often have something to offer in terms of their generational tech savvy, which I don't think should be underestimated.”

Many businesses, though, call their business school ties a done deal after hiring graduates or paying for executive education courses. Memberships in research centers aren't in the budget, they prefer to use consultants for information and training or they simply don't know what else is available at business schools. Besides, “giving back” is passé; “getting value” is crucial.

Leaders inside and outside of business schools have heard the rationales. McKeever's counterargument is, “You don't know what you don't know.”

Take the opportunities that come with departmental advisory boards, for example.

An organic system

Michael Goul, chair of the department of information systems, calls his board “an ecosystem of stakeholders” that represents small and large businesses, consultants,

An optimized relationship

Intel and W. P. Carey

Intel Corporation's relationship with W. P. Carey runs wide and deep – the kind of connection that benefits both because they know each other well enough to anticipate their respective needs.

Intel, the Santa Clara, Calif.-based semiconductor manufacturer with a huge presence in Chandler, Ariz., turns to Arizona State University regularly to hire students – both undergraduate and master's level – for internships and permanent positions. It also enrolls employees in W. P. Carey graduate and executive education programs and supports research and events. Intel employees share their business perspectives as members of the Dean's Council, departmental advisory boards and research center boards.

Intel receives wide-ranging benefits from its connections to the school, especially as the company expands beyond computer-chip making, said Michelle

vendors and professional organizations. Board members — including McKeever — tell the department what trends they see in the market and what tradeoffs it needs to make to keep its curriculum and students on top of quickly evolving technology. Board members encouraged and improved the online offering of a master's in information systems, and they helped design a new undergraduate curriculum in the hot field of data analytics.

Faculty members present cutting-edge research at board meetings so that members learn the latest before it is published; staffers help businesspeople connect to resources throughout the university. Board members also speak to classes and scout for talent in the department's award-winning student club. Each connection is helpful, part of a bigger interconnection, Goul said.

Scientific approach

Knowledge sharing between businesses and W. P. Carey also extends to a dozen research centers like CAPS Research, a leading non-profit involved in supply chain research, and the marketing-oriented Center for Services Leadership.

"Often businesses come to us about problems or questions that they don't know how to solve, don't have the resources to solve or aren't at the top of their priorities," W. P. Carey Dean Amy Hillman said. Instead of relying on hunches, intuition or war stories, researchers take a scientific approach to solving business problems and making business decisions.

Phillip Carter, CAPS executive director, says CAPS uses its academic and industry connections around the world to collect and analyze supply chain benchmark data within industries ranging from aerospace to pharmaceuticals, showing firms where they stand compared to their peers. Those connections also help CAPS identify the best practices for dealing with issues including rising labor costs in China, risk from floods and fraud, and working with suppliers on innovation and the environment.

CAPS' 110-member companies have access to its unbiased

reports and to experts who speak at its one-day events. Either way, "it will get them down the road a lot faster than if they had to figure this out on their own," Carter said.

Tim Fiore, regional CPO for ThyssenKrupp North America, Inc. and chairman of the CAPS Board, said the center provides great value to his company.

"Not only do we have an opportunity to assist in research studies by providing our real-life experiences, we are able to get the benefit of the research network developed by other sponsor companies addressing similar issues," he said. "The exclusive CPO Roundtable allows the senior supply person to become part of the CAPS family, a highly effective way to network with peers, and the best practices session supports the development of the next generation of leaders. The extensive benchmarking information provides a guidepost that shows where you are in the development continuum compared to peer companies."

Mary Jo Bitner, executive director of the Center for Services Leadership, says her center uses a global network of faculty for research or MBAs for practical applications on hot topics like generating revenue from high-tech services and creating innovations that increase productivity and attract customers. One of its signature projects: a certification program that trained 1,400 Honeywell Aerospace employees around the world to better understand and deliver services to their customers.

"Given the wide variety of customer service experiences that existed within our global organization, the center was able to support each learning module with both the practical toolset and the supporting science," said Adrian Paull, vice president for customer and product support at Honeywell Aerospace. "Even highly experienced members of the staff declared a wish to have had this training at the beginning of their careers, as it provided tools to assist with every aspect of their customer service roles."

Some 50 companies take advantage of its research and events.

"We bring together a high-level group of

continued on page 20

Tinsley (MBA '99), director of Intel's Retail Solutions Division. Since graduating, she has helped Intel recruit graduates and coordinate internships and collaborative-thesis projects. She now belongs to the Dean's Council and mentors an ASU incubator startup.

"As we're growing as a company, we have certain competencies or capabilities that we need to start cultivating in order to continue to do a great job for our customers," Tinsley said. Joining W. P. Carey's Center for Services Leadership, for example, helps the company learn new skills and apply them as it expands into services and software, she said.

Karen Caggiano, strategy controller for Intel's Internet of Things Solutions Group, is

a member of the school's finance advisory board and has been involved with W. P. Carey in recruiting and thesis projects. She also works on the Intel-sponsored Young Women in Business event, which aims to introduce different careers to female students who have yet to declare a business major.

Caggiano says case studies, in which Intel takes real-world problems to undergraduate and MBA students, can bring the chipmaker a unique perspective from students who have spent part of their careers in software or services. "We get to tap right into their industry knowledge that would take us years to learn ourselves," she said. "It translates into a large number of hires."

For its part, the school benefits from Intel internships, hands-on projects and leaders' real-world perspective.

"What I'm bringing, hopefully, is kind of an outside-in perspective," Tinsley said. Especially because Dean Amy Hillman consults with the Dean's Council to consider challenges and alternatives. Caggiano sees the finance board similarly, bringing the department's attention to shifts in skills and the growing importance of critical thinking.

Both Intel leaders say their careers benefited from mentoring, taking them in directions they hadn't envisioned, so they value the opportunity to coach and mentor students who might need inspiration or

continued on page 20

MAP OUR ROUTE

Advisory Boards

- Accountancy Advisory Board
- Center for Advancing Business through Information Technology Board
- CAPS Research: Center for Strategic Supply Research
- Center for Services Leadership Board
- Dean's Council
- Entrepreneurship Advisory Board
- Finance Advisory Board
- Information Systems Executive Advisory Board
- Network for Value Chain Excellence
- Real Estate Advisory Board

262 Number of corporate memberships across all of the listed advisory boards

Contact Dawn Feldman, Executive Director, Corporate Relations, dawn.m.feldman@asu.edu

GIVE BACK

- Provide funds necessary to develop new programs
- Endowments for the best faculty and students
- Capital investment

150+

Number of companies that have invested in W. P. Carey.

Contact Erin Varga, Director of Development, erin.varga@asu.edu

WORLD-CLASS THOUGHT LEADERS

Our faculty include leading researchers and industry experts in 8 disciplines

ACCESS OUR TALENT

Recruiting

- Undergraduate internships
- Graduate internships
- Resume books
- Full-time job placement

2,638

Number of companies recruiting business students on-campus and/or posting full-time jobs or internships for business students.

On-campus interviews and 554 job postings for W.P. Carey graduate students

687

Contact Jyll Harthun, Associate Director of Career Services (Undergraduate), jyll.harthun@asu.edu
Rose Van Loben Sels, Recruiter Development and Corporate Relations Associate, Graduate Programs, rose.vanlobensels@asu.edu

DISCOVER NEW INSIGHTS

Research Centers

- Center for Services Leadership
- CAPS Research: Center for Strategic Supply Research
- Center for Real Estate Theory and Practice
- Center for Entrepreneurship
- Economic Club of Phoenix
- Center for Advancing Business through Information Technology
- Center for Supply Networks
- Center for Advanced Study in Economic Efficiency
- Center for Environmental Economics and Sustainable Policy
- L. William Seidman Research Institute
- Center for Competitiveness and Prosperity Research
- JPMorgan Chase Economic Outlook Center

No.1

Ranking in research productivity worldwide from Technovation, Texas A&M University and University of Florida Management Department Research Rankings

wpcarey.asu.edu/about/rankings

Contact Dawn Feldman, Executive Director, Corporate Relations
dawn.m.feldman@asu.edu

GROW YOUR TALENT

Customize Your Continuing Education

- Working professional degrees
- Customized MBAs and specialized master's degrees
- Certificates
- Leadership programs
- Customized executive education
- Open enrollment programs

2,207

Number of participants in executive non-degree programs

Contact Kara Patena, Director of Customer Client Services, Center for Executive Education, kara.patena@asu.edu

How will your business engage?

