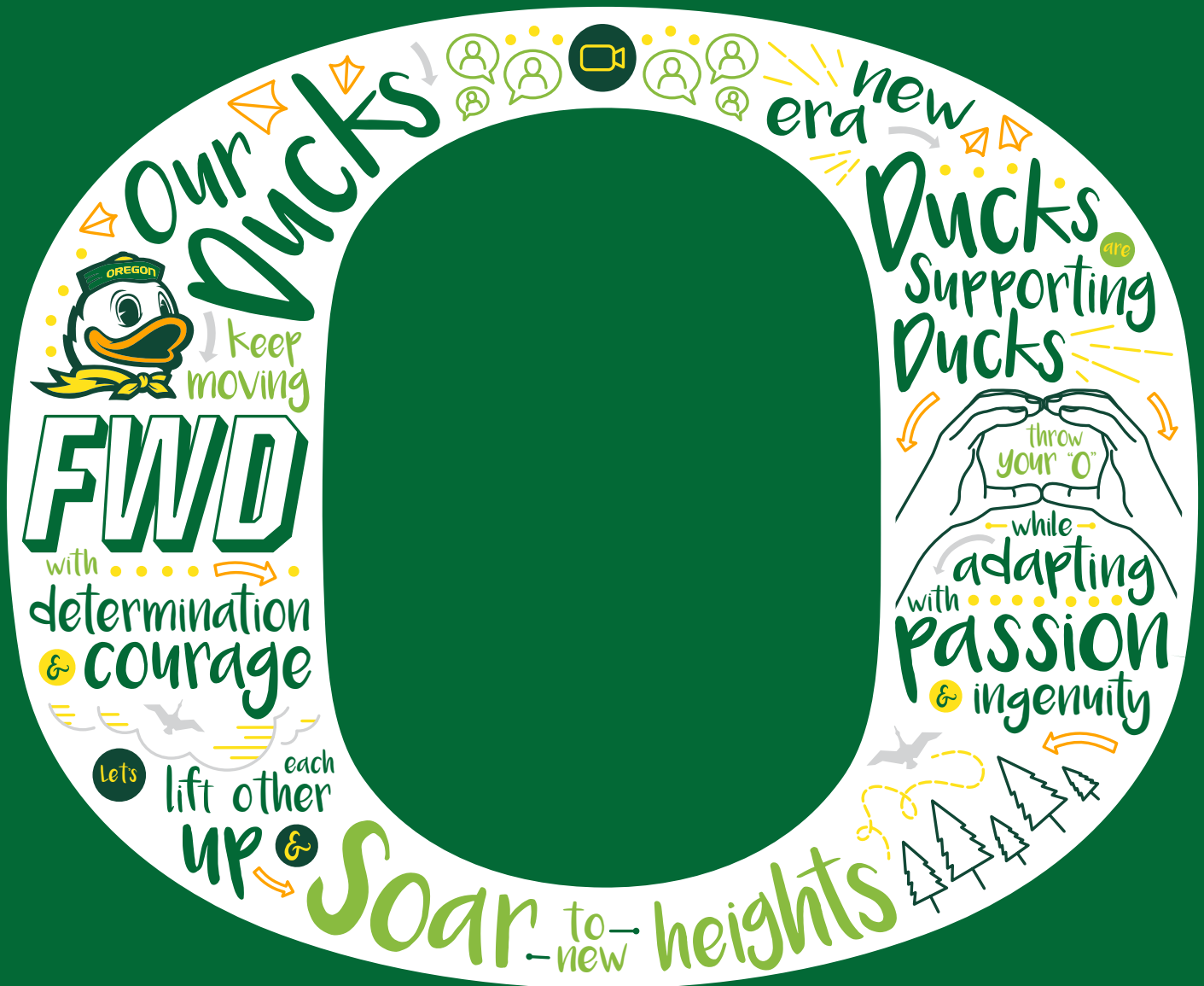


VO BUSINESS

THE MAGAZINE

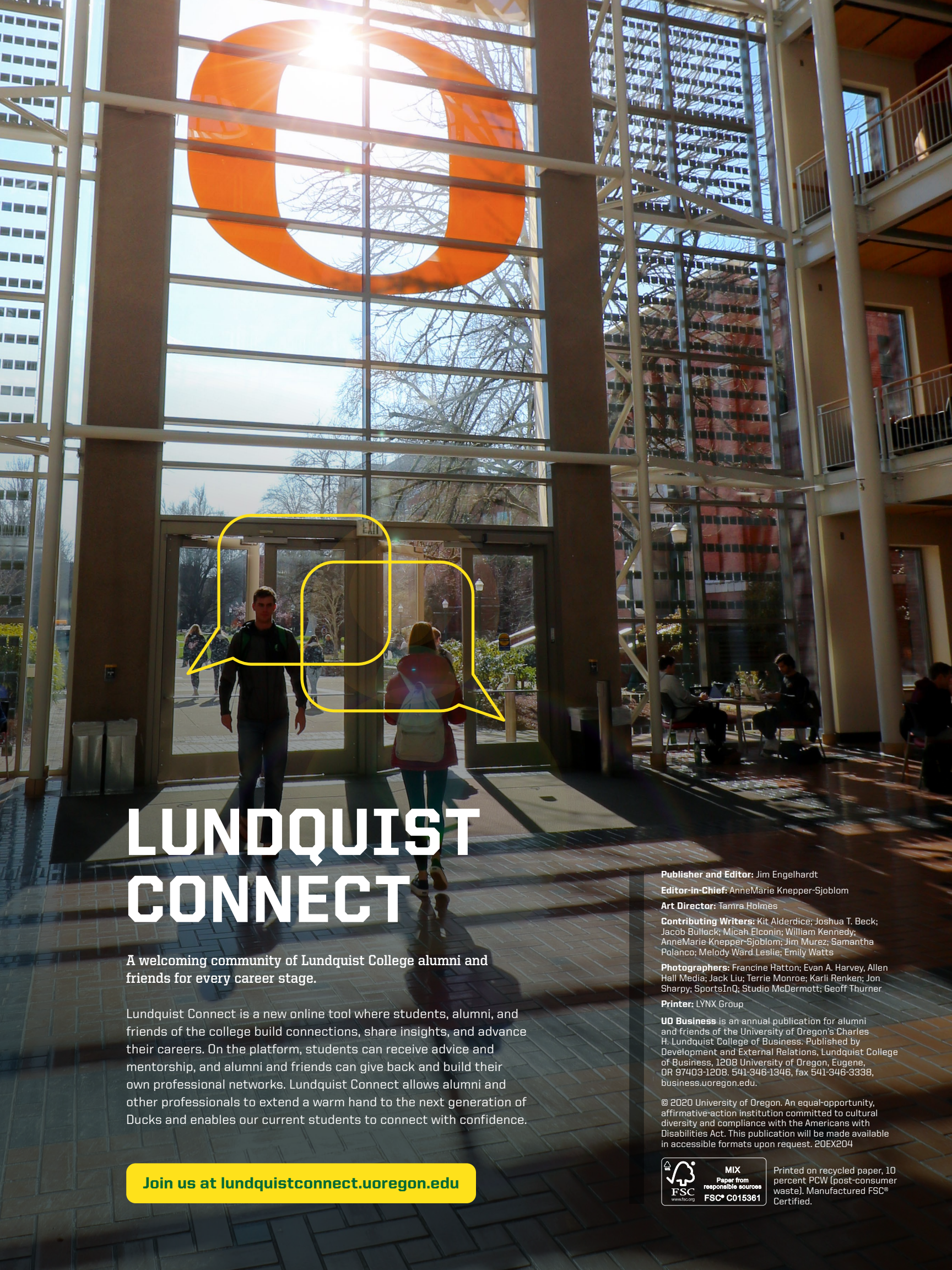


4 **COLLEGE**
Connecting Virtually,
Creating Impact

17 **ALUMNI**
Changing the Way
the World Recycles

23 **STUDENTS**
Purpose, Passion,
and ROI

27 **FACULTY**
Entrepreneurship, Activism,
and Pandemics



LUNDQUIST CONNECT

A welcoming community of Lundquist College alumni and friends for every career stage.

Lundquist Connect is a new online tool where students, alumni, and friends of the college build connections, share insights, and advance their careers. On the platform, students can receive advice and mentorship, and alumni and friends can give back and build their own professional networks. Lundquist Connect allows alumni and other professionals to extend a warm hand to the next generation of Ducks and enables our current students to connect with confidence.

