

Plot twist

Four W. P. Carey graduates turn the page on their former lives

Man vs. machines

Research leverages human intelligence to detect virtual robots

Executive summary

Your 3-minute briefing of two impactful people in the corporate world

Suzanne Chabre
(BS Marketing '78, MBA '79)

The serious side of entertainment

These alumni know there's no business like show business



“No man has a right to expect to succeed in life unless he understands his business, and nobody can understand his business thoroughly unless he learns it by personal application and experience.” — P.T. Barnum

Dear W. P. Carey family and friends,

I'd like to share some outstanding news with you: The W. P. Carey Foundation has invested another \$25 million to advance student success and research excellence in the W. P. Carey School. Now that we're all informed, it's important to stop and think about what this means.

Sixteen years ago, Wm. (Bill) Polk Carey donated \$50 million because he believed we could accelerate and put the business school on the map with this kind of investment. On the map we are indeed, and now, even though



Bill has passed, his friends and relatives have committed once again to moving the school forward. Bill always viewed his philanthropy through a business lens. So, what is the return on the investment? We are all proud that we've been able to show a good "return" on his initial investment and are eager to achieve more given the second investment. Thank you to the W. P. Carey Foundation and all of our donors for believing in us and investing in our future!

With that fantastic news shared, let's turn our attention to the theme of this issue of the magazine, the business of entertainment. We are all fans of entertainment in some form. For me, entertainment is more than spending idle time. It can also be a source of creativity, stress release, and inspiration. I learn new things from entertainment, laugh, cry, and even find a needed distraction from chronic pain. I love to share entertainment and can't wait to talk about the latest episode of a favorite television series, or a new book to read, or a bad call a referee made in a game the night before. It truly is something that brings people together.

Behind the magic of entertainment lies its business model. From the performers who sing and dance for donations to billion-dollar sports leagues, movie studios, gaming empires, theme parks, publishing houses, and music

labels — all have a business model. Finance, accounting, supply chain, big data and information systems, marketing, management, economics, and the business behind food, which has moved from sustenance to entertainment in some cultures, are what W. P. Carey is all about.

As you'll see, our faculty do outstanding research on these subjects, and our students and alumni use their skills honed here in the business of entertainment.

The business of show business may not be the first thing you think about when you consider why people go to b-school, but without the skills acquired here, the entertainment you love wouldn't be the same. I don't know what forms of entertainment Bill Carey liked best, or what the trustees of his foundation spend time with, but here's another "return" on your investment.

I'd love to know what you're reading, doing, listening to, or watching. If you email me, I'll send you my favorites.

Amy Hillman

amy.hillman@asu.edu
@WPCdean

Overheard on social media

1 @the.wandering.wawuk
Arizona State Sun Devils
Fork 'em
#asuhomcoming #sundevis #frontrow
#alumni #arizonastate

2 Izzy Izaguirre
@_xlzZyx That's exactly how I feel. Don't mind
the late nights and loss of sleep #MBA #ASU
#WPCarey

3 Neeraj Madan
Thank you Mary Fachman, Sandy Somers,
and W. P. Carey School of Business for giving
us an opportunity to share our knowledge
and experiences with the MS-BA, MBA, and
MSIM students. #datascience
#careeradvice #jobsearch #capstone

4 Kyrsten Sinema
@RepSinema This is great news. @ASU's
@WPCareySchool is leading the way on military
health care logistics. This grant will help improve
the delivery of supplies to our service members
where and when they need them.
Editor's note: Learn more about the grant at
news.wpcarey.asu.edu/health-care-data

5 James W. Malone
I'm very proud of the college I attend and its
accomplishments!



W. P. CAREY MAGAZINE
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Correction

A caption printed in our Autumn 2018 issue
(page 20) incorrectly referred to the location of
Tel Aviv. Tel Aviv is considered to be located in
Israel, not Palestine, since achieving statehood
in 1948. In addition, **Ambar Renova Amleh's**

(BS Marketing '03) venture capital firm, Ibtikar
Fund, is located in Ramallah, not Tel Aviv.

Read the corrected version:
news.wpcarey.asu.com/insiders-guide-money



Eric O'Connor
(BS Marketing '10)
in Los Angeles.

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On the cover: Suzanne Chabre (BS Marketing '78, MBA '79), vice president of marketing and communications for The Smith Center in downtown Las Vegas

ALL THINGS WPC

The 36-foot Cascade of Color was fashioned from brilliantly colored plastic rectangles in warm and welcoming shades of cranberry and pink. *Charles Conley Photographs, University Archives, ASU Libraries.*

Dispatches from Tempe

Business Administration building celebrates 50th anniversary

ASU's Tempe campus is home to more than a century of Sun Devil history and heritage. From palm trees and statues to fountains and benches, its many parts hold just as many stories. We are pleased to share one with you now, as we explore the evolution of our learning environment through one of its most hallowed halls.

Fifty and fabulous

The campus has changed quite a bit since the Business Administration (BA) building opened in 1968. To celebrate the 50th birthday of ASU's first structure dedicated to business, this story takes us to the heyday of our beloved BA.

The W. P. Carey School of Business of yesteryear (then known as the College of Business Administration) dedicated its new Business Administration building on Oct. 9, 1968.

At the time, most of the 70 major buildings on ASU's 300-acre Tempe campus were less than 15 years old. This particular building, however, charmed the campus community in new and unexpected ways.

For starters, it showcased so many works of art that many mistook it for a museum.

The newly erected building contained a collection of original artwork — worth over \$64,000 at the time and \$465,000 today — donated as part of the college's classroom sponsorship program, which invited local businesses and college supporters to make their mark on the training ground of future leaders. In addition to supplying furniture, carpets, and art for each room, classroom sponsors brought depth and delight to the student experience.

The building housed a collection of mechanical penny banks, one of the four best numismatic libraries in the United States, a magnificent 46-foot mural depicting *Copper in the Life of Man* by artists Lee Porzio and Allen Ditson, paintings from internationally famed Arizona wildlife artist Larry Toschik, and portraits of all former U.S. presidents.

Its centerpiece — *Cascade of Color*, a dazzling multihued mobile by Scottsdale artist Dick Seeger — rose from the ground floor to match the height of the stairwell.

Designed to enhance participation and interaction, each U-shaped classroom explored a different area of our culture or environment. The Early Merchandising Room displayed products and pricing of business at the turn of the century. The Kachina Room featured a large mural and other paintings by Hopi artist Delbridge Honani. Other rooms focused on Arizona's birds, national monuments, and trees, to name a few.

After a tour of its sponsored classrooms, a former governor of Arizona wrote that a visitor could learn as much about the growth and culture of Arizona from this building as may be gained from any other in the state. The university community hailed its functionality and aesthetics. Faculty members said teaching there made them better professors. And this story covers just a small fraction of its value back then and in the years since.

Today 50 and fabulous, our beloved BA stands alongside buildings of all ages, shapes, and sizes on ASU's Tempe campus. Stop by to visit the W. P. Carey Career Services Center, the Seidman Undergraduate Lounge, and W. P. Carey Alumni Relations — along with your favorite supply chain, accounting, entrepreneurship, and management faculty. The BA is also home to human resources and operations, employer services, and technology services.

A swell place to live

The heart of this university exists in and in many ways because of the city and residents of Tempe, Arizona — a community we are proud to be a part of and the scene of our next trip down memory lane. Share your stories and photographs with editor.wpcmagazine@asu.edu to make your mark on a future issue of *W. P. Carey* magazine. We look forward to hearing from you!



In 1968, each floor of the BA building was dedicated to a single color — blue on the first, yellow on the second, and coral on the third. Its brick exterior, accented by bands of blue glass, continues to shine bright in modern times.



Sun Devils take Hollywood

When most people imagine working in Hollywood, they picture a busy set with actors running around in costume and directors yelling, “Cut!” But it takes more than on-screen talent for Hollywood to run.

“When we think about the entertainment industry, we think about actors, editors, high-level execs — but companies also need marketing professionals, they need PR professionals, they need human resources, every position under the sun,” says **Alison Dean Scott**, ASU associate director for corporate engagement and partnerships for the Western region. “There’s a lot of opportunity for students of all majors.”

In September, in partnership with ASU Career and Professional Development Services, ASU Film Spark invited Sun Devils from all majors to attend an entertainment career fair in Los Angeles at their Film Spark headquarters, located at the ASU

California Center in Santa Monica.

The L.A. Entertainment Career Fair featured nearly 20 film, media, and entertainment companies, including CBS, Lionsgate, NBCUniversal, and Univision, that were seeking talent for internships and full-time entry-level positions.

“The opportunities within entertainment are not just in production. They really have companies that expand beyond that in the entertainment industry, which has been super awesome,” says **Adam Hays** (*BS Marketing '18*), a former intern at international talent discovery and model management leader IMG Models.

Watch students and alumni join entertainment companies at the ASU California Center in Santa Monica, for a career fair event with networking and professional development opportunities. news.wpcarey.asu.edu/la-fair

“I love W. P. Carey students. They know how to comport themselves professionally, they’re very strong academically, and tend to be well prepared,” says Film Spark Director **Adam Collis**. Being able to connect with and get advice from working professionals in the entertainment industry can be critical for job seekers trying to launch a career in Hollywood.

More than 100 alums and students — including eight from W. P. Carey — attended both events, according to Collis. Surprised by the success of their first entertainment industry career fair last spring, The Film Spark team is even more encouraged by that of their second. They plan to hold a Hollywood Sun Devils networking mixer and L.A. Entertainment Career Fair every semester going forward.

“It’s my hope that Sun Devils bring signature ASU innovation to the industry,” Collis says. “And W. P. Carey students always represent ASU well.”

Calendar



Marston Exploration Theater

MARCH

14 Mark McKenna Lecture

Marston Exploration Theater,
School of Earth and Space Exploration
781 S. Terrace Road, Tempe, Ariz.

5:30 to 8:30 p.m.

Hear from former U.S. Surgeon General and Chief of Health Innovations at Canyon Ranch, **Richard Carmona, MD, MPH, FACS.**

wpcarey.asu.edu/mckenna

20 ASU Founders' Day

Arizona Biltmore, Frank Lloyd Wright Ballroom
2400 E. Missouri Ave., Phoenix

6 to 9 p.m.

Celebrate ASU alumni, faculty, and alumni supporters whose efforts have resulted in groundbreaking research, distinguished service, and visionary philanthropy.

alumni.asu.edu/foundersday

21 Sun Devil Giving Day

Join fellow Sun Devils and give to the areas you care most about from supporting deserving W. P. Carey students to assisting with groundbreaking business research.

givingday.asu.edu

The gift of growth

Second donation fuels more career resources, research, and fundraising campaign

Imagine receiving a gift of \$50 million to advance business — and then, 15 years later, receiving \$25 million more to enhance education for the next generation. That's what happened to ASU's W. P. Carey School of Business, thanks to a new donation by the W. P. Carey Foundation. The gift will be used to expand career services for students and establish two research chairs.

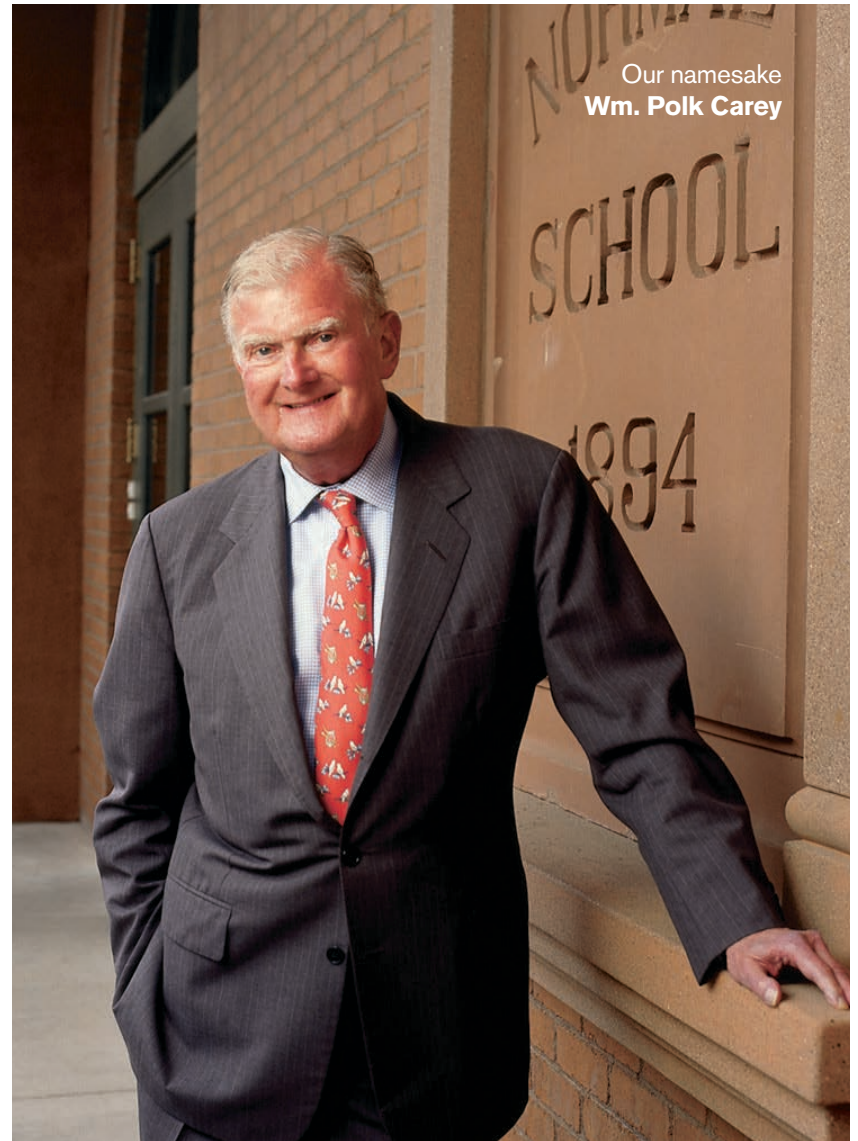
The W. P. Carey Foundation has directed at least \$15 million to enhance the number and quality of career resources available to our nearly 16,000 current students, and another \$10 million to recruit or retain prominent professors and researchers as endowed academic chairs.

"For the past 16 years, we have been able to reach heights that simply could not have been possible without belief in what we do and support along the way from the foundation and our many other generous benefactors," says Dean **Amy Hillman**. "This new investment reaffirms our stewardship of their previous gift and provides us what is required to innovate and enhance our standing in an evolving business and economic environment."