The W. P. Carey School of Business makes meaningful contributions to the lives of our stakeholders and to the future of business practice. We are a 'go-to' place for firms that want to advance their workforce and get help with real-life projects.

All numbers quoted refer to the 2012-2013 academic year.

TEST YOUR IDEAS AND SOLVE YOUR PROBLEMS

Consulting

Engage our student consultants with the New Venture Group, a consultancy consisting of the best students in our ranks.

Applied Projects

Undergraduate and graduate students work under the supervision of our top faculty to analyze your business problems.

Contact Joel Dupuis, Program Development Manager, Center for Executive Education
joel.dupuis@asu.edu

CONNECT WITH STUDENTS

Opportunities

- Career mixers
- Career fairs
- Case competition sponsorships
- Classroom presentations
- Community service opportunities
- Conferences
- Company Networking Nights

Student Clubs

Get to know the next generation one-on-one by engaging with our students clubs.

Contact Martha Carter, martha.carter@asu.edu (Undergraduate) or Hope Parker, hope.parker@asu.edu (Graduate Programs)

Contact Jyll Harthun, Associate Director of Career Services (Undergraduate), jyll.harthun@asu.edu or Rose Van Loben Sels, Recruiter Development and Corporate Relations Associate, Graduate Programs, rose.vanlobensels@asu.edu

1721 Individual coaching appointments

continued from 17 like-minded individuals who are members of our advisory board and whose companies are members of our center," Bitner said. "They have the opportunity to learn from each other, network with each other and learn best practices from each other, and learn from our cutting-edge research."

Short-term, smaller-scale engagements are also valuable, as the Valley Sleep Center found. For example, the Student Solutions program allows W. P. Carey students to apply classroom learning to more than 100 real-world problems a year. These projects are part of graded coursework, and are completed under the guidance of a W. P. Carey faculty member. The New Venture Group is a consultancy that gives companies access to some of W. P. Carey's best students to develop solutions to business problems. For companies targeting younger markets, these student partnerships can offer valuable insights into the college-age demographic and social media.

On a bigger scale, oil giant Chevron Corporation 10 years ago asked the Center for Executive Education to develop a company-specific MBA program for its managers. Dawn Feldman, executive director of the center, said faculty talk with subject-matter experts within Chevron, and then tailor class exercises and discussions to company issues. Chevron also partnered with the center on a supply chain certificate program, and to date nearly 900 employees around the world have gone through both programs.

The employees' shared language, knowledge and experience helps Chevron better coordinate initiatives and develop current talent, Feldman said. "I liken it to giving a man a fish versus teaching him how to fish," she said. "I think when you're working with a university it's not telling somebody how they should be doing something. It's giving them practical tools to sort through it themselves." ■



Optimized: continued from 17

information about different jobs. Leaders from business and higher education agree that trends are toward fewer, deeper relationships.

Intel's labs, for example, have zeroed in on ASU and two other universities as lead research centers, Tinsley said. Caggiano said the company has targeted ASU for deeper relationships with professors, students and ultimately talent. The school makes a strong partner because of its proximity to one of Intel's largest sites and its strength in fields ranging from business to engineering and construction, the two said.

Dawn Feldman, executive director of W. P. Carey's Center for Executive Education, says businesses have realized that it takes a lot of resources to manage working with scores of universities on scores of projects.

"There's incredible value in having a personal relationship with a business," she said. "These days, business is a lot about relationships and understanding what's going on with an organization, as opposed to a transaction."

Feldman and colleagues are taking W. P. Carey further in the "fewer and deeper" direction. Since 2011, the school has had a corporate relations committee whose members regularly share information about what each is doing with corporations. Now, a task force is looking

From Left:
Michelle Tinsley,
Karen Caggiano,
Dawn Feldman



at how to help companies connect easily with the school's many resources, whether they are the size of Intel or one of metro Phoenix's many small and midsize businesses. Feldman expects a formal team to be in place this summer.

"We are trying to make it easier to deepen and broaden corporate relationships," she said. "We can better capture the activity organizations have with us... and as we get to understand them better, put forth some ideas for how they can tap other resources at the school to help them move their company ahead."

To optimize your relationship with W. P. Carey, contact Dawn Feldman at dawn.m.feldman@asu.edu.

Research by **Amanda Friedenberg**
Associate Professor of Economics

Story by **Molly Castelazo**
Photo by **W. Scott Mitchell**

Why Negotiations Fail

Economics professor Amanda Friedenberg on why negotiations fail

Strikes. Legislative stalemate. Failed peace talks. One need not look past the front page of any daily newspaper to find stories of failed negotiation. These failures are costly, says Amanda Friedenberg, associate professor of economics at the W. P. Carey School of Business.


Conventional wisdom assumes that negotiations fail because of incomplete information. But Friedenberg argues that delays and failures in negotiations are often caused by strategic uncertainty, which occurs when the parties in a negotiation don't

“A smart mediator must find ways to help the parties overcome fears of putting ‘good’ offers on the table.”

know how the others will behave — perhaps because they've never negotiated before. In this case, each party behaves according to a preconceived set of beliefs about the other. As Friedenberg explains, “For whatever reason, Person A may

get stuck with a set of beliefs about Person B and those beliefs influence how Person A behaves.”

In her most recent working paper, “Bargaining Under Strategic Uncertainty,” Friedenberg writes, “Consider the case where bargainers are trapped in a situation with a ‘bad’ set of (preconceived) beliefs. There are mutually beneficial outcomes. Indeed, if the bargainers had a different set of beliefs, they would be able to obtain such mutually beneficial outcomes. But, with their actual beliefs, they each fear making such a mutually beneficial offer, uncertain how the other will react to the unexpected.”

The good news, says Friedenberg, is that while the problem of strategic uncertainty is difficult to resolve, it's not impossible. “A smart mediator must find ways to help the parties overcome fears of putting ‘good’ offers on the table. An environment in which the parties in the negotiation can't use other parties' offers to update their beliefs may be helpful. So, maybe the mediator goes behind closed doors with each party and gets a signed agreement that if the other's offer is within a given range they'll accept.” For that to be successful, both parties must trust the mediator. 

Based on a working paper: Bargaining Under Strategic Uncertainty

More about this research at knowwpcarey.com



Charles "Nap" Lawrence and Ed "Fast" Sandidge networking on the patio at Monti's La Casa Vieja on Mill Avenue.

**They couldn't
be more pleased,
watching the
chapter grow**

40 YEARS AND COUNTING: Friendship and community build alumni chapter

IN 1957, the Chandler High School football team was playing Santa Cruz Valley Union High School in Eloy, Arizona, and two future W. P. Carey School of Business alumni, Ed Sandidge and Charles “Nap” Lawrence, were on opposite sides. Ed was the middle linebacker for Chandler, and Nap was the running back for Santa Cruz. Back then, safety precautions in football were in transition, and Ed’s squad was the only team in their league that didn’t wear face masks, so when Nap came barreling through a hole in the middle of the defense, he poked Ed in the eye with his thumb trying to break a tackle.

The very next year Ed and Nap met as freshmen at Arizona State University. Instead of continuing the football rivalry, Ed laughed and asked Nap: “Aren’t you that guy who poked me in the eye?” They have been close friends ever since, and were best men at each other’s weddings. Hardly a day went by that they did not meet at one of the restaurants or bars around campus.

Nap and Ed received their B.S. degrees in 1962 – Nap in marketing and Ed in insurance. After graduation, the pair went on to help form an alumni chapter for ASU’s business graduates. Originally called the College of Business Alumni Association – or “COBAA” for short – the group was a social and networking hub for graduates in Arizona.

Over the years, business alumni grew in number and spread beyond Tempe and throughout the nation and the world, pursuing careers. After the college was named, COBAA became the W. P. Carey School of Business Alumni Chapter. But some things never changed: at the core of the alumni chapter is friendship and a strong sense of community.

Happy days

As students, Nap and Ed connected over many shared interests, including a love of rock ‘n’ roll from Elvis Presley and Chuck Berry to Little Richard. Ed remembers those days as a combination of the show “Happy Days” and the movie “American Graffiti.”

“If I did something, he did it,” says Nap from his home in Tempe. “If he did something, I did it ... We never competed against each other – it was always with each other.”