Join us at lundquistconnect.uoregon.edu

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SARAH E. NUTTER // EDWARD MALETIS DEAN, LUNDQUIST COLLEGE OF BUSINESS

A TIME FOR RESILIENCE

In times of trouble, Ducks lift each other up and soar to new heights.

Since pivoting to primarily remote and online instruction in March, we have worked unceasingly to enhance the overall learning experience of our valued students.

Lundquist College of Business faculty and staff are committed to delivering the same world-class business education no matter the medium.

Along with class time, faculty are making themselves available remotely for office hours—both individually and for group sessions. I too keep my virtual door open and encourage anyone with questions or concerns to reach out—even if it is just to talk.

Additionally, such services as tutoring, advising, and career support remain intact, and this year we are offering optional remote pairing of first-year students with upper-class student mentors.

Our goal is to deliver a learning experience that enables our students to thrive no matter what the employment, societal, and cultural landscape holds.

As we navigate this new way of learning, living, and interacting, great opportunities are also emerging.

It is a new era in many ways.

Looking ahead, remote work will be a much larger component of business operations than ever before. Current students will be uniquely positioned to take on different styles of doing business with an agility unknown to previous generations.

Protocols for teaching and learning may require reimagining. A worldwide pandemic demands it.

And so, we affirm our commitment to producing well-educated, career-ready graduates—even in challenging circumstances.

The value and caliber of a University of Oregon education is unchanged. Once a Duck, always a Duck.

Please join us as we move FORWARD.



Sarah E. Nutter

A few words from the class of '20

Recent graduates share notes on hard work and resiliency as historic events unfold in Oregon and around the world.

SHERRY DAI

MASTER OF SCIENCE IN SPORTS PRODUCT MANAGEMENT '20

"We all enrolled into this program in efforts to live out our dreams. There will be obstacles along the journey, when you feel like giving up, remember to reflect on how far you have come, what it took for you to get here, and embrace what's left to be done to get you where you want to go. Chase your dream and be fearless."



JILLIAN FRACCOLA

MBA '20

"Most of us came to this program seeking a career pivot, and although the current circumstances may make us pivot in an unexpected direction, we have learned the skills necessary to be successful in any situation. We are the business leaders of tomorrow, and it is up to us to make the changes we need to create a world we are proud of. I can't wait to see what each of us will accomplish."



MAHFUZUR RAHMAN

MBA '20, ADVANCED STRATEGY AND LEADERSHIP

"Being from an engineering background, I never dreamed I could be a business owner. It was all possible because of this very efficient MBA program that not only strengthened my core business skills but also helps students to grow professionally through networking and mentoring support."

CAROLINE LAPLANTE

BUSINESS ADMINISTRATION '20

"Stand up for what you believe in. Bravery is not the absence of fear but instead acting in spite of fear. Be brave enough to stand up for what's right, to go after your dreams, and to be unapologetically yourself. It is important that we do not lose ourselves to the trials of the world today. I encourage us all to stand up and be brave, for it is possible for us to change the world. But we have to be willing to try."



THO PHAM

MASTER OF ACCOUNTING '20

"The MAcc cohort is the most diverse, hard-working, and smartest group of individuals that I know. We've all come so far, and yet this is only the beginning. The road ahead may seem scary, the challenges insurmountable, but with courage and determination, we will rise above it. Our beloved family, friends, and professors will always be there vouching for us, and I know we will make them proud."



SOKHNA MARIAMA MBODJ

BUSINESS ADMINISTRATION '20

"When I think of myself as a Duck, I get a feeling of greatness. I am always inspired by the students, the staff, the faculty, and the alumni. The unwavering support I have received from my Black counterparts throughout these years have made me into the leader that I am today. Once a Duck, always a Duck. #BlackLivesMatter"



TAYLOR WININGS

MASTER OF SCIENCE IN FINANCE '20

"We are graduating into a world that no one has seen before, but it's the perfect opportunity to learn as much as we can and make significant impacts for the better. Everyone has different skills that are necessary for change. Use your skills that you have developed wisely, and never stop developing new ones."

Lundquist College faculty and staff are meeting the challenges of distance learning and delivering excellent online education opportunities in creative ways.