The donation will boost the assistance the W. P. Carey School provides to undergraduate and master's degree students to acquire the skills and opportunities needed to succeed after graduation. The newly renamed W. P. Carey Career Services Center, housed in the Business Administration building, will use the additional funding to increase job-placement rates for graduates, elevate starting salaries, develop new relationships with industry-leading recruiting partners, and enhance lifelong learning for alumni. The school will also significantly grow the numbers of mentees and mentors, recognizing the increasingly important role mentorship plays in education and career development.

The two new endowed professorships, called Carey Distinguished Chairs, will draw outstanding teachers and researchers recognized as leaders in their fields, enabling the school to build on its reputation for research excellence. With the Carey Distinguished Chairs' help, the W. P. Carey School will produce more research with real-world impact.

In addition, the W. P. Carey Foundation and the ASU Foundation have partnered to launch a giving campaign to raise an extra \$25 million. "We look at this investment as something that will benefit us not only in 2019 and 2020 but also serve as the launchpad for thousands of careers in the future," Hillman says.



APRIL

4 Dean's Council Executive of the Year Award Luncheon

JW Marriot Desert Ridge Resort and Spa
5350 E. Marriott Drive, Phoenix

11:30 a.m. to 1:30 p.m.

Join us to honor *Doug Parker*, chairman and CEO of American Airlines.

econclubphx.org

9 Back to Class Avnet Lounge, McCord Hall

5:30 p.m.

Head back to class with fellow alumni to learn from

Dean *Amy Hillman* and Associate Professor of Information Systems *Yili (Kevin) Hong*.

Learn more (p. 41) and register:

wpcarey.asu.edu/back-to-class

26 Undergraduate Class of 2018 One-Year Reunion

Macayo's Depot Cantina
300 S. Ash Ave., Tempe, Ariz.

6 to 8 p.m.

It has been one year since you walked across the stage — reconnect with friends old and new.

Free food and drinks. Space is limited. Register at

wpcarey.asu.edu/one-year-reunion

26 W. P. Carey Alumni Council spring meeting.

Engage with W. P. Carey through volunteer opportunities like mentorship, guest speaking, and events. Learn more: wpcareyalumni@asu.edu

27 15th Annual Pat's Run Sun Devil Stadium, Tempe, Ariz.

6 a.m. to noon

The 4.2-mile run is the signature fundraiser of the Pat Tillman Foundation.

pattillmanfoundation.org/pats-run/

(Continued on p. 8)

W. P. Carey students

Get into the business

The entertainment industry offers plenty of opportunities for people with business chops — especially if they also have a good understanding of the field. And luckily for W. P. Carey students, there are plenty of ways to gain that understanding at ASU. Here's a look at some of the programs that are opening doors to future careers in film, music, theater, sports, and beyond.

The Entertainment Business Association

The Entertainment Business Association gives ASU undergrads a behind-the-scenes look at the businesses behind movies, music, talent acquisition, and more. "Our main goal is to give members experience they can put on their resumes," says computer information systems junior **Branden Basche**, who is president of the club. Driven by the interests of club members, the experiences themselves can range from industry site visits to in-person resume workshops and everything in between.

Currently, the hottest area of interest seems to be film. Next fall, people from Scottsdale, Arizona-based film production company Sneaky Big Studios will talk to club members and give them a tour of their facility and sound stages.

For future entertainment marketers, the club is working with Phoenix-based

Allied Integrated Marketing, a creative agency with offices across the country and clients that include Disney, Warner Bros., NBC, and Netflix.

For those interested in nightlife, **Anthony Green** from Scottsdale's Steve LeVine Entertainment & Public Relations came to talk about the ins and outs of booking and dealing with entertainers.

Another hit was speaker **Andy Nelson**, the co-host of The Next Reel, a successful podcast about film. "He showed us how he produces the podcast with software and how he writes the scripts and does the marketing and distribution afterward," Basche says. Next, the club is trying to arrange a workshop in which students will create their podcasts under Nelson's guidance.

The club even hosts a workshop in which students spend five minutes reading and marking up each member's resume. "It's like speed dating," Basche explains. "There's no right or wrong for a resume in the entertainment industry, but it's good to get feedback."

Learn more: [instagram.com/eba_asu](https://www.instagram.com/eba_asu)

Sports business MBA concentration

The W. P. Carey School's sports business concentration prepares MBA students for working on the business side of professional sports. "Lots of people grow up wishing they could play professional football, baseball, or basketball, but opportunities are minimal. There are thousands of possibilities to work on the business side," says **Jeramie McPeck**, an adjunct professor who spent 24 years working for the Phoenix Suns and

Calendar

Papago Golf Course



27 W. P. Carey Alumni Golf Tournament

Papago Golf Course
5595 E. Moreland St., Phoenix

Registration from 11 to 11:30 a.m.

Enjoy some of the best views in the Valley, grow your network of alumni and friends over a round of golf, and support student success to graduation and beyond. Learn more and register:

wpcarey.asu.edu/golf

29 Sun Devil 100

Old Main, ASU's Tempe campus
400 E. Tyler Mall, Tempe, Ariz.

11 a.m. to 1 p.m.

Celebrate the achievements of Sun Devil-owned and Sun Devil-led businesses across the globe.

alumni.asu.edu/sun-devil-100

MAY

2 Annual Economic Outlook Luncheon

Scottsdale Resort at McCormick Ranch
7700 E. McCormick Parkway, Scottsdale, Ariz.

11:30 a.m. to 1:30 p.m.

Join the Economic Club of Phoenix for this annual event that gives a first look at the national, state, and local economy in 2020.

econclubphx.org

of entertainment

now teaches digital sports strategy.

Classes in the Full-time MBA concentration teach the same business fundamentals that apply in the corporate world, but they emphasize sports-related examples and bring in experts who work in the field.

“Marketing to a passionate fan base is different from marketing to buyers of consumer-packaged goods,” McPeek says. “We dissect campaigns and learn what did and didn’t work.”

The program also brings in guest speakers from local and national sports franchises. “In my class alone this semester, we had people from the Phoenix Suns, the Arizona Cardinals, the Arizona Diamondbacks, the Phoenix Rising soccer franchise, NASCAR, and the Ultimate Fighting Championship,” McPeek says.

Students get at least 20 minutes of question-and-answer time for each speaker, and McPeek encourages them to connect with the experts on LinkedIn. Every student also conducts an informational interview with a sports executive, asking how they achieved success.

Some students join the university’s Sports Business Association, which not only brings in speakers but arranges trips to meet sports executives and helps students find internships and jobs.

Learn more: wpcarey.asu.edu/mba-sports-business.

Toast Devils

A successful speech or presentation not only communicates information well, it also entertains the audience. If you’re an entertainment executive, the pressure to amuse and inspire is

even higher.

Toast Devils (a campus organization inspired by, but not affiliated with, Toastmasters International) lets future executives explore public speaking in a comfortable, safe space, increasing their confidence, and honing their technique.

Giving a good presentation involves reading the room, as well as knowing the subject and preparing. Recently, the club worked with lecturer **Taylor Carr**, who led a workshop with advice on using humor, modulating the mood during a speech, and bringing the audience along with you.

Undergrad and graduate students also learn through practice — and lots of it. They do multiple one-minute speeches on both prearranged and impromptu topics and give one another constant feedback.

“In my mind, compelling presentations involve entertainment, communication, and education. Business leaders need to understand how to combine all three,” says Toast Devils co-president **Dustin Weil**. “A lot of compelling public speakers are also highly entertaining.”

Learn more: orgsync.com/16715/chapter.



6-7 Golden Reunion

ASU’s Tempe campus
The ASU Alumni Association welcomes the Class of 1969 back to campus to celebrate their Golden Reunion. Takes place during Spring Commencement. alumni.asu.edu/goldenreunion

7 W. P. Carey School of Business Undergraduate and Graduate Convocation Ceremony

Sun Devil Stadium, ASU’s Tempe Campus
7:30 to 9:30 p.m.


JUNE

1 W. P. Carey Alumni Service Project

St. Mary’s Food Bank
2831 N. 31st Ave., Phoenix
8 to 10 a.m.

Volunteer and network with W. P. Carey alumni at St. Mary’s Food Bank. Guests are welcome. Register yourself, along with family or friends. Register: wpcarey.asu.edu/food-bank





Your 3-minute briefing
of two impactful
W. P. Carey graduates
in business

Executive Summary

Meet **SUZANNE CHABRE**

BRIEF: Suzanne Chabre (*BS Marketing '78, MBA '79*), vice president of marketing and communications for The Smith Center in downtown Las Vegas, has built the performing arts center's brand from the ground up.

With help from her eight-person team — which focuses on marketing and supporting the center through mass media, direct marketing, digital marketing, public relations, and data mining analysis — she's built an enviable identity for the institution. In a town jam-packed with entertainment options, she's carved out a space in a tourist-driven city that locals adore.

STATS: Chabre landed at The Smith Center in 2010, long before it first opened its doors. Since the center's opening in 2012, it's attracted more than 2.5 million patrons to its Broadway shows, concerts, dance performances, and educational events. *Pollstar* magazine named it among the 10 best theaters in the world.

BACKGROUND: Chabre, who grew up in Las Vegas, followed her older sister to Arizona State University. She got both a bachelor's in marketing and an MBA in four years flat.

Her first job out of college was as a market analyst for Volkswagen, where she dug into data to collect and evaluate information that supported sales plans and other initiatives. She quickly scaled the corporate ladder, excelling in the testosterone-fueled automotive world. She found ways to capitalize, even when the men she worked with underestimated her.

Dealers, for example, often resisted buying cars until they needed them, not wanting to keep extra inventory. Still, they'd brag about their successes and sales when they met with her. "You could use their big egos," she says, to persuade them to buy more inventory. When Volkswagen launched its District Sales Manager of the Year Award, Chabre was the inaugural recipient.

Eventually, Chabre switched gears into gaming, one of Nevada's white-hot markets.

She joined Caesars Entertainment in 1998, where she served as vice president of marketing for Bally's and the soon-to-open Paris Las Vegas.

Her work started well before the first visitors walked in the door. In a town known for its elaborate fakery, Chabre's research led her to a marketing strategy that looked much different from its competitors.

"Las Vegas — especially at that time — was faux this and faux that. [But our research showed that people] wanted authenticity," she recalls. "So, we went to Paris and studied everything. The Eiffel Tower we built was from an actual rendering from

Paris. We even filmed our commercials in France." It worked: Paris Las Vegas is now one of the city's iconic brands.

INSIGHTS: Chabre has learned that everyone thinks they're a marketer. She could pack a stadium with the number of well-meaning but inexperienced friends and acquaintances who want to tell her the best way to use social media or reach out to audiences. She politely sidesteps the advice, knowing that foundational research is the ticket to true marketing success — a lesson she took from her years at the W. P. Carey School of Business. "I always take the consumer perspective" she says, "That means doing a lot of research first, whether that's focus groups, samples, or quantitative and qualitative work."

CHALLENGES: When Chabre arrived at The Smith Center, she might have assumed she'd have it easy. "I'm in the target market for this place," she notes. And in a city of 2 million (not to mention the 40 million or so who make Las Vegas a vacation destination each year), she and her team just needed to figure out how to fill 2,000 seats for any given performance.

Still, there's a reason she calls her work the toughest job she's ever had. After doing an enormous segmentation analysis, she learned that the primary target market for the center is a much smaller half-million people.

Not only does she have to find an audience for the hundreds of different performances each year, but she has to help persuade the most devoted supporters to part with more than just the money for a ticket. Because The Smith Center is a nonprofit, Chabre is also charged with supporting the development staff, which raises a quarter of the operating budget through donations.

She does it all on a fraction of the budget wielded by the big-name brands just down the street. In this environment, building a top-notch team demands something more than money. "It requires us to work with people who are passionate about the arts, who will choose that passion over a paycheck," she says.

RECOMMENDATIONS: Chabre has climbed to a high perch in her field, and she has surprising advice for ambitious young marketers who hope to do the same: Slow down. "People always want to get to the next spot, they want to get promoted fast. But it's OK to be patient, to focus on doing a good job where you're at, and to learn as much as you can," she says. "That approach will help you contribute more in your next position."

(Continued on p. 12)



Meet JELA FOOTE

BRIEF: As a managing director at KPMG’s Philadelphia office, Jela Foote (*BS Computer Information Systems '01*) is one of five leaders who head up a team of 80 IT advisory professionals across the state of Pennsylvania. His areas of focus are helping organizations address technology risk, delivering internal audit services, and collaborating with the audit practice at the Big Four accounting firm.

BACKGROUND: Foote was determined to become the first person from his family to graduate from college. His six years of military service in the U.S. Army and the Army College Fund G.I. Bill provided the financial support to do so.

His last duty station was in Fort Huachuca, a few hours south of ASU’s campus in Tempe, Arizona. He was particularly intrigued by the computer information systems (CIS) program at the W. P. Carey School, with the combination of business and technology studies. “On the application for the degree program you have to select your top three degree choices,” he recalls. “I was so sure about my choice that I put CIS for all three.”

He got in.

The discipline and focus he honed in the military fueled him, and ASU’s Veterans Upward Bound program helped him brush up on the skills he needed to excel academically. “We did small group work to get our math skills and writing skills up, and they were my coaches, mentors, and cheerleaders who supported

me throughout my college career,” he says.

Foote’s education positioned him for a career in consulting. As a member of the Black Business Student Association, he learned those skills were in demand in the public accounting firms. At a career fair, Foote met an Ernst & Young leader named Christopher Horn, who was eager to help him find a role in the field. “He was genuine and interested in my success,” Foote recalls. He joined the company as an intern and later as an associate.

STATS: The education and networking opportunities Foote gained through W. P. Carey made an almost immediate impact.

STRATEGIES: Foote benefited from an array of groups and individuals who wanted to see him succeed, which has driven him to do the same for others. After four years at Ernst & Young, Foote moved to KPMG, where he has become laser-focused on mentorship.

Foote says that while hard-driving firms like his demand long hours and excellent work, he strives to balance high expectations for his team with a sense of humanity. “This is hard work,” he says. “But our job [at KPMG] isn’t to sell a widget or a product. It’s to sell people and their skills. And what comes with that is treating people as humans, helping them meet their career goals, and recognizing that they have responsibilities and lives outside of the office.”