In their senior year of college, both friends went to work at Connecticut Mutual Life Insurance – a move that turned out to be the start of their business careers. After graduation, the two realized that everything they learned at ASU – in the classroom and on the social scene – contributed to business success. And so, they organized networking and community events in Tempe, Phoenix and Scottsdale. Business leads followed and they were off to a fast start.

“Neither one of us liked the concept of going door to door,” Sandidge says, “or sending out letters and begging people for appointments. At a very early stage in our career, we found if we were nice to people and had get-togethers, then business cards would eventually be exchanged. That was a lot better of a way of working than some of these insurance guys who got doors slammed in their face. That never happened to either one of us.”

A network beyond the classroom

Meantime, the business school’s founding dean, Glenn Overman, was pondering the future of the young school. He knew he needed the support of the alumni in order to grow its reputation, so he approached a small group of skilled, successful graduates to help. Nap and Ed were in the group, along with Bob Bulla (B.S. Business Administration ’61), the chapter’s first president; John V. Long (B.S. Marketing ’64), the first vice president; William “Buzz” Beville (B.S. Business Administration ’63); the late Richard W. Peterson (B.S. Marketing ’49, MBA ’71); Robert J. Borgmann (B.S. Accountancy ’51) and Gene E. Rice (B.S. Management ’57). Overman’s idea? Form an alumni chapter for ASU’s business graduates.

Ed and Nap quickly agreed to help.

“[Dean Overman] had a big impact on our lives,” Ed says. “A lot of deans just sit in their tower without communicating directly with their students. That wasn’t the way it was with Dean Overman ... He was a



W. P. CAREY ALUMNI CHAPTER TODAY

The tradition that Ed and Nap set in motion continues to grow. The W. P. Carey Alumni Chapter in Phoenix gathers at least once a month for networking, professional development and social events. Across the country, chapter events enable alumni to keep up to date on news from the school, refresh old acquaintances and meet recent graduates.

“Learning from faculty and guest speakers, attending sporting events and good old-fashioned face-to-face networking fosters a strong community among our graduates,” said Theresa DeLaere, assistant director of alumni relations. “This community – 90,000 strong – represents friendships, business partners, mentors and even marriages!”

For a calendar of upcoming alumni chapter events see page 8.

regular, good person, and he wanted what was best for Arizona State University.”

Nap adds, “Dean Overman wanted to grow the College of Business into a larger institution that would affect the community ... I’m very proud of the caliber of alumni who have graduated from the program over the years.”

Nap and Ed envisioned an organization that reflected who they were: hardworking people who believed in community. “With the prestige and self-confidence you get from a college education, added to a work ethic, it’s pretty hard not to be successful financially,” Nap believes. He paid for college by working weekend nights alongside his future wife at his parents’ A&W Root Beer stand in Eloy. Ed paid for his tuition by working at Arrow Pharmacy, which was a fixture in downtown Chandler for 90 years until it closed in 2005. But they also wanted the organization to encapsulate the generous hospitality and community they found in Phoenix and at the university that extended beyond the classroom.

“I’m very proud of the caliber of alumni who have graduated from the program over the years.”

Nap Lawrence

“Back when we went to school, there were about 10,000 students,” Ed says. “Today ASU is one of the largest universities in America ... [back then] everyone knew everyone. Nobody locked their doors. You left your keys in the car ... If there was a problem, all your neighbors would come to your aid. ... Most people in Arizona moved here from somewhere else, so it was really easy to get to meet other people.”

COBAA – now known as the W. P. Carey Alumni Chapter – was officially approved by the ASU Alumni Association Board of Directors in 1973. In those early years, the organization took on the personalities of Ed, Nap, Dean Overman and the larger community, and instead of meeting in classrooms or conference rooms, they congregated in restaurants and bars – especially favorites like Don & Charlie’s and Monti’s La Casa Vieja. They organized networking events and built a community around their ASU ties.

More than 40 years later, Nap and Ed are still best friends. Nap married his high school sweetheart Barbara (Foote), and they have two children, Spike and Vicki, both ASU grads. Ed has been married 37 years to DeeDee and they have five children. Two attended ASU (Staci and Peri) and the other three (Margo, Mike and Steve) attended other institutions of higher learning. Staci received her Ph.D. in education in 2013 from ASU, and her Dad now calls her “Dr. Staci.”

Friendships like Ed and Nap’s cement the foundation of W. P. Carey’s alumni community. Says Ed: “Watching the chapter grow, and seeing people get involved with ASU, I couldn’t be more proud.” ■

Research by **Scott Webster**

*Bob Herberger Arizona Heritage Chair
in Supply Chain Management*

Story by **Robert Preer**
Photo by **W. Scott Mitchell**

Organizing a bucket brigade

Stocking warehouse shelves for fast order fulfillment

In colonial America, people fought fires by passing buckets filled with water to one another until the line reached the fire. Bucket brigades have vanished as a firefighting technique, but in the last few decades the concepts behind them have made a comeback in industry. Bucket brigade methods have been found to be effective and flexible ways to organize workers who retrieve orders from storage racks in manufacturing and warehouse settings.

Supply chain management professor Scott Webster and colleagues from Iowa State University and Singapore Management University have developed models to test how the organization of products on a rack affects productivity.

Using a series of computer simulations, they identified conditions under which storage decisions resulted in productivity increases.

“The main thing that we found from the simulations is that in some settings, the way you store product in a rack can have a significant impact on output,” Webster said.

Warehouse workers engage in two activities: walking and picking. Some walk faster than others, but not by much. The greatest variation is in picking skills, he

said. Experienced workers know the racks and can pick much faster than the recently hired. And that’s why the organization of a warehouse rack matters.

The biggest gains come from placing slow moving products near the beginning of the picking line and fast movers near the end, the researchers found.

“The reason this works is that you can take advantage of the specialization of labor,” Webster said. “The person who is faster at picking is going to do more of the picking. The person who is slower at picking is going to do more of the walking,” he said.

Productivity gains are impressive. “These increases, as much as 20 percent, are almost free. They require minimal investment on the part of managers.” ■

Based on: Webster, S., R. Ruben, K.K. Yang. 2012. Impact of storage assignment decisions on a bucket brigade order picking line. Production and Operations Management 21 276-290.

More about this research at knowwpcarey.com



CPLC Executive Leadership Team:

Martin Quintana

(B.S. General Business '87, MBA '04)

Edmundo Hidalgo

(B.A. Economics '88, MBA '00)

and David Adame

(B.S. Finance '86, MBA '04)



Chicanos Por La Causa

The business of building communities

**Management team** (and W. P. Carey alumni):

Anthony Valencia, Mario Aniles, Jose Martinez, Gladys Trevino, John Ramirez and Jesse Satterlee

Among them, Edmundo Hidalgo, David Adame and Martin Quintana hold six degrees from the W. P. Carey School of Business. All three were undergraduate business students in the 1980s, and all three returned to complete the W. P. Carey MBA program. And, with strong resumes in the banking industry, they could be executives in Fortune 500 companies today – if that’s what they had wanted.

Instead, they form the leadership team at Chicanos Por La Causa, Inc. (CPLC), a Phoenix-based community development corporation committed to empowering individuals with economic development, education, health and human services, and housing. Hidalgo (B.A. Economics '88, MBA '00) is president and chief executive officer, Adame (B.S. Finance '86, MBA '04) is the chief operating officer and Quintana (B.S. General Business '87, MBA '04) is the chief economic development officer. Arjelgia Gomez, chief financial officer, completes the team.

The non-profit sector comprises about 10 percent of the nation's private workforce, or about 10.7 million employees, including many with business degrees. CPLC employs some 40 W. P. Carey alumni. Most are driven by a

desire to make a difference in the world by applying their business training to solving socio-economic problems.

And there's no shortage of challenge in the non-profit sector. For example, CPLC provides 34 programs that help families and build community — a broad mission calling for deep resources. It's true that the organization funds programs through grants, but its for-profit businesses underwrite a large part of total expenses. These enterprises in turn provide jobs for the very people CPLC is trying to help and stimulus for struggling neighborhoods. This self-sufficiency-based business model is a new template that is being applied at other non-profits around the country.

"When you think about the complexity of an organization like CPLC or the non-profit sector as a whole, all of the things that you learn in business school and in business apply," says Hidalgo. "A lot of times people think that because we're a not-for-profit there are different rules, but the only

"When you think about the complexity of an organization like CPLC or the non-profit sector as a whole, all of the things that you learn in business school and in business apply"

*President and Chief Executive Officer
Edmundo Hidalgo*

difference in the rules is the tax status. Other than that you have to be efficient, you have to be able to serve your customers, you have to manage a budget and bring in revenue so that you operate in the black. All of those principals still apply."