Pivot

ERIC BOGGS

Director, Lundquist College Honors Program

Students said they appreciated his honesty at the beginning of spring term when Boggs acknowledged their shared vulnerability due to COVID-19 and significant social change, as well as learning new platforms in real time. This level of transparency built trust and set the stage for a dynamic leadership course. Additionally, he empowered group leaders to develop “pop-up rules” addressing transparency, diversity, and inclusion. Boggs also used music, quotes, current event discussions, and workshop-based activities to engage students.

BETH HJELM

James F. and Shirley J. Rippey Senior Instructor II of Management

Hjelm secured an impressive 14 guest speakers for virtual talks for her Business of Food course, an elective open to students across UO. Students praised how Hjelm promoted engagement and made it easy to navigate the course site and related materials. Statements from student evaluations included, “she should be used as the gold standard for how to format materials and teach in a virtual environment.” Students also hailed her webpage for this course as “a true work of art, that kept things organized and moving smoothly. Other professors should take note!”

ALEX MURRAY

Assistant Professor of Management

Instead of being challenged by technology, Murray embraced it, designing his course webpage to resemble an Instagram interface and using podcast-based cases and guest speakers, which allowed for connection with students in a novel way while also saving them money on materials. “He framed the class as an entrepreneurial opportunity,” said Department of Management head and Carolyn S. Chambers Professor of Management Anne Parmigiani of Murray’s 300-level management course. He required each student to present, noting that developing skills to work remotely and in virtual teams will be necessary in their future workplaces. Finally, he discussed ways to apply course topics to solve broader systemic and societal issues, including several classes related to COVID-19 events and the Black Lives Matter movement.

DOUG WILSON

Peter and Molly Powell Senior Instructor II of Marketing

Wilson’s 400-level course received more positive student feedback than any other Lundquist College course this spring. Students appreciated his seemingly endless availability by email, his openness to their suggestions, and his encouragement. As both he and his students were learning how to use many new technologies in an entirely new format, they noted that he always kept the experience positive.

When it comes to delivering engaging coursework virtually, these faculty and staff didn’t miss a beat.

SUPPORT NOW ADVENTURE LATER

Student- and alumni-founded Shred was already working on a mobile app to connect folks with surfing, skiing, whitewater rafting, and other recreational adventures when COVID-19 hit.

Small- and medium-sized adventure business operators were finding it hard to reach young consumers—their primary audience—in a meaningful way and incentivize them to purchase their services, Shred cofounder Adam Faris '20, explained.

“We found a huge disconnect in the way Millennials and Generation Z access and find cool, different things to do,” he said. “If it's not convenient, efficient, and easy to use, they're not going to use it.”

Shred allows users to find and book adventures based on location, preference, or personalized recommendations.

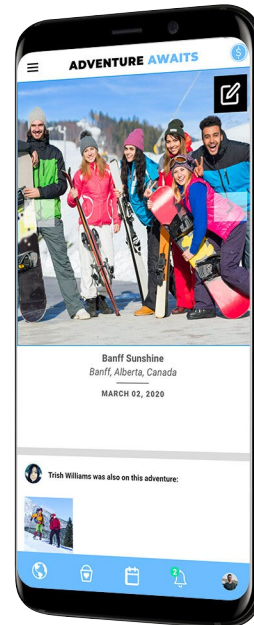
“It came down to simplicity, which is actually really difficult to achieve in an app,” he said. “We wanted to make it super simple to pay, invite friends, and have a really personalized experience. We wanted to create this so people can spend time out with their friends experiencing, rather

than booking and researching.”

Faris cofounded Shred with Connor Bussey '19, who was also a founding member of the student-run initiative Oregon Blockchain with Faris; Bryan Johnston, former vice president of global marketing for Nike Golf; and Lance Meyerink, a designer and marketer.

The group took cues from Johnston's time at Burton and adidas, Johnston and Meyerink's time at UFC, and feedback from action sports companies.

Just as their venture was starting to grow, the onset of COVID-19 made outdoor group activities less tenable for the operators. So, the Shred team decided to focus all energy on supporting these small- and mid-size partners by working with operators to promote gift card sales, special discounts, and personalized recommendations through Shred that could



be redeemed for future activities. The effort even earned Shred a blurb in Tech Crunch, and Shred gets no monetary gain from its partners for these referrals. The goal is to support adventure businesses in this difficult time.

Nearly 100 operators in six different states have already partnered for the support initiative with more being added every day. Individual gift card sales are valuing from \$50 up to \$500, Faris said.