CHALLENGES: In addition to the high expectations that KPMG places on all of its employees, Foote knows he bears an extra responsibility as an African-American in a leadership position. “Statistics show there is room for improvement in the public accounting industry related to the recruitment, retention, and success of people of color,” he says. “People with backgrounds similar to mine don’t know about the opportunities at the firm, don’t know how to get them, and don’t know how to be successful when they arrive. I understand and feel a responsibility to help.”

To that end, Foote plays an important role in KPMG’s African-American Network, developing and delivering curriculum for national conferences to support professionally diverse organizations. He also does significant campus and experienced hire recruiting, and helps new hires from all backgrounds get the support they need to succeed.

RECOMMENDATIONS:

Remember the people and the opportunities that helped you get to where you are today, and find ways to support the next generation of people who can benefit from your efforts. “I will never forget what it felt like to have someone who was interested in my success, what it felt like to get that first job offer, and what it felt like to understand that I was on a journey to true financial success,” he says. “It’s a good feeling to help people navigate this environment and help connect people with great opportunities.” ■

New W. P. Carey certificate provides huge career potential for business analysts

Faculty from the Department of Information Systems in the W. P. Carey School of Business will provide instruction in a new certificate co-developed by ASU and Cognizant, a leading provider of information technology, consulting, and business process services. The Cognizant Digital Business Analyst Certificate Program delivers 12 weeks of training to prepare students for new careers in consulting.

100% online, with no cost to you

The non-degree certificate program welcomes its first class in March, with a four-module curriculum delivered 100% online. The program is open to — and designed for — recent college graduates and others seeking a career change and will address a growing labor gap in the consulting industry. In fact, one of the principal reasons Cognizant values the partnership so highly is so it can interview graduates for positions within the company. Cognizant is also eliminating all the financial burden, paying the tuition cost and fees for every enrolled student in 2019.

“Collaborations like this are one of the reasons ASU has been ranked the most innovative university in America by *U.S. News & World Report* the past four years,” says Amy Hillman, dean of the W. P. Carey School. “ASU and the W. P. Carey School are constantly engaging corporate partners to better align what students learn with the skills and expertise the marketplace and employers are looking for. This program is just a natural extension of that thinking, and as it becomes successful and scalable, I would expect other companies to follow Cognizant’s lead and approach ASU about solutions for their organizations.”

The skills you need to succeed

The Bureau of Labor Statistics projects a 14 percent increase in business consulting careers by 2026. To help you meet the market demand, the curriculum for the Cognizant Digital Business Analyst Certificate Program is engineered to prepare you to hit the ground running. The program consists of four three-week modules, including Fundamentals of Business Analysis, Fundamentals of Project Management, Digital Enterprise Foundations, and Business Modeling Tools and Techniques. There is one two-day, in-person workshop after the first module. The program culminates with a two-day, in-person workshop.

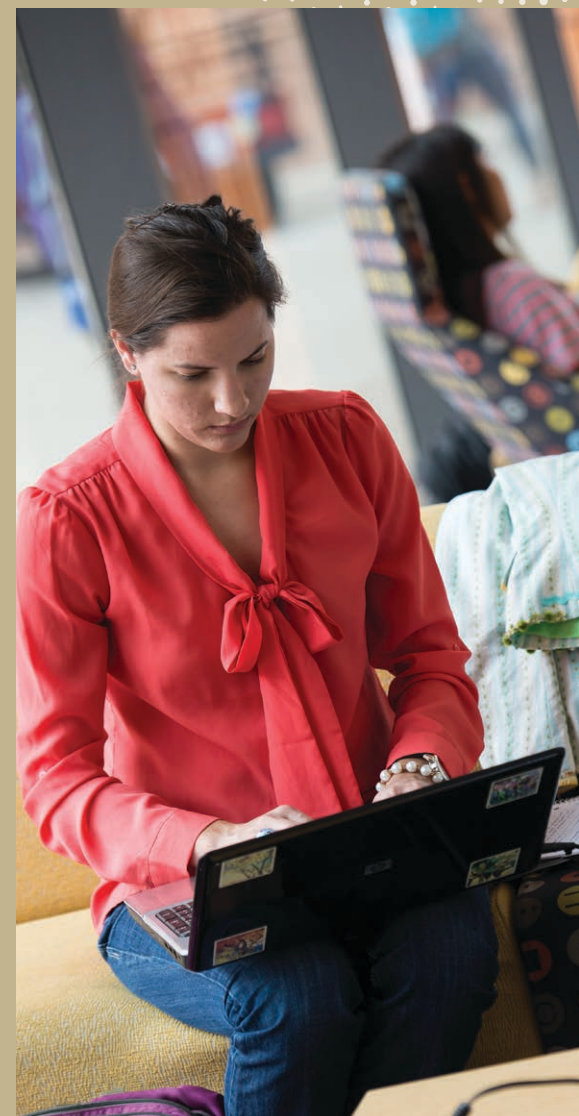
Although Cognizant plans to hire a number of graduates from the program, it is not a boot camp for the company; the skills students will gain cover the competencies expected of entry-level consultants in a broad range of IT consulting firms.

Don’t miss your opportunity

Although the first cohort has already begun, the program will be held two more times in 2019, with summer and fall launches planned. The curriculum, taught by faculty in the W. P. Carey Department of Information Systems, will deliver the skills that are most important to the role of an entry-level business analyst. Students will also benefit by gaining real-life insights from actual consulting professionals from Cognizant, who will be teaching parts of the course.

Learn more about the Cognizant Digital Business Analyst Certificate Program and apply today:

goto.asuonline.asu.edu/cognizant



ASU W. P. Carey
School of Business
Arizona State University



Stephen Teglas (*BS Finance '89*) in front of the bat signal at Warner Bros.

We're living in a golden age of entertainment. No matter how you spend your off-hours — in a sports stadium suite, sitting in front of the silver screen, or even just scrolling through your smartphone — there's no shortage of captivating options available to help you fill every moment.

And behind the magical storytelling, highlight-reel-worthy athletic accomplishments, and can't-miss viral moments, you might just find a W. P. Carey grad. From crunching numbers to calling the shots from the C-suite, these alumni are helping make the entertainment we love more accessible and irresistible.

Here, they share some of their favorite stories and a few tricks of the trade.

BRINGING CHARACTERS TO LIFE OFF SCREEN

Stephen Teglas (*BS Finance '89*) is senior vice president of North America merchandise licensing at Warner Bros. Consumer Products.

Teglas is responsible for merchandise licensing, retail sales, and marketing. "We leverage the company's intellectual properties — films, television, and comic books — and create three-dimensional products for our fans, effectively extending the story that they've seen on the screen or read in comics," he says.

His team determines the franchise strategies and priorities to take to market in the upcoming year. "Currently, we are developing product on Batman's 80th anniversary, Wonder Woman '84, Harry Potter, Bugs Bunny's 80th birthday, and a Scooby-Doo film that will be released in 2020," he says. "Through consumer and retail marketing, we develop strong franchise narratives that excite our fans and create relevance."

Ask about his favorite Batman and Teglas will tell you he is an Adam West guy.

"It's always fun to see fans playing with the toys or wearing the apparel that you helped create," he says. "Whether it's a Disney or a Warner Bros. product, when I see children and adults wearing our apparel or playing with our toys, I'm proud to work in the business that helped create it. The joy our fans have when interacting with our products is evident. For example, I see them when I'm walking through an airport. I will see a child pulling a Batman suitcase or wearing a backpack and I immediately think, 'I had a hand in that.'"

Trick of the trade: Teglas says he learned the long-term value of brands and franchises during his years at Disney (1993-2016). The mission, he says, is to create products that fans find relatable, timeless, and that draw them back to when they first connected

(Continued on p. 16)

The serious side of

entertainment

(Continued from p. 15)

with the content and that emotional experience: “If we do our jobs right, our characters will still resonate in the marketplace five, 10, and 20 years from now. It is our responsibility to make sure that our properties 10 years down the road are revered just as highly if not more than they are today.”

CAPTURING CONSUMERS’ ATTENTION WITH CUTTING-EDGE TECHNOLOGY

Matt Michalowski (*BS Finance '09*), the founder and president of digital marketing agency PXL, admits that there is a glut of imperfect advertising online.

“As a consumer, I don’t love being bombarded with bad ads. If you make advertising that is creative and fun, you will engage consumers,” he says. “When you’re working in entertainment and



MATT MICHALOWSKI

you’re making ads for products that bring enjoyment and escape to people’s lives, it’s a lot of fun.”

PXL, which is based in Los Angeles and works with television networks and movie studios to market their upcoming theatrical, home entertainment, and television series online, was recently awarded a prestigious Silver Clio for its work on Paramount’s 2018 home entertainment release *Sherlock Gnomes*.

The campaign featured a Facebook Live Q&A with the animated Sherlock character from the movie. The agency used real-time

face-mapping technology to translate an improv actor’s performance into a digital character who interacted with movie fans.

“It basically looked like the animated Sherlock character was talking, gesturing, and making facial expressions; it felt authentic,” Michalowski says. “When have you ever seen a character animated in real time

like that? Nobody had ever seen an animated character talking and answering questions in a live stream before. It’s a new technology, and it got people to stop when they were scrolling through their feeds.”

Beyond garnering a big award for PXL, the campaign resonated with consumers. It reached more than 10,000 fans and managed to get them to interact with Sherlock.

“My favorite part of the job is bringing new ideas to our clients and their customers and solving problems in creative ways,” Michalowski says. “It’s fun when you come up with a new idea, can run with it, and it’s effective.”

Trick of the trade: “The best advertising doesn’t feel like advertising to the person on the other end,” he says. “Content that people want to watch, share, and engage with because it’s authentically interesting, funny, or inspiring goes so much further toward building excitement in the product you are selling.”

LAUNCHING RECORDING ARTISTS TO THE NEXT LEVEL

Eric O’Connor (*BS Marketing '10*) got an early start in his management career after the New York Giants drafted his best friend’s brother, NFL player Will Beatty. The draft party O’Connor arranged went so well that Beatty hired him as a manager, a role O’Connor fit in between classes at W. P. Carey.

O’Connor now works as an entertainment attorney and co-founder of the management company MPM Partners based in Los Angeles. “We take artists who are already popular on YouTube and try to convert them into more traditional avenues,” he says, pointing to his client rapper DDG, who joined Epic Records in 2018.

The goal at MPM is to mold scrappy DIY social media artists into a more polished brand. “Most of them will try to put out songs on their own. So we’ll contact them, help them knead it down, and then help them do it better,” O’Connor says. He describes part of his job as being the “brand police.”

MPM is currently working on pulling its various artists together to create a compilation album, a tactic O’Connor learned from

(Continued on p. 18)

Sun Devils in the spotlight

Some of our favorite movie myths and moments took place right here in Tempe, Arizona.

Dim the lights and grab your popcorn for this behind-the-scenes look at epic extras, buzzworthy backdrops, campus cameos, and everything in between.

Fade to black, forever

The first movie known to be shot in Tempe was a silent film called “The Yaqui.” And while we’ll never hear or see the 1916 release — no known copies exist today — its mystery is irresistible.

Here’s what we know. The photoplay was both written and filmed in Tempe by Dane Coolidge and Hobart Bosworth, respectively. At the time of its release, it was a really big deal to practically everyone in the area.

“The Yaqui” is one of the Blue Bird features” — one of three photoplay brands created around that time by Universal Film Manufacturing Co. (now Universal Pictures) — “but even beyond that is the

fact that the play in its entirety was filmed here and presents scene after scene that practically all local people are acquainted with and in which many local people are seen,” proclaimed an article in the *Arizona Republican* on May 2, 1916.

Nearly 1,000 people witnessed a morning, afternoon, or evening presentation of the photoplay on May 3 of that year alone — including 200-plus ASU students, back when it was known as the Tempe Normal School.

Exactly two months later, the *Arizona Republican* ran an ad for the photoplay with this audacious call to action — “HEAR THE \$5,000 PIPE ORGAN” — and while we can’t



Eric O'Connor
(BS Marketing '10)

be sure what this means in the context of a film we'll never see, we can be sure that it was absolutely spectacular.

In period movie houses, every silent film performance was accompanied by an in-house pipe organist. Creating musical scores in real time clarified the atmosphere of the film — be it jaunty, maudlin, dramatic, or something else entirely — just as prerecorded scores do for audiences today.

On the morning of July 3, 1916, the *Arizona Republican* spread the word about some of the film's featured locations — including portions of town “just west of the Pacific [Creamery],” a historic site and the modern home of Four Peaks Brewery on

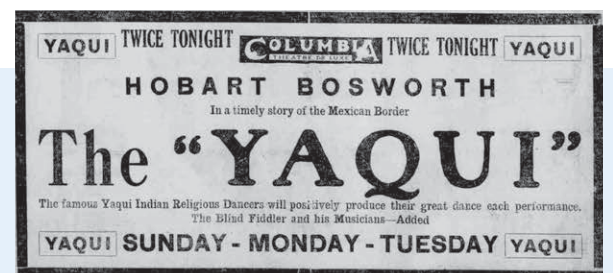
8th Street.

On to the plot points! According to an *Arizona Republican* from April 30 of that year, the film cast “some five or six hundred Indians and citizens of the little sister city” to tell the story of the Yaqui people, who had “been oppressed and [downtrodden] for years by their conquerors” in Mexico.

Bosworth played the role of Tambor, “the Yaqui separated from his family and deported to Yucatan where he escapes to return and even the score with his persecutors.”

And so goes the story of “The Yaqui,” at least as far as we know.

(Continued on p. 18)



(Continued from p. 16)

W. P. Carey. “Instead of having each person individually advertising the songs that they’re making on their respective YouTube channels, they’re all promoting one project that they’re all on.”

The biggest challenge of representing social media stars is credibility, says O’Connor. “You’re going into a business where [executives] look down upon you because you’re a YouTuber or a social media person,” he says. “They prefer to have some singer that nobody knows. They think that’s more valuable than a person that many people have already said they enjoy listening to,” he says. “They’re just old-fashioned.”

Trick of the trade: Prepare for gray hair. One of O’Connor’s favorite parts of the job is networking and meeting his clients on the basketball court, which he describes as “four or five hours just beating up on each other.” He knows that his knees and his ability to relate to 20-something clients won’t last forever, which is why the company is working on its own record label, 1010 Records. They have already received interest in partnerships from Columbia, Epic, and Atlantic Records. “We’re going to establish ourselves as the premium place to be for YouTube artists, and then I’ll get some young guns to go run the streets for us,” O’Connor says. “It’s all about pivoting.”