But unlike the corporate world, where the objective is profit and shareholder value, at CPLC the objective is stronger families and communities — in other words, social impact. And for these three leaders, that's a powerful hook.

In the beginning: Sun Devils

All three men grew up in close-knit Hispanic communities: Hidalgo and Quintana in Arizona border towns, and Adame in the barrio of south Phoenix.

Hidalgo was considering applying to the University of Arizona as well as Arizona State University. He says with a laugh that his mother made the decision for him when she pointed out that he could live with his aunt if he went to Tucson.

During high school in Parker, Ariz., Quintana gravitated toward math and other subjects. He started his higher education at Mesa Community College, taking even more business classes, but always had his eye on ASU's highly regarded business school.

Adame was a music major for his first year at ASU, playing in the band. But his practical father urged him to think about becoming an accountant, so in his second year David switched to finance. He remembers looking at the bank buildings in downtown Phoenix when he was a child, and thinking "that's where I will work one day," so the decision to change plans came easily.

When the three arrived in the 1980s, Arizona State University was well on its way to becoming one of the largest universities in the nation. But despite the size, a Hispanic student often saw relatively few students like himself in class. The Hispanic Business

Students Association (HBSA) became a cultural sanctuary.

HBSA was actively involved in the community, and the men remember participating in car washes, parades, causes and celebrations. Hidalgo said that HBSA is where he "caught the bug" to serve the community. Adame added that the club gave them opportunities to develop leadership skills, including the ability to articulate ideas clearly and present them to a group. Management professor Louis Olivas, who worked closely with HBSA, was like a second father, he said.

The friendships formed in the organization developed into a personal and professional network that the men still access today. But HBSA also pointed the three down a road that led them to work at CPLC, first as interns and eventually as the non-profit's senior leaders.

Intersecting paths

The years following graduation saw all three building careers. Hidalgo worked in retail banking (a great way to learn business, he said) at First Interstate Bank in Phoenix. Later he did a stint in the federal government before returning to Chicanos Por La Causa 16 years ago. Adame continued to work at CPLC after graduation during the late '80s recession before being recruited by a board member to run a credit loan program at Valley National Bank. Quintana started his career at Kraft Foods, where being inside a big



national corporation gave him “a lot of hope about what I could do.”

Under Hidalgo's leadership, the executives rotate roles every two years, which gives each the depth of knowledge to articulate CPLC's history and mission. CPLC was founded in the late 1960s by a group of student and community activists who wanted to address the problems of the barrios of south central Phoenix. In those early years, the organization was assisted by the Southwest Council of La Raza (now the National Council of La Raza), a civil rights and advocacy group. The young CPLC lent support to Cesar Chavez and the United Farm Workers of America. They shared space at the Santa Rita Center, the building near downtown Phoenix where Chavez staged his 24-day hunger strike in 1972 and where he first said “Si se puede” – “Yes we can.” The building is part of a proposed National Historic Park.

Within a year of its founding, CPLC began offering services to the communities in south and central Phoenix. According to its website, CPLC has grown to become the state's largest Hispanic community-based organization, serving more than 125,000 people throughout Arizona. It provides work to more than 750 employees and a ripple of economic impact to the rest of the community.

The business of helping people

Today, CPLC goes about community development on both a micro and macro scale. The agency provides “wrap around services” to help struggling individuals and families get on their feet. That can include anything from family counseling to job placement. Job creation, in fact, is a big part of the strategy. CPLC actually runs businesses that employ people from the community. It develops real estate, rents housing units and runs fast food restaurants. It even opened an insurance business in partnership with Blue Cross Blue Shield. It also occasionally invests in big projects like the Hotel Palomar at CityScape in downtown Phoenix.

“That kind of project has so much of a ripple effect beyond job creation: it's the tax base, it's the vending opportunities for small business, it's

creating more rooms so the city can attract more conventions,” said Adame. He mentioned the project to make the point that “when

we get into the board room we break everything down into its economic impact.”

Other non-profits have long used businesses to support their programs. One that comes to mind is Goodwill Industries and its stores. Another is the Girl Scouts with their cookie sale. “CPLC was on board with this idea many years ago, and now we're taking it up to a whole new level,” Quintana said. Other non-profits have noted CPLC's success and are coming to the agency to find out how to replicate the model.

“We share information with them,” he said. “In this environment you have to be entrepreneurial – you have to be willing to take the risk to try things and see how

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“That kind of project has so much of a ripple effect beyond job creation: it's the tax base, it's the vending opportunities for small business, it's creating more rooms so the city can attract more conventions.”

Chief Operating Officer David Adame



The triple bottom line

PROFIT, LOSS, COMMUNITY

Program finance manager Mario Aniles (B.S. Accountancy '08), says “you can go out and stand in the lobby for 10 minutes and you can see very clearly who we help and how we help them.”

That front-row view of the impact CPLC makes on the community is one of the top reasons that W. P. Carey School of Business alumni work at the agency. “I was looking to make an impact on the community in my career,” says Jose Martinez (Executive MBA '12), who oversees business lending at CPLC. Information manager Gladys Trevino (B.S.

Finance, Management '03) was working at Wells Fargo and volunteering in a high school outreach program at Arizona State University when she learned about CPLC and decided to go to work in the non-profit sector: “I needed a change, and I wanted to make a social impact.” Vice president of finance Anthony Valencia (B.S. Finance '91, Executive MBA '13) said “when you're at a corporation and your company makes donations or you volunteer at an event, it's not the same as seeing the impact on a daily basis.”

At CPLC, impact is a big and growing business. With more than 20 for-profit business lines providing jobs, stimulating the economy and financing safety net services, CPLC gives these business graduates opportunities to apply their

education and advance. “We're non-profit by IRS designation only: We operate 100 percent like a business,” Valencia says.

CPLC is highly entrepreneurial, launching new businesses where employees can work at the top of their game and grow into new fields. Vice president of administration Max Gonzales (Executive MBA '09) explains that when someone demonstrates talent and willingness, CPLC often stretches that employee by giving them additional responsibilities and promoting them along the way – faster, perhaps, than a for-profit.

Trevino is an example of building capacity. She came in as an auditor and soon after applied for an IT position. It was a course change: “They gave me the opportunity to grow with a

(continued)



“You have to be willing to take the risk to try things and see how they work out and how they benefit the community. That’s something we picked up through school and obviously through our business experience.”

*Chief Economic Development Officer
Martin Quintana*

and how they benefit the community,” Quintana added. “That’s something we picked up through school and obviously through our business experience.”

One of the four pillars of CPLC is education. The shared governance model CPLC has adopted for its executive team has been applied throughout the organization, where employees work in teams and rotate responsibilities, learning along the way. This has made CPLC effective, but it has also rendered CPLC a training ground that has been the launching pad for careers outside of the organization.

“We have always cultivated young people, going back to us as examples – we were given our first shot at a career, so we’re trying to do the same for others,” Hidalgo said. “We try to bring in young people either through internships or through hiring, to give them their first career opportunity before

they go out to work in the world. And that’s something that has paid tremendous dividends for the organization. Now we have a CPLC network, in every industry in every part of the state and many other states, and it allows us to go out and call on people who are alumni. We took that from ASU: we learned networking, we learned the utilization of alumni and we brought it here.”

Adame said that CPLC has evolved from the grassroots organization where he interned into a full professional organization, where the defining management tool is the balanced scorecard and staff development is articulated in an “achieving excellence” program. As CPLC grows, he said, these management approaches will assure that a highly qualified staff grows along with it.

“For us it’s about the work that we do and the impact that we have – that’s part of what keeps us grounded,” Hidalgo said. “But we recognize that what we’ve done is just the tip of the iceberg. We know that there’s a lot more need and a lot more impact that we could be making. And nobody holds us to a higher standard than we hold ourselves.” ■

new organization and to find something that I absolutely love and could be truly successful at – they were willing to take that risk.”

Some of CPLC’s talent arrived fresh from the W. P. Carey School of Business. Treasury manager Jesse Satterlee (B.S. Finance '06) was hired by CPLC soon after graduation. He admits he didn’t know much about the organization before he started working, but the fit turned out to be great. His job, he says, is to be sure CPLC makes enough money to continue to increase the number of people it helps.