When Shred turns its focus back to the mobile application, it will operate on a subscription model, where operators pay a marketing fee to be included on the Shred app. 📺

DUCKS DISRUPT HEALTH CARE

In the spring of 2020, the Oregon Executive MBA brought together professionals and graduate students to brainstorm new approaches to the region's health care issues in a multi-day entrepreneurial boot camp.

When the COVID-19 virus forced a reschedule, organizers and participants rose to the challenge—and exceeded expectations.

It all started in early 2019 when Madeline Eastman and Mark Enker—first-year students at the Oregon Executive MBA in Portland—came up with the idea for Ducks Disrupt Health Care.

Eastman and Enker presented their concept to Oregon Executive MBA Director Rachel Todd. Immediately grasping the event's potential, Todd recruited experienced bootcamp facilitator Gigi Wang to help bring the Ducks Disrupt vision to life.

KICKOFF WEEKEND

On the final weekend of February 2020, participants gathered at the program's Portland facility for two days of high-energy workshops and inspiring talks.

COVID-19 DISRUPTION

With an in-person finale no longer possible, it was time to reschedule and reimagine the event's final day.

PIVOT TO A VIRTUAL FINALE

On Saturday, June 13, audience members tuned into a livestream video to watch six teams pitch their concepts via Zoom.

FIRST PRIZE: \$3,000

NeVap developed an improved breathing tube design—and these tubes are already in production. In an inspiring followup, team members chose to donate their prize money to an organization providing personal protective equipment, masks, and face shields to health care workers in Mexico.

SECOND PRIZE: \$1,500

Epione, an automated system for patients to remotely monitor their blood pressure, developed by four medical students from Oregon Health & Sciences University (OHSU).

THIRD PRIZE: \$500

Cencible, an HVAC solution for healthier indoor spaces. The University of Oregon became Cencible's first outside investor, providing \$75,000 in funds to support further development of the Cencible concept.

📺 Watch the video at: uobiz.co/ddhc20

BY KIT ALDERDICE

PORTLA

Eastman and Enker develop the concept for Ducks Disrupt Health Care.

2019



MADELINE EASTMAN, MBA '20
Senior Digital Marketing Manager, Smith Optics



MARK ENKER, MD, MBA '20
Innovation Consultant, Cambia Health Solutions; Attending ICU Physician

Oregon Governor
Kate Brown
issues
stay-home order

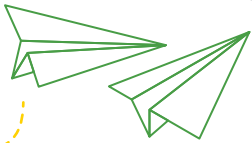


Six teams pitched their concepts via Zoom livestream during the virtual finale.

ND HACKATHON DEBUTS

Director Rachel Todd embraces the concept and recruits Gigi Wang.

Planning team begins recruiting speakers, mentors, and participants.



Our goal was to highlight the potential of innovation and entrepreneurship in this crucial space. ☞☞

-MARK ENKER
MD, MBA '20

Fifty participants, 14 industry mentors, and three guest speakers attend the hackathon.

Stoller Family Estate becomes an event sponsor.



2020

WINNERS ANNOUNCED

First place: NeVap; Second place: Epione; Third place: Cencible

Watch the full story on YouTube: uobiz.co/ddhc20.



Oregon's newest entrepreneurs bring so much energy and excitement to health care innovation. ☞☞

-MADELINE EASTMAN, MBA '20



SPEAKERS

Gigi Wang, Industry Fellow and Faculty Member, Sutardja Center for Entrepreneurship, UC Berkeley

Andy Robbins, Founder, Oyster

Alexis Roloff, Director of Innovation, Cambia Health Solutions

Oliver Alexander '14, Founder, Remote.ly; Cofounder, Orchid Health

Keynote: Mohan Nair, Senior VP and Chief Innovation Officer, Cambia Health Solutions

JUDGES

Holly Burke, VP and Assistant General Counsel, Kaiser Permanente

Mohan Nair, Senior VP and Chief Innovation Officer, Cambia Health Solutions

Andy Robbins, Founder, Oyster

Alan Yordy, President, The Infinity Group; Senior Partner, CEO Advisory Network



THE TABLE IS SET

UO BUSINESS: THE MAGAZINE // FALL 2020

Anchored in the southern Willamette Valley, the greater Eugene area alone is home to 172 food and beverage manufacturing companies that employ more than 4,000 people. Any reasonable estimate suggests that this is a billion-dollar industry operating in direct proximity to the Lundquist College of Business and University of Oregon.