REACHING THE RIGHT CUSTOMERS AT THE RIGHT TIME

Joel McFadden (MBA ’06) has been on the team at Fan Interactive Marketing in LA since it was founded 10 years ago.

“We focus on one-to-one marketing in the sports and entertainment world,” says McFadden, who is currently the chief operations officer. “We provide services to clients, whether it’s venues like the Barclays Center in Brooklyn or sports teams like the Memphis Grizzlies

or Kansas City Chiefs. We essentially help them better optimize their data to target customers or prospects. Ultimately, the end goal is to sell more tickets or increase sponsorship values.”

McFadden originally became interested in sports marketing while working as an accountant. He chose the W. P. Carey School to help him transition into a career he could be passionate about. “I didn’t necessarily love the industry I was in, and I didn’t necessarily love some of the work that I was doing,” he says. “Then I looked around and said, ‘Hey, I’ve always loved sports. Since I’m not going to be competing in professional sports anytime soon, if I build my career around the business of sports, something that I love, I’d be much happier.’”

McFadden says the sports marketing agency’s main goal is to provide multichannel marketing campaigns to clients — via email marketing, digital advertising, and data analysis — to give them a better understanding of their own customers, which in turn helps them create stronger relationships.

Trick of the trade: “We try to leverage their data to figure out things like, for example, who’s buying season tickets, memberships, or suites, whatever it may be,” he says. “Then we create strategies and campaigns to help our clients target the right individuals at the right time with the right offer.”

THINKING OUTSIDE THE BOX DRIVES SUCCESS FOR LIONSGATE

It’s a turbulent time in the movie business, according to **Michael Burns** (BS Political Science ’80), the vice chairman of Lionsgate, a global media and entertainment company. “Right now, you have disruptors like Netflix that have taken the world by storm,” he says. “And then you have more traditional companies like Disney, which has made some terrific acquisitions including Marvel, Lucasfilm, and Pixar. It’s a new world.”

To distinguish itself and make its studio more competitive, Burns says that Lionsgate emphasizes underserved markets, and its approach to unconventional movie making has yielded great success for the studio.

“You have to be able to zig when everybody else is zagging; that’s what we’re doing on the movie front,” he says. “There are these giant



MICHAEL BURNS

(Continued on p. 20)

(Sun Devils in the spotlight, p. 17)

Deadpan on arrival

Jerry Lewis wanted to make his 28th feature film — “The Nutty Professor” — on a real college campus. While shooting on location was uncommon at the time, he and his 80-man production crew took over ASU’s Tempe campus to do exactly that in 1962.

A twist on Dr. Jekyll and Mr. Hyde, the movie centers on Professor Julius Kelp, a nerdy and absent-minded professor who concocts a potion to improve his social life. The potion turns him into Buddy Love, also played by Lewis, who is handsome, obnoxious, and confident enough to pursue Kelp’s student Stella Purdy.

Things get wild thanks to a side effect — the potion is totally out of control. Love returns to his original form again and again, always at inopportune times. Cue laughter.

A few of the plot points would be enough for most schools to avoid the Paramount picture altogether. And while excited to be involved, even a relatively young university like ASU had reason to



keep its name out of the limelight.

“If you look at the contract the university signed with Paramount Pictures,” explained ASU Archivist Rob Spindler, “they wrote in there the university could not be named in the script, so they were very careful to protect the reputation of ASU during filming.”

Some 200 Sun Devils were paid \$10 a day to serve as extras in the film, much of which took place in Discovery Hall, just west of the Business Administration building, which opened in 1968 (see story on p. 4). In one scene, the former business administration building — Interdisciplinary B, which today houses ASU’s Graduate College — is visible through the window of Kelp’s office.

(Continued on p. 20)



Celebrity CEOs: Shackled by fame

Some CEOs operate companies under the radar, with no notoriety or fanfare. Others are catapulted into idolatry, like rock stars and professional athletes. And they enjoy the trappings associated with fame — money, influence, and public adoration. But the cost of business stardom for celebrity CEOs might just be that: a trap.

Jonathan Bundy, assistant professor of management, mostly studies how famous companies and CEOs deal with external stakeholders and manage reputations in crisis and noncrisis situations. But he flipped the switch in his most recent study, “The Shackles of CEO Celebrity: Sociocognitive and Behavioral Role Constraints on ‘Star’ Leaders,” examining the mindset of famous CEOs who’ve been elevated to celebrity status.

Though image-makers focus on the positive public images of famous CEOs, it’s a position inherently lined with potential bottom-line pitfalls, according to Bundy. “Too many people want their CEOs to be famous. A lot of good can come from having a celebrity CEO. It certainly can bring attention to the firm, which can increase market share and help employees identify more with the company so they work harder,” he says.

“But it’s not necessarily a good thing to have a celebrity CEO. There are important psychological and psychosocial factors associated with being a celebrity CEO that can be detrimental to the company.”

Bundy identified four “archetypes” that celebrity CEOs are cast into because of their fame: creator, transformer, rebel, and savior. The associated star monikers create shackles because they cause famous business leaders to internalize their label and match their behaviors with how they view themselves, Bundy explains.

“It’s well-documented that a history of success among celebrity CEOs breeds less flexibility than similar CEOs who are not in the limelight. So they keep doing those things that made them famous instead of being more flexible and trying new things,” says Bundy. “In terms of management, you typically want as much flexibility and options to act as possible.”

The inability to embrace a different business approach in a new setting helped seal CEO Ron Johnson’s short-term fate at JCPenney, where the former pioneering Apple Store executive was hired to do a major rebranding that netted a 51 percent decline in company shares and his ousting after 17 months at the helm.

“Johnson was hired by JCPenney to make its stores hip and cool like he did at Apple, but he didn’t understand that JCPenney was a different business model. It was a terrible failure,” says Bundy.

While Johnson’s hiring was a colossal misstep for JCPenney, part of the

blame had to do with his celebrity, according to Bundy. “He couldn’t be flexible because in his mind the strategy that made him famous at Apple was going to work at JCPenney.”

Bundy and his fellow researchers argue that because celebrity CEOs develop a sense of autonomy and live in their own box, they believe they don’t need to take advice, reject accountability, and are less able to pivot when they need to. It’s a narcissistic tendency that clouds their judgment and undermines the growth of a company in an evolving marketplace.

“Johnson believed in the hype and himself so much that he didn’t have plan B,” says Bundy. “He viewed himself as capable of creating sexy, minimalist stores at JCPenney, but it wasn’t what JCPenney needed. He couldn’t get outside of his mind and the shackles that celebrity helped create.”

Because celebrity CEOs believe they have to maintain the same behaviors and decision-making that made them famous, external audiences — customers — expect them to keep doing those things, too. “In a perfect world, a celebrity CEO would be great for business, yet in Johnson’s case, if he wasn’t as well-known, he might have been able to change and do something different.”

Jumping archetypes — and industries — is not uncommon in the business world, but a star CEO label makes it more difficult for leaders to be effective decision-makers in new roles, according to Bundy.

“If Elon Musk suddenly announced he was becoming the CEO of GE or Ford, for example, he wouldn’t quite fit our idea of who he is because he’s a creator, an entrepreneur who is cutting-edge. As audience members, if he joined an older, established company, there would be pushback,” says Bundy.

And even celebrity CEOs in their current jobs run the risk of an expiration date in a constantly changing business world. “The actions and behaviors that make CEOs famous today may be a liability in five to 10 years when consumer preferences or competitors change,” he adds. “If the marketplace changes for the current organization, having a celebrity CEO could be a negative for the firm.”

Case in point: Musk, whose reputation at Tesla is so ingrained as an upstart creator with no bounds. “If the marketplace changes all of a sudden with increased competition for electric cars, Tesla might need a different type of leadership. Ten years from now, its strategy could shift to be more cost-conscious and concerned about production processes and other mundane business issues that it demands a new leader,” says Bundy.

Though Bundy believes it’s possible that some celebrity CEOs can have a long, successful run leading diverse companies, his research is a warning sign to proceed with caution in typecasting business stars.

(Continued from p. 18)

multinationals that are putting out giant superhero movies, so we'll do movies that we think are fresh, like "Wonder" or "La La Land." We've invented franchises out of thin air, like "John Wick." Those are all different genres, but with targeted audiences. And, in many ways, underserved markets."

Burns says Lionsgate's strategy for success in such a competitive landscape is to continue to evolve as a company and push boundaries. "The speed with which this industry is changing means you have to be nimble," Burns says. "When we did a musical with 'La La Land,' people thought we were crazy. But it worked out pretty well!" The movie won six Oscars and topped \$400 million at the box office.

Trick of the trade: "The best business schools expose their students to new disciplines and fresh ideas, helping them to become agile, nimble, and a little more innovative in their thinking. And by bringing them together with a diverse and multicultural group of students and faculty, they're able to see the world through others' eyes, enabling them to identify emerging and underserved markets and other opportunities that might otherwise have gone unnoticed."

THE MAN BEHIND THE MUSIC

Michael Zimmerlich (*BS Computer Information Systems '07*) is president of 80/20 Records in Phoenix and a crowdfunding adviser.

Zimmerlich fell in love with the hustle his senior year of high school, when there was an event called Market Day. "We had to come up with a product to sell to our fellow peers. A friend and I got footage from the high school television station and sold a yearbook on DVD. It did terribly, but I loved the experience so much."

One of Zimmerlich's best moments at work was when he was hanging out with one of the first groups he represented. "They were having a little rehearsal at one of their homes and said, 'We'd love your opinion on this new song,'" he says. "They played one of the most beautiful ballads I'd ever heard. I was in



MICHAEL ZIMMERLICH

the middle of the musicians, and I felt like I was immersed in it. It was such a profound moment."

There are also hazards. "We had booked artists for a three-day public event, and while one band was playing, an event organizer tapped me on the shoulder and said they needed to talk to one of the musicians who was on right then. I looked over, and realized one of them was stripped down to his underwear. It was supposed to be a

family event, so I went over to the guy and told him to put his pants on. He was cool about it," says Zimmerlich.

Trick of the trade: "I use a task management system called Asana, which I can't live without. Anytime I come up with something, I have a list in it called 'ideas,' and I'll throw it in there. I integrate Asana with the rest of my team, so they can see my ideas, and maybe one of those ideas is something that will inspire them to think, 'Let's go for this one.'"

DATA IS AT THE HEART OF HULU'S BUSINESS

Working as an engineer on Hulu's data team enables **Irfan Khanmohamed** (*MS Information Management '14*) to blend both art and science to help develop compelling content for viewers.

"Data is at the center of everything Hulu does," he says. "We're in such a competitive space. We're trying to grow our subscriber base, figure out what content people like, and figure out how we can keep our subscribers happy. You can't do any of that without going through the data."

Khanmohamed's job is to help the business side of the streaming video company assess its data using various tools. "My day-to-day is either solving problems for our analysts looking to access our data, or working on and maintaining the tools they use to access this data," he says.

His work at Hulu represents a major shift from his previous role. "I was looking to change — I was working in programmatic advertising," he says. "I loved working in tech, but I was tired of the advertising industry. I wanted to work for a company that created something people enjoyed. I submitted my resume online to their portal, they called me, and I got lucky."

Working at Hulu means that Khanmohamed gets to work in what he calls a "big data playground." "We have millions of subscribers and just a ton of content. We get to use any data analytics tool to examine the enormous amount of data we have. That's exciting," he says.

Trick of the trade: "We spend a lot of time looking at what content is being watched the most, and some of the top shows that people watch definitely surprised me when I first joined. The piece of information that I found most interesting was the top three shows sports fans were watching when they weren't watching sports: 'Big Bang Theory,' 'Family Guy,' and 'Fixer Upper.'" — *Tequia Burt and Claire Zulkey* ■



IRFAN KHANMOHAMED



(Sun Devils in the spotlight, p. 18)

Cardboard crowd shot

ASU has added maroon and gold magic to more than one movie over the years — including the 1996 classic "Jerry Maguire," filmed on location at Sun Devil Stadium. We already knew that many of the extras in the crowd were selected through an open call of students. What we didn't know is that at least as many extras were made entirely from cardboard.

Yes, cardboard.

According to our friends at the Tempe History Museum, each of the locals involved in the production

received a cardboard cutout of another person to place in the stadium seat next to them.

Stop by the Tempe History Museum to learn about other movies made in Tempe including "A Star Is Born" (with Barbra Streisand, pictured above), landmark U2 and Rolling Stones concert films, "Raising Arizona," and more. Save the date for their new exhibit scheduled to open in early May.



Like a good novel with a strong plot, sometimes the story of a person's journey through life can take an abrupt turn along the way and wind up in a place that they never had imagined.

That's the case for four W. P. Carey School graduates, whose professional careers were unalterably changed when an unexpected event or opportunity came into view. One graduate answered the call of his sick father, another witnessed a colleague's death, and a third got started anew with the help of a friend. A fourth saw an industry changing before her eyes.

All four would turn the page on their former lives.

FROM HEDGE FUNDS TO LIBATIONS AND LIVE MUSIC

Rodney Peter Hu (*BS Finance '96*) remembers well the day it all changed with a telephone call that came one night to his Brooklyn, New York, apartment. It was his cancer-stricken father in Arizona. And the news was not good.

"He called and said you really need to come home. He didn't think he was going to last much longer, and we had family affairs that I needed to take care of," recalls Hu, the family's only child. "I told him I'd be there. I understood that it was time to come home."

Hu had been living the dream, one he had held close for a long time. The Arizona native attended the W. P. Carey School, earned his degree, and then took on Wall Street. He aspired to be a hedge fund trader.

After an aggressive job search, he landed a spot at financial services powerhouse Cantor Fitzgerald in the summer of 1996 and was soon on his way. He spent eight years on Wall Street, working for such icons as Bear Stearns and Goldman Sachs.

"It was an amazing experience," says Hu. "I did not think I ever was going to leave."

He turned down his dad's first request to come home in the aftermath of Sept. 11, an event that unfolded as Hu watched from several blocks away. The timing was not right, he says. But three years later, he hung up the phone after that hourlong call with his dad and set a course for a new career as chief executive and owner of the family's Yucca Tap Room, a longtime Tempe bar and live music spot.