Others, like John Ramirez (B.S. Management '75) brought experience honed at other

corporations. Ramirez, now vice president for new business enterprises, had a 20-year career in commercial lending and government service, and had worked with CPLC on affordable housing before joining the agency 12 years ago. He found the erosion of local control in the banking industry frustrating, and part of what draws him to CPLC is its ability to act, delivering services that address the issues that threaten families.

The safety net is just the first step, however. “In this organization we’re really proud of how much we do from the economic development side to create jobs,” Martinez said. “Every time we do a loan for a small business, helping

sustain the business or more typically grow it, that business creates jobs in the community.”

These alumni said a career in the non-profit sector is not for everyone, nor is it necessarily easier. This career path requires internal drive, Gonzales said, and the reward is different from the for-profit sector.

“It’s harder work, but it allows you the creativity, the flexibility that some people really want,” he said. The paycheck is without doubt an important element, he said, but there’s something else that may count even more: “How am I improving my community, how am I improving individual family’s lives? That might be superior to personal career success.”

Schooled by experience, executives offer lessons learned

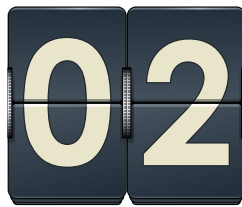
Executives accrue a wide band of knowledge during a lifetime spent building successful careers. This past year the W. P. Carey School recruited a group of leaders for its new executive-in-residence program, dubbed **Executive Connections. Hailing from an array of industries, these executives are sharing what they've learned with students in the W. P. Carey Full-time MBA program. "Each engages in multiple activities and is committed to developing our students in multiple ways," says Vishal Nanda, director of strategic affairs at W. P. Carey. The executives are helping students learn leadership and interpersonal skills, prepare for their careers and get a taste of the workings of the business world.**

W. P. Carey Magazine recently asked several of the executives to give us an example of the advice they offer students and young professionals. Here is what they said.



STEVE CHURCH
RETIRED SENIOR EXECUTIVE, AVNET

It has been my experience that a new employee may have all of the qualifications required for a position, but still fail. Why? Because they don't fit the company culture and all companies have their own unique cultures. When I am mentoring students we work on how to assess the culture of a company they are interested in vs. their preferred work style to insure a good match.



JOHN COLE
RETIRED SENIOR EXECUTIVE, GENERAL DYNAMICS

Work is about people, and remembering people's names is important. If you want to influence people, it makes them feel good if you remember their names. Also remember that leaders make decisions. If a decision needs to be made, do it immediately or establish clearly what information you need. Then employees know that there's a path to resolution, and they have confidence that a decision will be made. But when a subordinate is the decision-maker, be very careful about reversing bad calls, because there's a penalty for micromanaging. If you hover over them and change their decisions they will resent you and won't become good decision-makers. Let employees make little mistakes, and later ask how things went. They will learn without you hurting them!



CHARLOTTE DIENER
RETIRED EXECUTIVE, ON SEMICONDUCTOR

What will businesses look like in 2045 and how can someone stay ahead of what is coming? Most organizations today are pyramids of departments, divisions, and corporate offices, but success requires skills outside of the structure. Successful organizations in the future will be like plum trees, not pyramids.

Plums grow in clusters, using the nutrients provided by the roots and trunk. Plums grow and change with seasons and the environment, and no "tree executive" tells the plums how to grow. In contrast, a pyramid is static; it has a huge base but a small top tier and it cannot adapt to its changing environment. As technology brings change, organizations and management methods must also change. Small groups of people working together in a fertile environment with appropriate support are sure to win. The managers who make small groups thrive today will grow into the executives who can manage tomorrow's plum-tree like organization, and who will organize larger clusters of companies to produce great products and services.

04

IVAN JOHNSON
FORMER VICE PRESIDENT,
COX COMMUNICATIONS

For 20 of the 32
years I was at Cox

Communications I was on the senior leadership team. During that time, virtually all of the team members I started with were let go. I learned that in order to survive and succeed, I had to reinvent myself continually. I started in government relations, then I had to learn business development (which is when I got my MBA), then I had to know how to run a cable system. Next I learned community relations, media relations and finally video production. The success of my career was a function of understanding the company's needs and constantly retraining myself in response. So whatever you think you're training for, you're going to have to reinvent yourself several times if you're to have a successful career. Look at the opportunities in front of you, learn how to read them and then figure out what you have to do. I don't know that there's any magic to it – it's just a matter of reading your work environment.

05

KRISTINE WOOLSEY
AUTHOR AND FOUNDER OF
WOOLSEY STUDIOS

The physical environment
drives behavior. If you

aren't getting the results you want from your company, yourself or others, the simplest first step is to rearrange your physical environment. Are you trying to focus but the stacks of paper on your desk are tugging at your mind? Move them. Are you trying to collaborate but your team sits in offices or cubicles that block connections? Go to a more open plan. Use the environment to create the behavioral results and the ROI that you want from yourself and others. Behavior is hard to change. If you can get yourself halfway there by simply rearranging furniture – do it.

SELLING TO THE CLIENT:

Buyer's Perspective

MARK GENINATTI

Managing Partner, Genco-Solutions LLC
and retired CIO, JDA Software

I have never been in sales, but for 10 years I was one of the primary decision-makers when our company purchased large hardware and software packages from vendors like Hewlett-Packard Co., Oracle Corporation, IBM, Cisco Systems, Inc. and others. Although I had negotiated big deals for most of my executive career, I had never asked myself why the sales experience was better with some sales associates than others – even from the same vendor.

Selling is becoming increasingly scientific, and the methods used by vendors and their sales teams are changing to reflect the buying needs, processes and habits of their clients. I realized this after spending time one day with a college buddy who has been very successful selling medical systems to large organizations. I asked my friend why he is so successful. His answer was surprising, but after I thought about it a few minutes, I realized he was absolutely right.

He said that he always sold to the decision-makers and their staff, the way they wanted to be sold to. Many sales associates are comfortable selling only one way, he said. Worse, they often focus on the product's merit, and even if they have great products, they have a hard time closing deals. My friend discovered early on that key decision-makers want to be comfortable making big decisions. Selling and buying begins with a great relationship, he said, which means the sales person understands his client's purchasing habits and the key drivers for the purchase. That puts the client at ease throughout the process.

When I thought about it, I realized that the sales teams I bought from took time to get to know me, our company, our decision process and how their products would fit into our environment. The successful sales teams truly became partners and demonstrated to me that they were in it for the long haul. The less successful sales teams drove hard, didn't always understand our business, didn't really care about the process, and even more noticeable, were less interested in the success of our company and our priorities than "closing the deal."

— Mark Geninatti is a member of the W. P. Carey School's Executive Connections initiative.



Researcher's Perspective

BETH A. WALKER, Ph.D.

AT&T Professor of Services Marketing and Management

Across firms, especially those that serve business-to-business customers, selling is a dominant component and a major driver of overall company success (Hutt and Speh, 2013). Because of its importance, researchers have invested considerable effort in determining the factors that distinguish high-performing account managers from their lower-performing counterparts.

While academic research has approached this question from a variety of perspectives, consistent with Mark Geninatti's observations, our research suggests that relationships matter

most in driving account success (Hutt and Walker 2006; Steward, Walker, Hutt and Kumar 2010). Drawing on depth interviews with more than 100 account managers and sales specialists, we have found that, first and foremost, the most exceptional sales people prioritize relationship building as their most central task.

With this mindset, high performers build relationships, not only with their customers (as Mike Geninatti suggests) but also with others inside their own organizations that can assist in serving the client. Inside the client organization, high-performers tend to have more contacts, and a more diverse set of contacts, than lower-performing account managers. This allows the sales person to truly understand the organization, the issues, and the language of their client. Within their own organization, higher-performers tend to have more connections, stronger connections and a more diverse set of connections, as compared to lower-performing sales people. This valuable network of relationships enables the best account manager to assemble an all-star team that is particularly well-suited to serve a key client.

Lower-performing sales people, in contrast, prioritize the development of deep technical knowledge of the products and services that they sell, as opposed to building relationships.

While also important, we have found that it is relationships, and deep knowledge of the customer, that matter most.

— *Beth Walker is chairman of the marketing department at the W. P. Carey School, and a leading researcher.*

Sources:

Michael D. Hutt and Beth A. Walker (2006), "A Network Perspective of Account Manager Performance," *Journal of Business and Industrial Marketing*, 21, 466-473.