In recent years, the college has invested in curriculum and programming that deepens its offerings for students looking to build careers in this industry. Beth Hjelm, James F. and Shirley J. Rippey Senior Instructor II of Management, spent her 2017 sabbatical developing the Business of Food course, an elective offered to undergraduate and graduate students across UO.

The course surveys the many facets of the food industry, providing students with a quality foundation in food business while simultaneously growing connections with regional firms.

It is not just about the firms that manufacture food. Students get a chance to learn about distributors, supply chain logistics, retailers and even infrastructure needs, like cold storage.

The 2020 spring term course filled with students from across the university, including food studies, environmental studies, journalism, public policy, and business majors. Although Hjelm had originally arranged site visits to 27 firms across the state of Oregon, COVID-19 considerations forced a quick change of plans. Despite the rapidly changing situation, 14 industry members were still able to sit in virtually as guest speakers.

In addition, Hjelm was part of the industry advisory committee that helped launch Eugene's Table, a regional partnership of food and beverage manufacturing companies. The college's Lundquist Center for Entrepreneurship and Eugene's Table are now partnered to provide ongoing mentoring to students working on food projects or looking to get better connected to the industry. In just the first several months of the partnership, 18 students received one-on-one mentoring and many more participated in events across the region.

The partnership has also benefited local businesses, even helping one company be in a position to pivot in response to COVID-19.

When John Broadway, MBA '21, approached Eugene's Table to discuss opportunities in the industry, his background in sales and business development paired well with the needs of Tom and Sue Hunton, the owners of Camas Country Mill, a premium grain and flour producer based in Eugene. The mill was in need of consulting to inform the expansion of their retail product line, as well as to assess opportunities to grow its e-commerce consumer direct sales and marketing.


While Broadway tackled the product-line expansion project for Camas Country Mill, Hjelm's Business Strategy course for honors students assessed and recommended e-commerce sales and marketing opportunities.

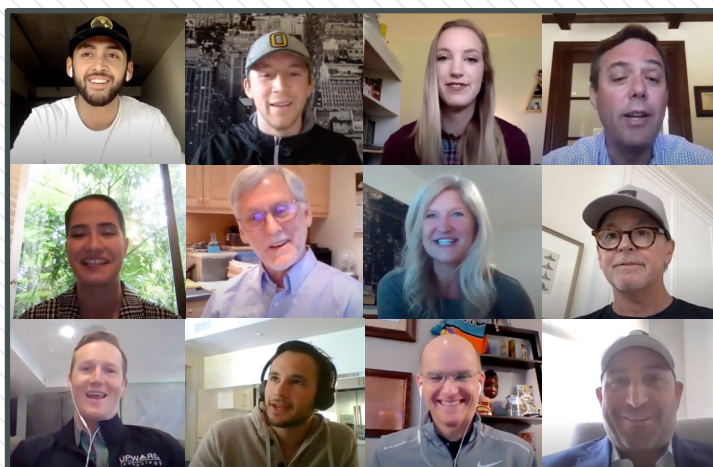
The students presented their findings to Camas Country Mill in March 2020, just as the realities of COVID-19 were setting in for everyone. With shelter-in-place orders in effect, Americans turned to e-commerce for many of their needs, including grocery products, and the mill's consumer direct sales channels exploded.

"No one, not the Hunttons, the students, nor I, could have ever imagined that the e-commerce orders would have blown up as the full impacts of coronavirus were hitting the grain and flour market. The volume projections, process improvements, and social media strategy and tactics laid out by the students were put into action within weeks of delivering the reports," said Hjelm.

"With this pandemic happening and our direct to consumer sales growing so quickly, we are reflecting daily on what was contained in those pitch decks," added Tom Hunton. "The students' work helped us respond much more quickly when the current opportunities and challenges surfaced."

For Broadway, connecting with the broader Eugene's Table community allowed him to look outside the classroom and connect with professionals doing the kinds of work he would like to do after graduation.

"It allowed me to learn tangible, employable skills, build my portfolio, and expand my network, all in my area of greatest interest," he said. 



GETTING ENTREPRENEURIAL WHILE APART

Moving all in-person classes to distance learning in response to COVID-19 this spring and summer inspired new approaches to teaching at the University of Oregon.