"It was a little scary at first being thrust into



Rodney Peter Hu (*BS Finance '96*)

unfamiliar territory," Hu says. "But I took pride in running the family business. Failure was not an option."

He talked to industry experts to learn as much about all aspects of running a successful business. Hu upgraded the menu to infuse his love of food from different cultures, installed more than 30 taps so the place could live up to its name, and continues to discover and bring local music of every genre to the neighborhood hangout nightly. He even has partnered with local brewing and distilling companies to offer one-of-a-kind Arizona brews to show his local pride.

Hu says he misses the fast-paced business world of times gone by, and the food and cultural mecca that is New York City, but he is happy with the business that he estimates has grown six-fold under his direction.

The former money man says a key has been focusing on people, not numbers, and maintaining good relations with employees and partners.

"You're going to run into a ton of pitfalls at the beginning and along the way," he says. "You have to keep a good, positive mindset."

In addition to reviving and expanding a local spot, Hu has used his entrepreneurial skills to start up

a few other businesses that are thriving. Hu was honored as a 2018 Sun Devil 100 recipient that recognizes the top 100 fastest-growing businesses run by ASU graduates.

TRADING EQUITY OPTIONS FOR EASTERN MEDICINE

Like Hu, Dr. **Monte Gores** (*BS Accountancy '95*) had his eyes focused on being a trader from an early age. He got his start at age 14 working a summer with his uncle, an equity options trader on the floor of the stock exchange in Chicago, and continued working there through college.

With a degree in hand, Gores moved from working with his uncle to becoming a trader on his own at Goldman Sachs and was transferred to San Francisco to work at the now-defunct Pacific Stock Exchange.

In the ensuing years, Gores says he began to reconsider his career path as the money-making opportunities began to worsen and the stress continued to grow.

But an event that happened one day on the trading floor rocked his world and signaled the need for a new beginning, he says.

"There was this guy who was a marathon runner who just keeled over and had a heart attack right on the trading floor," he remembers. "They couldn't revive him. I realized that in the long term, this is not where I wanted to be."

Gores says he began exploring a new direction, reaching back to his days at ASU when he began to study Eastern medicine and philosophy through yoga, meditation, and the martial arts.

While still a trader, he volunteered at a well-known acupuncture clinic in San Francisco for mostly low income individuals, amazed at the impact it had on Hepatitis C and AIDS patients.

Gore says he waited until the end of the year in 2001 so he could collect a \$50,000 year-end bonus as a trader and never looked back, finishing his initial classwork and traveling to China to see the origins of what would become his life-long calling — acupuncture and Chinese medicine.

His spiritual journey took him back to San Francisco where he received a master's degree from the American College of Traditional Chinese Medicine. He opened a clinic in Flagstaff, Arizona, in 2004 and earned his doctoral degree from the

Emperors College of Traditional Chinese Medicine in Santa Monica, California.

Gores settled in Idaho with his wife and two young children, far away from the tension-filled days at the exchange, where he says one would spend eight hours staring at a screen, catch bosses berating employees, and witness the occasional physical altercation.

Gores says he is at peace in picturesque Coeur d'Alene, where the people are friendly, the lakes are beautiful, and his inner voice is calm.

"Things are more aligned here, this is more congruent for me," says Gores, a sole practitioner who sees about 60 patients a week. "It's not for everybody, but over the years it seems right for me."

FROM CORPORATE NEST TO WELLNESS STARTUP

Amy Nelson (*BS Accountancy '92, MBA '02*) says she can thank a company colleague for a career rebirth that saw her exit the high-stress corporate world as a top-level executive for a better pursuit.

Nelson, former vice president for finance at Iridium, says the long days of work and travel had begun to impact her mentally and physically. She could see the need to change staring her in the face daily, not to mention the additional 15 or so pounds that really didn't need to be there.

"When you're working so hard and eating out of a vending machine, it all adds up," says Nelson, whose scoliosis back pain had begun flaring. "That on top of all the stress can really mess with people. It sure did with me."

Then her friend walked into Nelson's office proposing she try a home workout and nutrition program to better cope. She says the regime "saved my sanity" and caused her to rethink life a bit.

Two years later, Nelson left the corporate nest and started an online company aimed at coaching her business brethren on how to manage stress and strike a healthier balance between life and work demands. She started slowly filling up her client roster with friends, family, and former colleagues. Nelson coached and held them accountable.

She co-founded ExecLevel Wellness in 2016 with her husband, Randy, a former ASU research professor, who has a doctorate in chemistry from the university.

She says the goal is simple: the focus on nutrition and fitness and how that can make a person a better leader and age more gracefully.

"We help busy executives find time to eat better, move more, and conquer stress without spending hours in the gym or learning how to cook elaborate meals that are good for them," says Nelson, a

member of the W. P. Carey Alumni Council.

She acknowledges that her new career is far removed from her earlier days in school and business, where she found comfort in the black-and-white nature of numbers. Now, her world is all about people.

Nelson says she and her husband have big plans for the future of the business, which she still describes as a startup. But Nelson quickly adds that any stress of building this business does not compare to what she left.

Her advice to others? You might want to dip your toes in the waters of change instead of dropping in both feet at the same time.

"If you have something you're passionate about, do your research and start slow," Nelson advises. "That way you can see if you like it and get some of the benefits without immediately changing careers completely."

And there's another twist. She advises people to "work out of your comfort zone. It's kind of boring if you don't."

NEW PLAYLIST: HIGHER ED AND U.S. NAVY

For 17 years, **Tracy Lea** (*BS Marketing '98, MBA '03*) was a fixture in local radio at such Phoenix market mainstays as KDKB-FM 93.3 and KZON-FM 93.5/103.9, working as an on-air personality and more.

Lea, who started in the business at age 16, went on to create an entertainment business and full-service recording studio, Dreamcatcher Recording, under Tracy Lea Creative. The company developed artists and created marketing plans.

But after a few years, she realized she had been there, done that in an industry that was changing. It was time to find another passion to pursue.

Then came "a dark time," she says, that left her to seriously re-examine her life and search for what the future should look like.

"There were definitely some challenges and struggles about how to reinvent myself in a way that would be most rewarding," Lea says. "It took me some time until I found out what would drive me again."

Lea rode into her post-radio years by taking a stab at higher education, earning a job as a director of the business program at a for-profit college.

At the same time, she says the clock was ticking on her desire to get into the military, so she joined the U.S. Navy reserves. Lea has won several accolades, including being named the 2016 Navy Reserve Jr. Sailor of the Year for the Southwest region.

"The military just spoke to me," says Lea, who serves as an avionics technician. "It was an honor to serve and to have that opportunity. It was kind of the last missing piece in my world."

Lea moved on in higher education circles in 2013, landing at ASU as assistant director of venture development at Entrepreneurship + Innovation. She works with the Venture Devils, a program that provides budding entrepreneurs — ASU students,



Amy Nelson
(*BS Accountancy '92, MBA '02*)


faculty, staff, and those in the community — a possible way forward for their ideas. The program offers seasoned mentors and access to funding for their budding businesses.

In addition, Lea teaches a class for both business and engineering students about entrepreneurship and creating value creation.

"I love being on campus and continuing to learn," Lea says. "It's a vibrant environment without a doubt. Students have so much energy; it's so inspiring to be with them."

Lea still serves as a reservist in the Navy, spending at least one weekend a month at Luke Air Force Base and most recently training with a fighter jet squadron at least two weeks a year. But those are just the minimums.

"I look at everything I've constructed, and I feel pretty proud," she says. "I love ASU, and I'm proud to serve our country." ■



“Research proves that the food environment is a strong predictor of health risk. Individuals who live in food deserts and must travel long distances to a grocery store often exhibit higher rates of obesity and chronic disease.”

Research by
Lauren Chenarides,
*Assistant Professor
of Agribusiness*

Improving food access in rural communities

Rural homes dot the desert landscape, huddling here and there alongside arid, saguaro-studded arroyos and pinyon-pined mountains in Arizona's Sonoran Desert. Nestled within these remote communities is another kind of desert: the food desert.

These market-deficient communities that lack access to healthy, affordable food options aren't specific to desert topography, however. They exist across the nation in both urban and rural areas. What interests Lauren Chenarides, assistant professor at the Morrison School of Agribusiness, is Arizona's rural food deserts. She is studying the impact of existing policy solutions and interventions designed to remedy the problem.

Initial analysis revealed that 46 percent of U.S. rural counties not bordering an urban center had zero large supermarkets (a store with more than 50 employees). For nonmetro counties that are adjacent to an urban county, the number drops to 25 percent.

Why does it matter? "We should all have access to healthy food options," says Chenarides. "Research proves that the food environment is a strong predictor of health risk." Individuals who live in food deserts and must travel long distances to a grocery store often exhibit higher rates of obesity and chronic disease. Frequently, these families augment their weekly or bimonthly shopping trips with limited food choices at convenience, corner, and dollar stores or — if available — fast food restaurants.

It's all about the profits

"Whether a food desert exists comes down to demand," explains Chenarides. "That is a large contributor to whether a supermarket will choose to locate in an area. Can the demand support profitability?"

Two types of existing policies supported through the U.S. Farm Bill work to improve food access: supply-side policies (SSP), which offer subsidies and tax breaks to supermarkets to build new stores; and demand-stimulating

policies (DSP), such as the Supplemental Nutrition Assistance Program (SNAP — formerly food stamps), which can increase consumers' purchases, and therefore bolster store sales.

Chenarides, along with colleagues from Colorado State University and Pennsylvania State University, analyzed both policy types to determine which were most cost effective for supermarkets considering entry into nonmetro markets. They culled 16 years of public data from 3,300 counties in the United States.

The group investigated the impact of a \$1 million intervention on both an SSP and DSP. In another scenario, they computed the impact of increased governmental SNAP coverage to a supermarket's profitability.

They applied a theoretical and empirical model that considered the minimum population necessary to financially support a new store. Their computations took into account a store's fixed operating costs and variable profits, number of nearby existing stores, and several socioeconomic factors including local wages, rent, property values, and percentage of SNAP enrollees.

Which works better: SSP or DSP?

The research revealed that cost effectiveness for both policy types depends upon three variables: 1) the presence of an adjacent metropolitan county, 2) the number of existing stores, and 3) the duration of demand-side (SNAP) coverage.

Metro-adjacent. "Supply-side interventions appear to be more cost effective when the retailer is located closer to a city, because the store can draw from the rural area and a larger metropolitan area beyond to support long-term profitability," says Chenarides.

Existing stores. Demand-side policies are preferred if there are no existing stores in a nonmetro county. "You need to have demand for a store to open, and even though a DSP doesn't actually increase a store's profits directly, it does stimulate demand. Therefore, lower numbers of customers are needed to keep one store profitable."

SNAP coverage. Food assistance dollars are meant to be a temporary solution until a family regains financial footing. While effective in providing food access, DSP can become costly — especially when a household uses SNAP benefits over time.

The future of the food desert

"There is no clear pathway to see how food deserts will be eradicated or whether that's an achievable outcome," says Chenarides. "And there is no one-size-fits-all for the most profitable solution." In some instances, improved SNAP coverage is more cost-effective than an SSP, but in others, the reverse is true — based on competition, demographics, and food distribution systems.

Food retailers should consider the types of government support available and whether they factor into location decisions. Study of urbanization levels, market saturation, the duration of food assistance programs, and the nuances of regional markets are also integral to successful market entry. Additional research is needed to understand individual shopping preferences and trends, as well as consumer barriers, including food preservation challenges, access to transportation, and product affordability.

Chenarides believes traditional retailers may not be best equipped to minimize rural food deserts. Dollar and corner stores may fill the void in the future by adding fresh fruits and vegetables; distribution systems may merge with the retail sector offering pick-up points at local churches; and online shopping may play a role in some communities. Even collaboration across institutions and agencies may provide viable solutions. The key, says Chenarides, is continued review of metrics and consumer behaviors. ■ — *Melissa Crytzer Fry*



There's more to this story.

Watch and learn from Lauren:

news.wpcarey.asu.edu/food-deserts

“Often the phishing schemes we see are asking for donations to a cause, but the actual donation page is not legitimate. Or bots spread hyperlinks leading users to pages with malware that empowers hackers to steal data.”

Research by **Raghu Santanam**, Professor and Chair of Information Systems (left) and **Victor Benjamin**, Assistant Professor of Information Systems

Man vs. machines: Research aims to nix bot content online

People have been battling robots for decades in the movies and, with the proliferation of “bots” online, we’re now fighting them for real. Scholars estimate that as much as 8 percent of content on social media platforms comes from bots.

Among Facebook’s 2.27 billion active users, that 8 percent would equal 178 million nonhuman accounts. If those code-created Facebook posters were the citizens of a nation, they would make up the fifth largest country in the world. Those 178 million bots would outnumber the populations of France, Italy, and Spain combined.

Over the past two years, bot interference has earned enough media attention that users are becoming a little savvy about identifying them, says Assistant Professor of Information Systems Victor Benjamin. That’s why he teamed up with his departmental colleague Professor and Chair of Information Systems Raghu Santanam to see if users can help platform owners detect bot activity online. Using analysis based partially on user reactions to bots, the researchers uncovered an approach that holds promise for faster and more accurate bot detection.

I, robot

What, exactly are bots? “In the Reddit space or on Facebook or Instagram, bots are virtual robots,” says Santanam. “They’re programs that are designed to react in a certain way based on the stimulus they receive, and the stimulus, in this case, would be social media interactions.”

He adds that social bots have been used for multiple reasons. In politics, they may spread false news or propaganda designed to exaggerate existing biases. “They increase the polarization,” he says.

Bots also have been used to sway

policy. When the Federal Communications Commission invited public comment on plans to repeal net neutrality protections, bots chimed in, generally with comments in support of the repeal. Eric Schneiderman, New York’s attorney general at the time, estimated that hundreds of thousands of stolen identities masked the bots. “There were comments being made by dead people, which is a huge tell that names were stolen to propagate fake comments,” Benjamin says.

Bots also have been used in advertising campaigns to simulate interest in products or messages, falsify online “likes” and “votes,” as well as swell the ranks of followers some famous person can boast, which means advertisers may be paying more than they should for celebrity endorsements. In addition, bots are used to lure unsuspecting social media users to scams. “Often the phishing schemes we see are asking for donations to a cause, but the actual donation page is not legitimate,” Benjamin notes. “Or bots spread hyperlinks leading users to pages with malware” that empowers hackers to steal data.