Michelle D. Steward, Beth A. Walker, Michael D. Hutt and Ajith Kumar (2010), "The Coordination Strategies of High-Performing Salespeople: Internal Working Relationships that Drive Success," *Journal of the Academy of Marketing Science*, 38 (October), 550-566.

Michael D. Hutt and Thomas W. Speh, *Business Marketing Management*, 11th edition, South-Western Cengage Learning (2013).



WPC

CLASS NOTES



CHRISTIEN CRYNES AND JACKIE SMITH (above)
and **SCOTT AND MEGAN MEYER** (inset)

CHARITY MAURER

We call them W. P. Carey Cupids – couples who met at the W. P. Carey School of Business and are now making lives together. The Meyers' story started during a study session at Noble Library, where Scott Meyer (B.S. Accounting '10, Masters of Accountancy '11) helped Megan McGuire (B.S. Marketing '10) figure out statistics. Their relationship developed on Tuesday nights, when Meghan gave Scott cooking lessons. The Meyers were married in June 2012 and are living just outside of Dallas, Texas.



Jackie Smith (B.S. Marketing '12) and Christien Crynes (B.S. Marketing '12) met at Camp Carey, the school's summer program for incoming freshman, and their romance bloomed when they worked together at Tillman Scholars Program events. They teamed up on marketing projects, and volunteered together at youth programs such as Basketball Beyond Barriers for Phoenix Youth. Their wedding is planned for July 5, 2014.

More than 90,000 alumni comprise the W. P. Carey community, and every one of them is a chapter in our story. Please share your story at [editor.wpcmagazine@asu.edu!](mailto:editor.wpcmagazine@asu.edu)

W. P. Carey is the sum of your stories

1960s

Ed "Fast" Sandidge, B.S. Insurance '62, received the Humanitarian Award at TMG Entertainment Phoenician Awards recognizing his more than \$1 million in donations to support medical and educational services for Arizona children.

Mike McQuaid, B.S. Management '68, board president of the Human Services Campus, has received the Piper Trust Encore Career Prize for his services to, and advocacy for, the homeless in Phoenix, Ariz.

1970s

Paul Faith, B.S. Quantitative Systems '75, is the managing attorney at Faith Ledyard and Nickel, PLC, Phoenix.

David Chanko, MBA '79, has joined Arizona Agribusiness & Equine Center – Red Mountain in Mesa, Ariz., as a teacher of mathematics and leadership.

1980s

Steven Goldfarb, B.S. Accountancy '80, is a financial advisor for Janney Montgomery Scott LLC in Washington, D.C.

Mindy Korth, B.S. Accountancy '80, has been appointed the new executive vice president of Colliers International in Phoenix, Ariz.

Craig Doyle, B.S. Marketing '82, has been named the new president of Sequence Media Group in Scottsdale, Ariz.

Bart Langemeier, B.A. Business Administration '82, has been named a member of the State Banking Board of Montana in Bridger, Mont.

Keith E. Smith, B.S. Accountancy '82, has been appointed to the board of directors for SkyWest, Inc. in St. George, Utah.

Christine Lavelle, MBA '83, is the managing research editor of CSP Business Media LLC. in Phoenix, Ariz.

Bill Parker, Master of Accountancy '83, is the residential and commercial loan officer at Gencor Mortgage, Phoenix, Ariz.

Randy Richeson, B.S. Business Administration '83, is the vice president of global tax at Milliken & Company in Greenville, S.C.

John Roberts, B.S. Accountancy '83, has been appointed the new managing director of PrivateBank in Phoenix, Ariz.

Bridget Simons, B.A. Business Administration '83, has been named the new director of sales for Wooley's Classic Suites, Denver.

Susan Swirsley, MBA '83, has been named the vice president of global marketing for Terex Aerial Work Platforms in Seattle, Wash.

You did what?

Faculty facts you won't find on their vitae

You knew them in class as the “sage on the stage,” or the “guide on the side,” but how well did you know your professors – really? Take this quiz to see! Match each of these professors with a little-known fact from their personal lives. Find the answers – and the explanations – on page 39.



A BLAKE ASHFORTH
Management



B STEVE HAPPEL
Economics



C MIKE HERTZEL
Finance



D MARIANNE JENNINGS
Management

- ___ **1** Was an assembly line welder in a UAW (United Automobile Workers) assembly plant.
- ___ **2** Could not be drafted because of weight.
- ___ **3** Recent vacation destinations include: Benin, Cambodia, Ethiopia, Ghana, Laos, Mongolia, Togo, Turkmenistan and Uzbekistan.
- ___ **4** Tried out for the role of Sparky as an undergraduate at ASU in the early '80s.
- ___ **5** Was featured in a 1993 ad for Adidas Response shoes that ran in *Sports Illustrated* and all of the major tennis magazines.
- ___ **6** Recently suffered an injury to the cuboid bone (in the foot) after a four-hour weight training clinic.
- ___ **7** Jammed the handset of a phone into a tuba.
- ___ **8** Once worked for Elvis Presley.
- ___ **9** At age 18, nearly became a human sacrifice to a live volcano.
- ___ **10** At 16, flunked the driver's test and drove a car off a drag strip into a cliff – both on the same day.
- ___ **11** Lived for two months in a hotel in Bihar, India, before figuring out how the hot water worked.



E JOHN LASTOVICKA
Marketing



F ARNOLD MALTZ
Supply Chain Management



G MATT MCCARTHY
Information Systems



H JIM MOORE
Management



I KURT PANY
Accountancy



J MICHELE PFUND
Supply Chain Management



K BOB ST. LOUIS
Information Systems





JAY RASBAND (left) with **CHARLTON PARK**.
RIGHT: JAY CHARLTON PARK (born October 8, 2013.)

Remembering a generous spirit

Charlton Park (MBA, MHSM '06) was one of the first people Jay Rasband (MBA, MSIM '06) met when he started the W. P. Carey MBA program in 2004. Charlton moved to Tempe first, to start the Master of Science in Health Sector Management program.

"I was a bit of a worrywart — worrying about school and studies and whether I was going to get a job or not," says Charlton. "Jay facilitated pretty much every social event that I was involved with. He helped me out more than he ever knew as far as getting me some balance going through a rigorous program."

Fast-forward to March 19, 2013. Jay had been battling brain cancer for more than a year. Charlton was on his way to visit, but between Salt Lake City and Phoenix the phone rang. Jay was gone at the age of 34.

When Charlton talks about Jay he uses the present tense, as if his friend is still alive. Close at ASU, the friendship between the two remained strong even when they were living in different cities. When the Park's second child was born on October 8, weighing 7 pounds 14 ounces, they knew immediately what to call him: Jay Charlton Park.

Books and basketball

Heather Smith (MBA, MHSM '06) introduced the two men when they were all new MBA students in summer 2004.

"I don't think I ever heard him say anything negative about anybody," Park said of Rasband. "He brought people together for the benefit of each of the individuals, not so that he would be the center of attention."

Jay was a huge Suns basketball fan, and Charlton remembers going to a Suns-Lakers game with him. And Jay loved to play. Just about every day after classes they would go to the Sun Devil Fitness Center for pick-up ball or to play undergrads on intramural teams.

Both men met their wives at church. Charlton met Kimber Nelson, who was working on a master's degree in social work at ASU at the time, and Jay met Katrina Vasquez. The two women were friends, too.

After graduation, the Parks moved to Salt Lake City, where Charlton recently was promoted to director of decision support and cost accounting at University of Utah Hospitals and Clinics. Kimber decided to stay home when their daughter, Adelaide, was born.

Back in Phoenix, Jay married Katrina, making a family with her three children, and he went to work for the state of Arizona. In the fall of 2011 the severe headaches started, and doctors found the tumor. "Throughout Jay's illness, he never complained despite the immense pain he was feeling," Katrina said. "His focus was always on what he could be doing to lift another's burdens and that in turn, lifted ours."

These days, baby Jay is doing well, growing fast. And the memory of the man for whom he is named carries on. Katrina said several friends and family members now have children named Jay, including Heather (Smith) Janssen, whose second son is Riley Jay Janssen.

In the words of Charlton Park "Jay was never a 'what's in it for me' kind of person. He was a nice, thoughtful individual — a really good friend."