Machine-readable

To help platform providers like Facebook and Reddit identify bots, Benjamin and Santanam performed a linguistic analysis of both known bot accounts and nonbot accounts on Reddit. The researchers used analytic methods rooted in artificial intelligence (AI) to parse through bot- and human-generated messages while comparing features of the content, topics discussed, and language used. In addition, the researchers looked specifically at the human reaction to the bot posting. That means instead of using AI to augment human decision-making, they used human comments to augment AI.

“What kind of linguistic patterns did we look at?” Benjamin asks. “There may

be specific ideas that the bots are trying to propagate, and you may see the same message pushed repeatedly by a few different accounts.”

Or topic persistence will flag bot interference. “If there is a six-month-old account and it only posts about one topic, that’s suspicious,” he continues. Along with topic and message similarity, the researchers evaluated user comments identifying bots, as well as the confidence levels expressed by the users. “If someone says, ‘I think maybe I have found a bot,’ that’s a very different confidence level than someone saying, ‘I know for sure this post is from a bot,’” Benjamin explains.

He adds that the researchers also have been trying to evaluate the influence of bots. The scholars use “thumbs up” and “thumbs down” votes on comments — what Reddit calls a posting’s karma — as one signifier. They also look at how many comments a bot posting receives. “In this study, we’re measuring how influential the bot was in generating interaction with humans,” Benjamin says.

Results from this ongoing research confirm prior studies and show that message similarity is indeed an indication that bots maintain their activity for long periods of time. This research also shows that bot detection improves with additional inputs, such as human identification and interaction.

“We’re helping platform owners take full benefit of how humans react to the type of messages that bots send out,” Santanam says. “The more you are able to leverage human intelligence, the better you get at detecting bots before they create too much damage.” — *Betsy Loeff*



There’s more to this story. Watch and learn from Victor and Raghu: news.wpcarey.asu.edu/breaking-bots

Why we shop to feel better

An executive who feels outmaneuvered at the office invests in high-end pens and briefcases. A woman who feels unattractive after a breakup binges at the makeup counter. A new, insecure student loads up on university-branded hats and sweatshirts.

Researchers have known about “retail therapy” for years.

We know it happens, but on a psychological level, how does it work? How is it that someone feeling unattractive suddenly perceives a pretty scarf as an exceptionally beautiful must-have? What makes a worried executive’s eyes latch onto that Mont Blanc behind the glass case?

In their paper “Identity Threats, Compensatory Compensation and Working Memory Capacity,” Andrea Morales, the Lonnie L. Ostrom Chair in Business and professor of marketing, and her co-authors share the answers to these questions based on their research.

“There had been a black box between feeling threatened and buying products to make you feel good. We learned that when people feel threats to their self-esteem, it reduces their working memory capacity and makes them more inclined to purchase products that make them feel better,” Morales says.

The researchers’ work also offers intriguing insights that could be used by marketers — or people who want to avoid being swayed by them.

Designing experiments

Morales and the other two researchers — Nicole Coleman, assistant professor of business administration at the University of Pittsburgh, and Patti Williams, associate professor of marketing at the University of Pennsylvania’s Wharton School — conducted a series of experiments to show how social identity threats affect thinking and purchasing decisions.

Prior work by Coleman and Williams revealed that social identity constructs have specific positive and negative emotions associated with them. For example, athletes like to feel angry because they think it helps them compete, but they dislike feelings of sadness or guilt, which interfere with their competitive drive. People

volunteering for charitable causes find it useful to feel sad — to them, sadness indicates empathy for the people they’re trying to help. But anger is unhelpful in a volunteering context.

The researchers used this information to design their experiments. They had students think about particular social identities — athletes or volunteers, for example — and had them listen to music, view images, or watch videos that were known to elicit specific negative emotions. Depending on which social identity they were thinking about, this emotion was either consistent or inconsistent with their salient social identity.

After that, they were given a cognitive test. In a series of experiments, those who were given material that was inconsistent with their social identity (sights or sounds that made athletes feel sad, or volunteers feel angry) performed significantly worse on the cognitive test than those who were exposed to stimuli that was consistent with their social identity.

In other words, feeling an emotion seen as “wrong” for the salient identity had a negative effect on test performance. This part of the research shows that when people feel they are enacting the “wrong” emotion it threatens their social identity and impacts their thinking. Specifically, according to their results, it lowers working memory capacity.

After taking the cognitive test, the research subjects were then asked to evaluate products. Those who had been exposed to the “wrong emotion” consistently gave higher ratings to products that could help affirm their sense of identity. For example, sad athletes gave higher marks to athletic shoes and bottles of Gatorade than those who felt angry — a feeling athletes consider appropriate and even helpful in an athletic context. People exposed to the inappropriate-emotion material also reacted to identity-related products faster than others did — suggesting consumers are able to process the products they need to reaffirm their identity more easily than nonidentity related products.

The researchers had established a connection between social identity threats and compensatory consumption, but they weren’t quite done. In a final experiment, they had athletes write about the values that were important to them, how they have demonstrated

those values in the past, and how they would continue to do so. Then the athletes watched a video clip meant to elicit sadness (their “wrong” emotion) and took the cognitive test.

It turned out that affirming their values mitigated the effects of experiencing the inconsistent emotion. People who did the self-affirmation exercise before seeing the sad material did better on the test than those who didn’t do the affirmation exercise. Their working memory capacity was higher.

Real-world implications

The researchers’ findings about emotions and memory could lead to further research to improve memory training. “No prior research has shown ways to increase working memory capacity other than intense mental training,” Morales explains. “What we found is that feeling the right emotion at just the right time has the same beneficial effect.”

So if you’re cramming for a test, it helps to listen to the right music. “Anything that can create that feeling of synchronicity — of aligning your identity with your emotions — might help,” Morales says.

The connection between social identity threats and consumption might be used to drive sales. To most marketers, this connection is not intuitive. Stores that sell athletic apparel often display pictures of competitors standing atop the podium and play hard-driving music. Everything is designed to appeal to the athletic persona.

But Morales’ research suggests that aiming for emotions 100 percent consistent with athletes’ self-image may be counterproductive for sales. Ironically, a store with pictures of athletes on the walls may want to switch from electronic or heavy metal music to Pachelbel or Bach in order to create the kind of identity contradictions and discomfort that leads customers to try and reaffirm their identity by buying athletic products. — Teresa Meek



There’s more to this story.
Watch and learn from Andrea:
news.wpcarey.asu.edu/retail-therapy

“We learned that when people feel threats to their self-esteem, it reduces their working memory capacity and makes them more inclined to purchase products that make them feel better.”

Research by **Andrea Morales**, *Lonnie L. Ostrom Chair in Business and Professor of Marketing*



W. P. CAREY *Land*

An alum's first real-life game

Once upon a time, a student graduated. It was a bright, sunny day as the alum took graduation photos outside McCord Hall, in front of Palm Walk, and sitting next to the "Spirit" sculpture. Then, to everyone's surprise, the alum left and was no longer at ASU...

"A lost alum is so distressing," says Dean Amy Hillman. Learning experiences, business opportunities, and future collaborations are absent without them.

All of W. P. Carey Land is ready to welcome alumni back to campus. You can help, too, by making your own forward progress on the W. P. Carey Land path.

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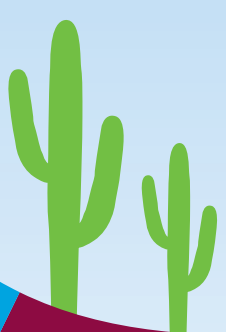
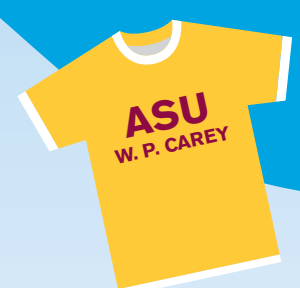
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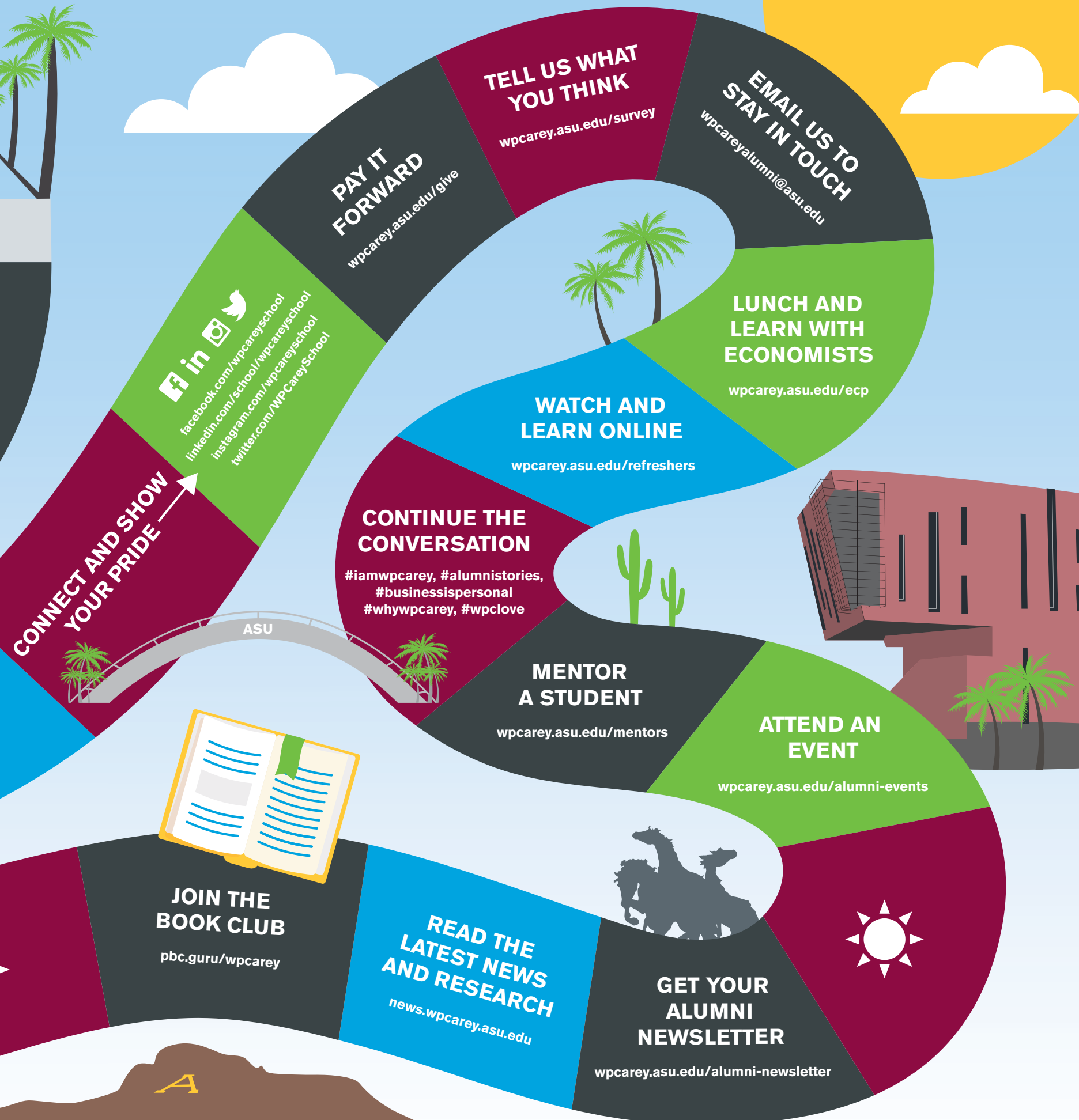
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CLASS NO



And in this corner: Accountancy alum Levi Cooper, aka Tucker

Shortly after graduating from the W. P. Carey School, **Levi Cooper** (*BS Accountancy '13*) had the opportunity to try out with WWE, the organization also known as World Wrestling Entertainment. Being a WWE Superstar wasn't the life he envisioned. When his All-American collegiate wrestling days were over, he expected to begin his new career in the accounting world. But on July 24, 2013 — which happened to be Cooper's birthday — he got a call that would change his life. WWE wanted to offer him a contract after having him in for a tryout the month before.

Fast forward five years, and Cooper is one of the up-and-coming Superstars in the company. He wrestles under the name Tucker and is one half of the tag team duo Heavy Machinery. Cooper had been wrestling on the WWE's NXT

developmental brand since 2015. However, on the Dec. 17, 2018, episode of Raw, WWE's flagship program, it was announced that Cooper and his tag team partner were being promoted to the main roster.

"Professional wrestling wasn't on my radar," Cooper says. "When the opportunity popped up, I knew it was something I needed to do. It was the best decision I've ever made in my life."

Cooper joined forces with another former NCAA wrestler named Otis Dozovic to form Heavy Machinery. Over the past three years, the duo has performed on NXT, which operates as WWE's third global brand alongside Raw and SmackDown.

For Cooper, a typical week involves a significant amount of preparation and training. Based in

Orlando, Cooper spends the majority of his week at WWE's Performance Center. On a daily basis, Cooper is working on strength and conditioning, watching film, and developing his character through promo classes, among other things. At the end of the week, Cooper performs in multiple shows either in Florida or out of state.

Inside the university ring

Though he didn't pursue a career in accounting, Cooper notes that his time in college helped prepare him for a number of different aspects of life as a sports entertainer. He says that his business education has been a valuable resource as he tries to build his individual brand. By understanding marketing concepts, Cooper notes that he's in a much better position as he works on different

TESTS

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< Levi Cooper

(BS Accountancy '13)
as Tucker, half of the duo
called Heavy Machinery.

aspects of his brand, such as creating tag lines and hooks. Another way his time at ASU has been helpful is on the accounting side. Since Cooper operates as an independent contractor with the company, he says his education has been very useful when preparing taxes.

After attending Portland State (which discontinued its wrestling program) and Cal State University Bakersfield, Cooper transferred to ASU in 2010. He says he was drawn to Arizona State University because it provided him with a chance to wrestle with a talented program, while allowing him to study in a top-level accounting school.

Cooper had started college as a general business major. Yet once he took his first accounting class, he says he was hooked and knew what he wanted to pursue as a major — and a career.

"I'm puzzle-oriented, and accounting fit my general mindset," he says. "On top of that, it was something I saw a decent future in, and it was a job I'd be good at."