Steve Wood Emeritus Professor

Emeritus Marketing Professor Steve Wood, who retired in 1998, continues his involvement with the healthcare industry. Wood consults with top hospital system executives about profitable volume growth and population health management strategies using the Internet. He also visits Europe in the spring, Hawaii in the fall and San Diego at other times. Former students, colleagues and friends are welcome to contact him at swood@healthgrades.com.



Andrew C. Teich, B.S. Marketing '83, was named the president and CEO of FLIR Systems, Inc., Portland, Ore.

Eric Crown, B.S. CIS '84, was presented with the OneNeck IT Services People's Choice Lifetime Achievement Award in Phoenix, Ariz.

Todd Lawson, B.S. Accounting '84, has been appointed the new CFO of Echo Automotive, Inc. in Scottsdale, Ariz.

Mark Mazon, B.A. Business Administration '84, has been named the new president and CEO of Friendly House in Phoenix, Ariz.

Dawne Britney, B.S. Purchasing/ Materials Management '85, MBA '95, has been named a new board member of Triple R Horse Rescue in Cave Creek, Ariz.

Scott Smith, MBA '85, J.D. '96, is the current mayor of the City of Mesa, Ariz., and has been named a member of the Alliance for Aviation Across America Board of Directors.

John Snider, B.S. Finance '85, was named a new board member of the Arizona Charter School Association.

Lisa A. Bentley, B.S. Marketing '86, is director of marketing for McCarthy Nordburg in Phoenix. She is a long-time community and professional activist.

Faraz Khan, MBA '86, is involved with the Austin, Texas chapter of the Citizens Foundation, which builds and manages schools in underprivileged areas of Pakistan.

Mark Davies, MBA '88, has been named the new CFO of Vivint, Inc. in Provo, Utah.

Tom Duensing, B.S. Accounting '88, has been named the new executive director of financial services for the city of Maricopa, Ariz.

Keith Pekau, MBA '88, is the owner of GroundsKeeper Landscape Services LLC., in Chicago, Ill.

Jean-Luc Creach, MBA '89, has been named the new CEO of Unexo

in Rennes, France after previously serving as the director of Crédit Agricole Corporate and Investment Banking in the United Kingdom.

1990s

Michael Alexander, MBA '90, has been named the new president and CEO of King & Prince Seafood, Jacksonville, Fla.

Barbara Moreno, B.S. Management '93, has been named the new marketing director of salad, snacking and vegetables of Ready Pac Foods Inc., Irvine, Calif. after having served as the director of brand management at Chicken of the Sea International.

Jonathan Pinkus, B.S. Finance '93, has been elected to the board of directors for CoBiz Financial, Phoenix, Ariz.

Paul Beckert, MBA '94, is the president and chief financial officer at Pinnacle Business Solutions, Phoenix, Ariz.

Vince Femiano, B.S. Management '94, has been named the new vice president of CBRE in Phoenix, Ariz.



JAMES FRANCA III Born February 3, 2013 to James Jr. (MBA '08) and Christy Francart.

Robert Nawfel, B.S. Business Management '94, has been named the senior vice president of strategic solutions at Prisma in Phoenix, Ariz.

Allen Noguee, MBA '95, is the senior analyst for Pennwell/Strategies Unlimited in Phoenix, Ariz.

Robert Shultis, B.S. Finance '95, has been appointed the new vice

Bob Wyndelts

Emeritus Professor

Emeritus Accountancy Professor Bob Wyndelts, who retired in 2004, is active in the profession. A CPA himself, he manages a five-person CPA firm and is chairman of the board of the Arizona Federal Tax Institute at the Arizona Society of CPAs. Bob devotes his vacation time to backpacking in the Arizona wilderness. He welcomes news from the W. P. Carey community: contact him at robert@wyndeltscopl.com.





Elmer Gooding

Emeritus Professor

Emeritus Economics Professor Elmer Gooding, retired since 2004, stays busy volunteering for the ASU Retirees Association and the ASU Emeritus College. When he's not volunteering he enjoys photography and woodworking, and has hand-crafted grandfather clocks for both of his daughters. His email address is Elmer.Gooding@asu.edu.

president, team leader of TD Bank in Piscataway, N.J.

Jason Washo, B.S. Accountancy '95, is a certified financial planner at Washo Financial, Scottsdale, Ariz.

1990s

Michael Sather, B.S. Marketing '97, was promoted to commercial mar-

keting manager of Solatube International, Inc. in San Diego, Calif.

Manpreet Singh Thaper, B.S. Accountancy '97, has been named to the board of Radiant Creations Group, Inc.

Steve Bast, B.S. Marketing '98, MBA '05, is the principal at Nucleus Marketing Lab, Phoenix, Ariz.

Gregg Murset, B.S. Finance '98, is the founder and CEO of My Job Chart, a website that specializes in instructing children about smart financing.

Siraphop Ratanasuban, B.A. Finance '98, is the vice president of One Songchai, a company that specializes in Thai fighting and boxing promotion in Thailand.

Scott Bauguess, MBA '99, Ph.D. Business Administration '04, was named deputy director for the Security and Exchange Commission in its Division of Economic and Risk Analysis in Washington, D.C.

2000s

Theresa Nakata, MBA '00, has been named the vice president of The San Diego Foundation in San Diego, Calif.

Marc Panoff, MBA '00, has been named the CFO and CAO of Retrophin, Inc. in New York City.

James T. Hippel, MBA '01, has been named the new CFO of the Techne Corporation in Minneapolis, Minn.

Marcelo Trevino, MBA '02, is a senior manager at Medtronic, Inc. in Orange County, Calif.

Steven Tu, MBA '02, serves as the chief architect of Intel's mobile product line in Phoenix, Ariz.

Bobby Babbrah, MBA '03, has been named the first chief technology/product officer at LawLogix Group, Inc. in Phoenix, Ariz.

Megan Creecy-Herman, B.S. Real Estate '03, has been named the new chairperson for the Arizona chapter of NAIOP in Phoenix, Ariz.

Chandra Reilly, B.S. Global Business/Marketing '03, was made the new project director of Sundt Construction's Southwest District in Phoenix, Ariz.

AnnaMarie Knorr, B.S. Business Management '04, has been named chair member of the Maricopa Unified School District.

Amin Elhassan, B.S. Management and Marketing '05, MBA '07, is an NBA insider/reporter for ESPN in Phoenix, Ariz.

Michael P. Faith, B.S. Management '05, was named the new partner at Faith, Ledyard & Faith PLC. in Phoenix, Ariz.

Tiffany Miller, MBA/MSIM '05, has been named the director of business development at Kenshoo in San Francisco, Calif.

Brian Scantland, MBA '05, has been named the new vice president of planning and performance of Long John Silver's in Louisville, Ky.

Bret Zahn, MBA '05, is the director and GM of ON Semiconductor in Scottsdale, Ariz.

Craig Relyea, MBA '06, has been named the new senior vice president of content strategy and marketing for LeapFrog Enterprises, Inc. in Emeryville, Calif.

Janelle Tassart, B.S. Marketing '06, has been named the new director of community relations for the Greater Phoenix Chamber of Commerce.

James Francart Jr., MBA '08, is a commercial underwriter in Chadds Ford, PA.

Billy Cundiff, MBA '09, is an NFL placekicker for the Cleveland Browns, Cleveland, OH.

2010s

Terrah Hancock, B.S. CIS '10, was appointed as the head of marketing for D.P. Electric, Inc. in Tempe, Ariz.



AVANELL LOIS THOMPSON
Born September 14, 2013

Lynn Torrel, MBA '10, senior vice president of global supply chain and strategic accounts, was named the head of Avnet Velocity, a subsidiary of Avnet, Inc., Phoenix, Ariz.

Brittany Encinas, B.S. Communication '11, has been named the marketing and sales coordinator of FORTE Industries in Cincinnati, Ohio.

2010s

Shane Thompson (B.S. '04, M.B.A. '10) and Karyn Rhodes Thompson (B.A. Sociology '05) are the proud parents of Avanell Lois Thompson, born on September 14, 2013 in San Diego.

Matthew Ozalas, MBA '10, was named the Radio Frequency design expert for Agilent Technologies in Santa Rosa, Calif.

Matthew Sheldon, MBA '10, is a board member for the Rural Economic Development Commission of Nevada.

Alex Smith, MBA '10, is the CEO of Mother Hemp Products in Phoenix, Ariz.

Jake Erickson, B.S. International Agribusiness '11, has been named the new director of food safety of Pura Vida Farms in Scottsdale, Ariz.