During his time at ASU, Cooper was one of the nation's top wrestlers. In his first season, he was 27-12 and won All-American honors after finishing in eighth place at the NCAA Championships. Additionally, during the 2011-12 season, Cooper was consistently ranked among the 10 best wrestlers in the country.

For Cooper, his time with the ASU wrestling program helped prepare him for many facets of his professional career. Cooper also notes that having teammates such as Anthony Robles, who won the 2010-11 NCAA title and was born with one leg,

gave him perspective on the impact of putting in hard work. He also says that he learned the importance of working together.

"I got a great understanding of how to work in a team environment," says Cooper of his tenure with the Sun Devils wrestling program. "In the WWE, we are trying to work together to put together the best show and product we can."

According to Cooper, his new career fits his personality perfectly. And though he didn't go into the accounting industry, he feels that he's right where he needs to be.

"My favorite part (of being in the WWE) is the freedom," he says. "It affords me the opportunity to be myself. To be performing in front of people and have them be on board with what I am doing. It's what I was meant to be doing all my life." ■



Coen Dean Thompson was born to **Shane Thompson** (BS Mechanical Engineering Technology '04, MBA '10) and **Karyn Rhodes Thompson** (BA Sociology '05) in San Diego on July 28, 2018. Pictured with him are his five-year-old sister, Avanel, and two-year-old brother, Brooks.

1960s

Lamar Owens (BS Marketing '61) is a managing partner of Owens Consulting in Phoenix.

1970s

Michael McCoy (BS Transportation '79), director of testing, commissioning, and handover for Saudi Customs in Riyadh, says, "I'm actually a 35-year aviation guy, but this is too meaningful an assignment to pass up. All the best to fellow alumni. The degree is responsible for my first job, my current position, and most in between."

1980s

Gregg Lipton (BA Business Administration '80) owns Gregg Lipton Design in Cumberland, Maine, where he creates furniture for homes and businesses.

Clyde Shook (BS Computer Information Systems '80) retired after 30 years in the Air Force and settled in Prescott, Ariz., where he spends his time enjoying life with his wife, Kristine, and their two cats.

Wesley D. Edwards (BS Business Administration/Marketing '81) is North America sales manager with Leng-d'Or, a healthy salty snack company from Barcelona, Spain. Edwards manages the North America market and travels to Barcelona selling organic, non-GMO, and conventional salty snacks.

Demetria Newman (BS Advertising '81) is an entrepreneur who has built her own marketing companies and recently published the book, "The Beauty Enigma – The Art of Ageless Beauty... from the Inside Out."

Kirk Meighan (BS Finance '82), a member of the W. P. Carey Department of Finance Advisory Board, recently joined Barclays Investment Bank as a managing director in the Global Industrials Group in New York City. He is responsible for raising capital and providing strategic advice to clients in the capital goods sector.

John Adler (BS Management '83) is the

vice president of supply chain for Dallas Area Rapid Transit in Texas.

Alan Noblitt (MBA '84) is the owner of real estate note buyer company Seascape Capital Inc. in Phoenix.

Ninette Vaz (BS Management '85, MBA '88) is global supply chain internet of things senior manager at Intel in Chandler, Ariz.

John "Chip" Wright (BS Finance '85) has completed a term on the nonprofit Regional Center of Orange County (Calif.) board of directors and was recently elected to serve as board treasurer. He is executive vice president with the commercial real estate firm CBRE in Newport Beach, Calif.

Michael O'Neill (BS Marketing '86) is branch manager at Roofline Supply San Diego, which has been in the roofing distribution industry for more than 32 years in Chula Vista, Calif.

What happened in Vegas

Pictured are some of the ASU business grads who turned out this fall for an alumni gathering in Las Vegas. The event hosted by **Keith Smith** (BS Accountancy '82) of Boyd Gaming was held at the Orleans Hotel & Casino's beautifully appointed Stardust Suite overlooking the Las Vegas Strip. If you're interested in connecting with fellow Sun Devils and would like to set up an alumni gathering of your own, reach out to **Brennan Forss** at wpcareyalumni@asu.edu.



2019 Founders' Day honorees

Arizona State University's annual Founders' Day event honors ASU faculty, staff, alumni, and advocates who exemplify the pioneering and innovative spirit of ASU's founders. Two W. P. Carey alums are being recognized. Learn more: alumni.asu.edu/foundersday

Alumni Achievement Award, 2019

Denise Resnick (*BS Business Administration '82*) Founder and CEO, DRA Collective; Co-founder and Emeritus Board Member, Southwest Autism Research & Resource Center; President, CEO, and Board Member, First Place Phoenix.

Young Alumni Achievement Award, 2019

Sky Kurtz (*BS Finance '04*) Founder and CEO, Pure Harvest; Entrepreneur-in-residence, Shorooq Investments; Co-founder, Vence; graduated summa cum laude.



Megan Creecy-Herman (*BS Real Estate '03*) is Liberty Property Trust's vice president and market leader for the Arizona region. In her role for the largest publicly traded office and industrial real estate investment trust in the nation, she's responsible for oversight of portfolio acquisition, development, and leasing activities.

Mason Longstreth (*BS Accountancy '03*), a senior wealth adviser at family wealth firm TFO Phoenix, was one of 17 CPAs under the age of 40 honored by the American Institute of CPA (AICPA) for contributions to personal financial planning.

Gary Ostendorf (*MBA '03*) is general manager for the facility in Chicago of National Technical Systems, the leader in qualification testing, inspection, and certification solutions in North America for a variety of industries.

Andre Bailey (*BS Global Business '04*) manages the commercial mortgage loan origination team as managing director at Pioneer Realty Capital in Arlington, Texas.

Jeffrey Hedges (*BS Finance '04*) is executive vice president, chief financial officer, and secretary for PS Business Parks, a Glendale, Calif.-based, publicly traded real estate investment trust that invests in office buildings and industrial properties.

John D. Gibson (*BS Business Administration '05, MBA '11*), the Southern Arizona regional bank president for Wells Fargo and a member of the ASU Alumni Association board of directors, has been elected to the Valley of the Sun United Way board for 2018. Gibson has been

Tom Reinhardt (*MBA '87*) works on the front line for rural health care and supporting citizen-driven efforts to expand Medicaid for the working poor as the CEO of Cascade Medical Center in Idaho.

1990s

Tammi Grow (*BS Business Administration '90*) is a sales manager at iMarket Solutions in Olympia, Wash. The media company builds professionally designed, search engine optimized plumbing and HVAC company websites.

Howard Barish (*BS Marketing '91*) is general manager of the Las Vegas sports and gaming publication, *Gaming Today*.

Wayne Cochran (*BS Management '91*) is senior director of global express lane innovation at Nike in Portland, Ore.

Charles McWilliams (*BS Management '94*) is vice president of strategic alliances and West area sales at VWR in Visalia, Calif., which is a leading global provider of product and service solutions to laboratory and production customers, enabling science for customers in the pharmaceutical, biotechnology, industrial, education, government, and health care industries. In 2017, VWR was acquired by Avantor, a global supplier of ultra-high-purity materials and customized solutions for the life sciences and advanced technology industries.

Jasen Meece (*BS Purchasing and Logistics Management '94, MBA '04*) is president at Gurucal, an information technology and services company in El Segundo, Calif.

Neil Russell (*BS Management '94*), vice president of investor relations and communications and treasurer for food-service distributor Sysco, has been named treasurer of Kids' Meals in Houston, a first responder to children who face debilitating hunger.

Greg Cobb (*MBA/JD '96*) is chief financial officer (CFO) for Las Vegas-based Ei Companies, which offers energy inspections, risk management, design, and engineering solutions for residential and commercial construction industries.

Derren Geiger (*BS Finance '98*) is CEO and portfolio manager for Cornerstone Acquisition & Management in Rancho Santa Fe, Calif. Cornerstone manages the award-winning Caritas Funds, which focuses on private energy investments.

Nigel J. Murtagh (*MBA '98*) is the executive vice president of corporate risk at Charles Schwab in San Francisco. He is responsible for enterprise risk management and identifying and navigating credit, market, and operational risk to support sustainable growth.

Courtney Catron (*BS Marketing '99*) is director of sales at Cheetah Software Systems in Westlake Village, Calif.

Ash Hachmeister (*BS Marketing '99*) is co-founder and chief development officer for *beni.fit*, an employee benefits, culture, and well-being consultancy in Scottsdale, Ariz.

2000s

Justin Wright (*BS Management '00*,

MBA '02) is chief information officer (CIO) for North America and Latin America at Arcadis, a leading global design and consultancy firm in Phoenix.

Thomas "TJ" Casey (*BS Accountancy '01, MTax '02*) is approaching his sixth year of sole ownership of his accounting firm Casey & Company CPAs, PLLC in Mesa, Ariz. Casey's son Matthew, who was born when he was in the Master of Taxation program, is one year away from becoming a Sun Devil.

Rebecca Clyde (*MBA '02*) is co-founder of the early-stage chatbot startup Botco.ai in Phoenix, where she does fundraising, evangelism for artificial intelligence, product definition, brand strategy, and customer acquisition.

Richmond Vincent Jr. (*MBA '02*) is president and CEO of the Goodwill Industries of South Mississippi, Inc., in Gulfport, Miss.



Siblings **Karen Lewis DeLong** (*PhD Business Administration '14*) and **Dan Lewis** (*PhD Business Administration '15*) both earned their doctoral degrees with a concentration in agribusiness. Karen is an assistant professor in the Department of Agricultural and Resource Economics at the University of Tennessee in Knoxville. Dan is a global structuring and transfer pricing manager at PwC — also known as PricewaterhouseCoopers — in Atlanta.

And the winners are...

We were proud to recognize and welcome the following leaders — including our second-ever Young Alumni inductee — to the W. P. Carey Alumni Hall of Fame in 2018.

Rossi Ralenkotter (*BS Marketing '69*)

Former CEO, Las Vegas Convention and Visitors Authority

As CEO of the Las Vegas Convention and Visitors Authority (LVCVA), Rossi Ralenkotter was responsible for marketing and branding Las Vegas and Southern Nevada as the world's most desirable destination for leisure and business travel. Under his leadership, the LVCVA launched the most successful branding campaign in the history of tourism — what happens here, stays here. Before beginning his 45-year career with the LVCVA, Ralenkotter worked for a telephone company and served in the United States Air Force.

Jerry Olivo (*BS Finance '83*)

Managing director, Citigroup

Jerry Olivo is managing director of Citigroup, where he oversees a balance sheet in excess of \$600 billion and leads treasury, liquidity, and asset/liability management activities for its treasury/trade services, securities services, private bank, and corporate lending businesses. Prior to joining Citigroup in 2004, Olivo held several product management and corporate finance roles at Bankers Trust Co. and the Bank of New York. He leads Citigroup recruiting activities at ASU and has been a member of the W. P. Carey Department of Finance Advisory Board since 2007. He also contributes to Federal Reserve Bank and industry forums.

Greg Vogel (*BS Real Estate '85*)

CEO, Land Advisors Organization

Since founding the Land Advisors Organization in

1987, Greg Vogel has applied his unique knowledge in the areas of land economics, land use, and market trends to become a trusted adviser and broker for a broad range of clients, including financial institutions, investors, homebuilders, and master-planned community developers. In his current role as CEO, he has led company expansion into 23 markets nationwide. Vogel is active in the university community, serving as a board member for ASU Enterprise Partners and the ASU Realty Co., a trustee for the ASU Foundation, and a member of the ASU Real Estate Council.

Young Alumni inductee: Vivek Kopparthi

(*MS Management '14*) **Co-founder, NeoLight**

Vivek Kopparthi was raised in Southern India by businessowning parents who taught him that engineering and entrepreneurship can be forces for positive change in the world. That drive led him to pursue a specialized business master's at ASU, where he co-founded a health care company that engineers and designs empathy-driven solutions for newborns in need of neonatal medical care. While the medical device industry is focused on designing large, hospital-grade technologies, NeoLight instead looks to invent lean, flexible devices that can care for babies in hospitals or at home — bringing solutions to settings and parts of the world where infants with jaundice, for example, were previously untreatable.

See past Hall of Fame members:

wpcarey.asu.edu/fame



Chris LaHaise (*MBA '14*) is the director of TV solutions at advertising technology firm dataxu (pronounced data zoo) in Boston. In fall 2018, LaHaise was recognized by *Broadcasting & Cable* magazine as one of the NYC TV Week: 40 Under 40 for 2018. He is being honored for helping drive innovations in advanced TV advertising, as well as his participation in defining the future of television as a member of the IAB Advanced TV Committee.

recognized with a "40 Under 40" award from the Tucson Chamber of Commerce and has held several leadership roles with Wells Fargo since joining the company in 2005.

Connor Butler (*MBA '06*) is the founder of Relevelate Lean Construction Consulting in Phoenix.

Danny Estavillo (*BS Economics '06, MBA '12*) is the managing director of the west region at digital consulting company The Nerdery in Phoenix.

Derek Flottum (*MBA '06*) facilitates commercial development and drives real estate investment in Phoenix as director for Irgens, a full-service real estate solutions firm headquartered in Milwaukee.

Brad Hearn (*MBA '06*) is the president of Prudential Advisors in Newark, NJ, leading a national sales organization of more than 3,000 financial professionals, advisors, and fee-based financial planners who offer clients a broad range of financial solutions.

Greg Lang (*BS Management '06*) is vice president of acquisitions at Broadstone Real Estate, a sponsor and manager of

(Continued on p. 38)



Jerry Olivo (*BS Finance '83*), **Vivek Kopparthi** (*MS Management '14*), **Greg Vogel** (*BS Real Estate '85*), and **Rossi Ralenkotter** (*BS Marketing '69*) at Hall of Fame.

LEVEL UP

Alum shares coaching tips in new book

To become champions, athletes need to train and practice. But they also need a certain mindset, says **Ben Loeb** (MBA '84), author of *Next-Level Coaching: How to Use Sport Psychology to Educate, Motivate, and Improve Student-Athlete Performance*. Loeb, a tennis coach, teacher, and long-time athlete, wrote the book to share practical advice on how athletes can overcome some of the psychological challenges of competition.

"The most common obstacles are fear of failure, fear of success, perfectionism, and maintaining emotional control," he says. "Performance will be affected by how you look at competition."

Published by River Grove Books in 2018, *Next-level Coaching* is a user-friendly guide that covers such topics as mental toughness, confidence, focus, and motivation. The format is a combination of practical advice and exercises designed to help athletes self-evaluate their strengths and weaknesses, build confidence and gain new perspectives on competing.

"The exercises can be done in 10 minutes," Loeb says, adding that coaches can use the book to complement practices, covering one or two exercises each week. Athletes can use the book individually, as well.

Inspirational quotes and acronyms help athletes remind themselves to stay focused. For example, Loeb advises readers to play above the "RIM" when they don't succeed. "RIM stands for reflect on it, imagine what you want to do moving forward, and move on," he says. "Believing in oneself is a risk, and when things don't work out, it's natural to be disappointed. But what's most important is learning and moving forward, advice that applies not only to sports, but to life."

"The MBA program has stood the test of time and won. One of the exercises in my book asks if you are an arriver or a striver? The business school continues to be a striver. The MBA program continues to hold itself to a standard of excellence."

The book emphasizes the importance of taking pride in personal excellence. What are you doing when no one else is looking? Successful athletes have certain expectations of themselves and compete to achieve a standard of personal excellence and being the best they can be, rather than just competing for the win.

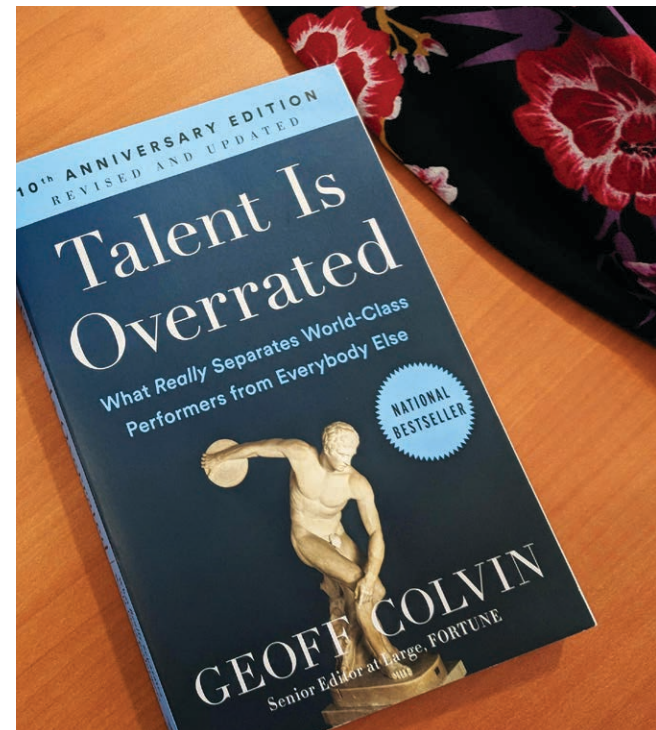
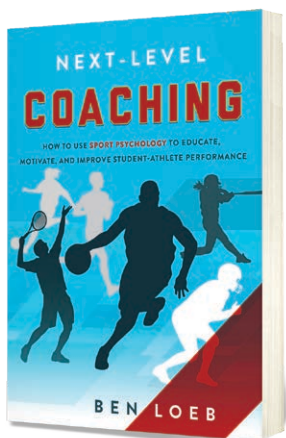
Loeb has coached in many United States Tennis Association sectional and national team events and has received several honors, including awards from the United States Professional Tennis Association, the Missouri Sports Hall of Fame, and the National Federation of High Schools. The teams he's coached have won more than 1,000 dual meets, 18 state championships, and 39 Final Four appearances.

When Loeb competed in tennis tournaments, he recalls that his mother always told him to relax and have fun. Though at the time he didn't understand how a serious competition could be fun, he has since figured it out. "True competitors look at the situation as a challenge and find fun in that challenge," he says.

After earning a bachelor's degree at the University of Colorado in Boulder and MBA at Arizona State University, Loeb started his career as a credit analyst in a bank but realized that it wasn't his passion.

"I combined my interest in business with my interest in coaching high school tennis," he says. "I was also fascinated by sports psychology and how important it is to an athlete's performance."

He attended workshops and eventually earned an education specialist degree at the University of Missouri-Columbia while he coached the women's tennis team. Today he teaches a sport psychology course at Rock Bridge High School in Columbia, Missouri, where he coaches the boys' and girls' tennis teams.



Why join the W. P. Carey Book Club?

Develop your emotional intelligence, make new connections, and better understand diverse perspectives by joining our online book club. Build relationships with fellow W. P. Carey graduates as you discuss the topics and takeaways in each book. Join today to preview the club as it wraps up *Talent Is Overrated: What Really Separates World-Class Performers from Everybody Else*. Plus, you'll get to vote on the next book.

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ASU W.P. Carey
School of Business
Arizona State University

Alumni



Best in staff

Sean Ebner (*BS Finance '95, MBA '10*) is president of PeopleReady, TrueBlue's \$1.6 billion industrial staffing company. He's been named on the prestigious Staffing Industry Analysts' Staffing 100 list of the most influential people in the industry. Pictured, Ebner poses outside the New York Stock Exchange building after ringing the closing bell in November.

(Continued from p. 36)
diversified real estate investment offerings for accredited investors and institutions in Scottsdale, Ariz.

Laurence Schiffman (*BS Accounting '06*) is owner and wealth management adviser for Schiffman & Associates Wealth Management in Denver, Colo. Schiffman was elected to the board of directors for Physicians Nationwide for the 2018–19 fiscal year.

Whitney M. Harvey (*BS Accountancy '07*) is an associate at the Phoenix firm Gust Rosenfeld PLC, focusing on municipal liability, insurance defense, and general civil litigation.

Christopher Hobbs (*MBA '07*) is the director of fiscal services at the Dublin Unified School District in Alameda County, Calif.

Nicholas A. Ashjian (*BS Management '08*) is an associate for Husch Blackwells private wealth and business succession planning practice in Phoenix. As part of

the law firm's financial services and capital markets industry group, Ashjian focuses on minimizing income, gift, estate, and generation-skipping transfer taxes.

Brian Connolly (*MBA '08*) is founder and managing principal of Victus Advisors in Park City, Utah. The independent consulting firm specializes in research and recommendations for sports tourism and event facility development.

Michael Landsberg (*MTax '08*) was one of 17 CPAs under age 40 honored by the AICPA for contributions to personal financial planning. He is a director at Atlanta-based wealth management firm Homrich Berg.

Eugene Rutenberg (*BS Marketing '08*) is senior vice president of loan origination at private lender Inland Mortgage Capital based in Oak Brook, Ill.

Ken Rizvi (*MBA '09*) oversees financial reporting, FP&A, tax, treasury, corporate development, network infrastructure, and business applications as senior vice

president and chief financial officer at Singapore-based UTAC Holdings, an independent provider of semiconductor assembly and testing services.

Heather Townsend (*BS Accountancy '09*) is founder and owner of Townsend Financial in Kirkland, Wash. The financial planning firm is a fee-only advisory practice that works with Generation X and Y professionals seeking financial advice.

2010s

Julian Aschieri (*MBA '12*) recently joined Vesper, a privately held advanced sensor company based in Boston. As vice president of application-specific integrated circuit (ASIC) engineering, he's in charge of expanding Vesper's product line of high-performance microphones for smartphones, wearables, internet of things devices, and connected automobiles.

Mark Motroni (*BS Business Administration '12*) is manager of business development at Phoenix-based Dircks Logistics, a third-party logistics provider offering full-service, integrated warehouse, fulfillment, and distribution solutions.

Steven Neely (*MBA '13*) is the general manager of Rolling Hills Casino in Corning, Calif., where he oversees all aspects of the property, including operational analysis, driving revenue, and strategic planning.

Nickolas Uhan (*MBA '13*) is a 12-year banking veteran who is the managing director and senior client manager for Opus Bank in Phoenix.

John Engelstad (*MBA '15*) is CIO of PGT Innovations in Chandler, Ariz., a national leader in the premium window and door industry. Engelstad oversees selections and implantation of new technology, identifies technological opportunities, and sets objectives and strategies for the IT department.

Tim McElligott (*MBA '15*) is the founder of Curator Engine in Phoenix, which connects local artists with local residential development projects.

Isabel Ticlo (*BS Marketing '16*) is Miss Arizona 2018. The social impact initiative that she promoted through her year of service is the "Be My Eyes" application, a free international tool that connects sighted volunteers to visually impaired members of the community.

Joe Warhol (*BA Sports and Media Studies '16*) is a United States Marine Corps combat veteran and a staff sergeant in the Marine Reserves. He is area manager for San Antonio-based Operation Homefront, a nonprofit organization that provides services to military families and veterans.

Brett Casaccio (*BA Global Politics '17*) is founder of Toro Luna watches in Tempe, Ariz.

Meaghan Cosgrove (*BS Marketing '17*) is a customer service representative at Facilitiq's Phoenix location. In her role at the specialty contractor, she supports sales and account managers of office furniture and architectural interior products and services for a variety of industries.

Seth Krueger (*BS Marketing '17*) oversees buying and selling material handling equipment in U.S. territories, online marketing, and PR as district sales and marketing manager for the west division office of Satana Equipment Trading Company in Phoenix.

Jack Carson (*MS-GL '18*) is a medically retired Marine Corps logistics officer. He advised the commander of a 1,200-strong engineering battalion and served overseas in Operation Inherent Resolve, which in conjunction with partner forces, defeats ISIS in designated areas of Iraq and Syria and sets conditions for follow-up operations to increase regional stability.

We don't always do surveys. But when we do, it's for you.

We would love your opinion to help improve this publication to better serve your needs. Our survey is easy to use and takes about 10 minutes to complete online. You will be asked questions about *W. P. Carey* magazine, including some that allow for open-ended responses. The survey is hosted by the Council for the Advancement and Support of Education (CASE), of which the W. P. Carey School is a member. The results of the survey will be reported to the W. P. Carey School in aggregate form only, and you will not be identified. If you have questions about the survey, please send them to editor.wpcmagazine@asu.edu. Take the survey: wpcarey.asu.edu/survey





In loving memory of Walter P. Carey

Walter P. Carey, official dog of the W. P. Carey School of Business, lost his battle with cancer on Feb. 12, 2019.

Walter, raised from puppyhood by Dean Amy Hillman and Professor of Management and Entrepreneurship Gerry Keim, had become a popular figure on campus thanks to his many visits with students, faculty, and staff. He had become a social media star through his exploits on Instagram and was a popular fixture each fall at Homecoming.

Walter's visits to campus — he would greet students on the Dean's Patio several

times a year — were not just playtime. Research shows that dogs have an immediate and lasting effect on students, helping reduce stress, ease anxiety, and improve class attendance. It is believed that students who spend time with dogs are happier, have

more energy, and are more motivated. And because of his big heart and our strong W. P. Carey community, Walter was as popular with our students as they were with him.

"He was never as happy as he was on campus giving love as the official school dog," Dean Hillman says. "Thank you for all of you who loved him."



1982

Jesse U. Devaney, III

1983

Veronica J. Moll

1984

Mary A. Slaven

1986

Marissa Theisen

1987

Hugh Francis

1991

Terence M. Mulkern

1992

David Kostrzewa

1995

Brenda A. Skiles

1996

Juston D. Doherty
Raymond Ciani

1998

Denise T. Ortiz

1999

Keith L. Bailey

2001

Jonathan Macaulay

2002

Mary Pistor

2011

Marcelino E. Figueroa, III

2015

Jason Franklin

2017

Christopher S. Pepe

LIGHTS, CAMERA, FIND THE DIFFERENCES! American film director, producer, writer, and actor Shelton Jackson “Spike” Lee speaks to the audience during an event at ASU Gammage on the Tempe campus March 4, 2016. Can you find the five differences in these two photos?

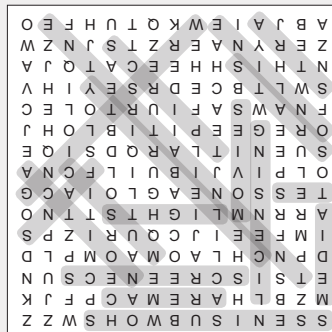


PHOTO BY DEANNA DENT/ASU NOW

W.P. WORD SEARCH

S S E N I S U B W O H S W Z Z
M Z B L H A R E M A C P F J K
E T S I S C R E E N E C S U N
D P N C H L A O M A O M P L D
I M F E E I J C Q U R I Z P S
A R R N M L I G H T S T T N O
T E S S O N E A G L O I A C G
O L P I V J I B U I L F C N A
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N T H I S H H E E C A T Q J A
Z E R Y N A E R Z T S J N Z W
A B J A I E W K Q T U H F E O

- ARTS
- CAMERA
- CELEBRITY
- ENTERTAINMENT
- FANS
- LICENSING
- LIGHTS
- MEDIA
- MOVIES
- MUSIC
- ONLINE
- SCENE
- SHOWBUSINESS
- SCREEN
- SCRIPT
- SET
- STARS
- WRESTLING




SOLUTIONS

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editor.wpcmagazine@asu.edu



Class is in session.

Join us on campus to discover new insights that will elevate your decision-making.

Head back to class with fellow W. P. Carey alumni for a day of learning and networking. Access world-renowned faculty in their fields and gain perspectives and ideas you can implement in your organization and throughout your career.

Tuesday, April 9, 2019 | 5:30 p.m. | McCord Hall | ASU's Tempe campus

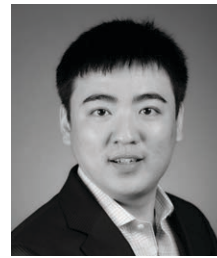


Can culture be a source of competitive advantage?

Amy Hillman
Charles J. Robel Dean's Chair
Professor of Management

Amy Hillman joined the faculty of the W. P. Carey School in 2001 and has served as dean since 2013. She has received numerous awards for her teaching and research, including the 2018 Distinguished Educator Award from the Academy of Management.

Her areas of interest include corporate political strategies, boards of directors, and corporate strategy.



What to do with all that data? The frontier in business analytics

Yili (Kevin) Hong
Co-director, Digital Society Initiative
Associate Professor of Information Systems

Since joining the W. P. Carey School in 2014, his prolific research has led to publication in numerous premier journals and grants from the National Science Foundation and Robert Wood Johnson Foundation, as well as receiving the AIS Early Career Award. He's an associate editor at *Information Systems Research* and has ranked in the top three in the list of top global scholars in the prestigious AIS research rankings system over the past three years (2016-2018).

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With more than 100,000 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 while you're there, tell us what's new with you.

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