Mark Sneen, MBA '12, has been named the new hotel manager of The Palace Hotel in San Francisco, Calif.

Beth Olson, MBA '13, was named the new executive director of Temple Emanuel of Tempe, Ariz.

Joshua Valdez-Elizetxe, B.S. CIS '13, is the CEO and founder of Foresold Digital Marketing, a Tempe-based digital marketing agency.

IN MEMORIAM

1939
Lawrence "Sam" Madsen

1948
Joseph G. O'Haver

1957
Charles W. Green

1965
Williams B. Robbins

1968
Ronald L. Brewer
Colonel Larry I. Sunderland

1967
William "Bill" Arthur Hoddy

1971
Emmett "Neal" Conneely Westenberger

1972
Mark Edward Busch

1975
Stephen Paul Karpinski

1976
Steven M. Denney
Duane E. Hoffman

1978
Bruce I. Hannay

1982
Mark D. Perkins
Scott Lance Groves

1984
Daniel J. White

1987
William "Bill" F. Ladd III

1992
Joseph Kubat

2000
Ralph J. Nappo

Professors

Gordon Charles Inskeep (professor of business management until 1982)
Sherwood "Woody" Peres (part-time MBA professor)

Alumnus/non-degreed:

Shirley Ann (Simmons) Ebanks

Katharine P. "Kathy" Miller

You did what? Quiz Answers *continued from page 35*

A 9 BLAKE ASHFORTH While leaning over a volcanic vent churning with molten lava, the wind shifted, suffocating Ashforth in a sulfur fog. He groped, completely blind, through a field of vents, somehow missing each one.

B 2 STEVE HAPPEL At 6-foot-6 inches and 149 pounds, Happel was 2 pounds underweight by military standards, but he's filled out since then! In retirement he enjoys fly fishing and builds fishing rods when not teaching the occasional class.

C 7 MIKE HERTZEL A teenaged Hertzell thought it would be funny to play his tuba into the phone, except the receiver got jammed inside. Hertzell cut the cord and continued to play it in the band — hand set and all.

D 8 MARIANNE JENNINGS Jennings' parents lived in Las Vegas and Marianne worked for Elvis two summers selling theme souvenirs in the lobby of the International Hotel. Yes, she did meet him, but sadly there are no pictures.

E 1 JOHN LASTOVICKA In high school and college he was an electrician's apprentice, carpenter's assistant and bartender. "My knowledge of the blue-collar world of Chicago has served me well!"

F 11 ARNOLD MALTZ Maltz was in India working for an NGO during the summer of 2010.

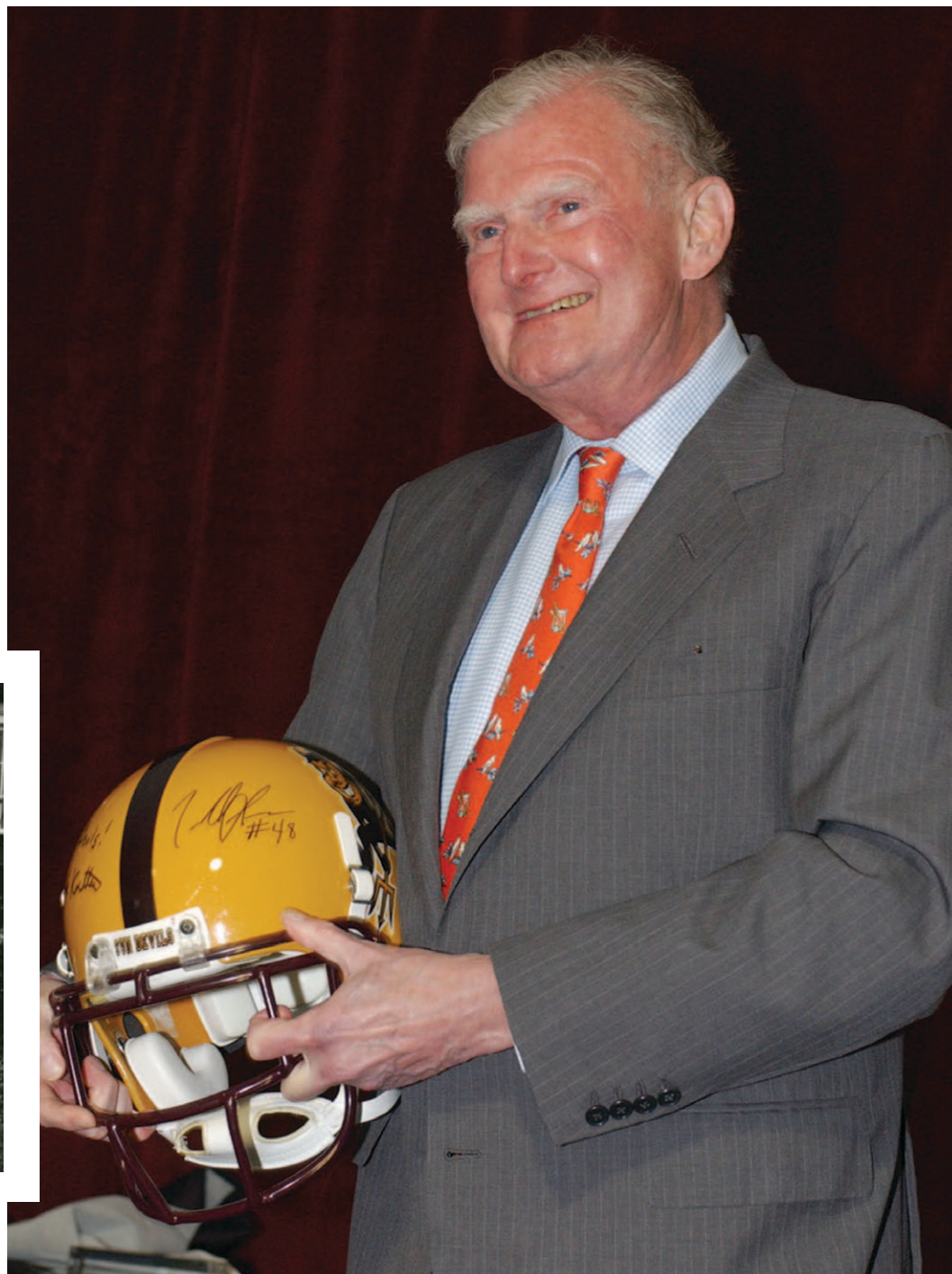
G 5 MATT MCCARTHY McCarthy was a club tennis pro in Scottsdale in the 1980s. Famed photographer Gary Nolton shot the ad from a rig 25 feet above the court.

H 4 JIM MOORE Moore came in second, and therefore never got the chance to be Sparky. His roommate tagged along to watch the female cheerleaders and ended up on the male cheer line.

I 3 KURT PANY Pany prefers to leave the beaten path far, far behind when he travels.

J 6 MICHELE PFUND Pfund CrossFit trains every day at 5 a.m. and runs on weekends. She was preparing to join a women's competitive team when she injured her foot. "I can do the standard weightlifting moves that you see on TV," she said.

K 10 BOB ST. LOUIS In the days before computerized records, you could go to more than one driver's license bureau in a day for your road test. St. Louis tried the test several times before finally passing. The accident was later that day.



CLOCKWISE FROM LOWER LEFT:

Bill Carey (far left) was a member of the literary club at the Gilman School in Baltimore in 1946. On the Fourth of July in 2011, Mr. Carey and his dog, Lulu, enjoyed a moment with Juliana Harris of the W. P. Carey Foundation and her family (upper left). At right, ASU presented Mr. Carey with a signed football helmet at the February 26, 2003 celebration of his \$50 million gift.

He peddled ink and soda on the streets of Baltimore during the Great Depression, and while he was in college he sold used refrigerators to his classmates. By the time he was 30, that business acumen had already reshaped the leasing business — a business he correctly insisted was more about finance than leases. **Wm. Polk Carey** (the abbreviation was his preference) founded the successful New York City sale-leaseback company that bears his name, but he also had family ties out West. His grandfather was John Samuel Armstrong, who in 1885 filed the legislation that created a teaching college in Tempe, now known as Arizona State University. In December 2002 he finalized a gift of \$50 million to ASU, giving its College of Business his name and the resources to rapidly ascend to the ranks of the best in the world. Bill Carey died on January 2, 2012, living out his oft-repeated pledge to never retire. Today it is our honor to carry on his name and his motto: “Doing good while doing well.”



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