One way the Lundquist College is delivering remote expertise direct to students is the new "Getting Ahead" video series.

Hosted on the college's YouTube channel, the videos "provide the opportunity to learn from exceptional students, alumni, and community members in an ongoing online environment," said Kate Harmon, Lundquist Center for Entrepreneurship program manager and director of cross-campus engagement.

In each segment, Harmon talks with entrepreneurial Ducks. Although the audience for the videos is primarily students, Harmon explained, "anyone can learn from and get inspired by the talented individuals featured in this series."

Each interview, conducted via the video conferencing service Zoom, is focused on a central theme related to the subject's career or area of study.

The objective, Harmon said, is to provide a glimpse into how the entrepreneur approached or grew a specific business area or venture.

"The videos can also be plugged into future classes if faculty are discussing related concepts," Harmon added.

Because the primary focus of the Lundquist Center is entrepreneurship and innovation, interviewees selected for the project have entrepreneurial backgrounds or can speak to advancing their career using an entrepreneurial mindset.

"Our alumni and friends have done a fantastic job stepping up to offer their time and assistance to our students during this challenging period," Harmon said. "They want to give back by sharing their experience and advice."

One such interviewee is UO alumnus

Michael Jones, the CEO of Science, Inc., a startup studio and venture capital firm specializing in the digital media, marketplace, and e-commerce industry.


"A few of my first companies were founded by people that I met while I worked at the university computing center," said Jones, who discussed in the video what he looks for in a founding team, among other topics. "The campus became, in a sense, my little ecosystem to test and build business ideas."

Another interviewee appearing in the series is Anthony Rodio '87, president and CEO of Your Mechanic, an online company providing mobile car repair and maintenance services to car owners. He discussed developing a framework for managing one's career.

Adam Faris '20, cofounder of Shred, a mobile application that connects customers to adventure business operators, discussed networking in his video segment.

"Put the time in to garner meaningful relationships and connections in the professional world," Faris said. "This is often greatly overlooked by students these days."

Covering themes ranging from design thinking to leading a brand turnaround and building your own student marketing agency, 28 videos are available on YouTube.

The Getting Ahead video series helps further the Lundquist Center for Entrepreneurship's charge to provide student entrepreneurs with a solid foundation of business theory with fresh perspectives from pioneering business leaders. 

 Watch the series on YouTube: uobiz.co/getting-ahead

REBUILDING THROUGH SPORT

In mid-August the Warsaw Sports Marketing Center joined with Amsterdam University's SportsInQ for five days of collaborative online experience, "Global Sports Leadership in a Time of Crisis."

Continuing our valued and long-running partnership with our colleagues in the Netherlands, the Warsaw Sports Marketing Center and SportsInQ delivered a new selection of timely knowledge and networking entirely through Zoom.

In years past, students participating in the Netherlands partnership traveled overseas to learn from European sports business professionals. This year's move online accommodated COVID-19-related travel restrictions while providing students with a truly global perspective on the role of sports in recovering from the virus, as well as addressing social justice issues.

During the week-long course, students from both the University of Oregon and Amsterdam University worked together in break-out groups. They also learned from such sports business professionals as Ricardo Fort, head of Coca Cola's global sports sponsorship effort, and Renee Chube Washington, chief operating officer with USA Track & Field.

"Our time together featured interaction between the students sharing their ideas followed by real-time feedback from the faculty and the guest-speakers," said Whitney Wagoner, director of the Warsaw Center.

Topics Fort spoke to included the intersection between sports and corporate investment, whereas Washington covered leadership in a crisis. Each talk concluded with a question-and-answer session when students could seek career advice and discuss other professional development topics.

Doug Duncan, an undergraduate business major concentrating in sports business at the Lundquist College, described the week as an amazing experience.

"Having the opportunity to collaborate with students across the world enhanced my perspective on the global sports business landscape," he said. "With jobs and internships getting cancelled due to COVID-19, this was definitely one of my highlights this summer."



Sports education leadership expert and SportsInQ founder Bartel Berkhout broadcasting from Amsterdam.

LUNDQUIST COLLEGE OF BUSINESS

A total of 22 students participated in the course, including five UO undergraduates and five MBA students, as well 12 students from Amsterdam University.

This type of exclusive, international programming is a hallmark of the experiential learning opportunities the Warsaw Center offers.

With networking opportunities coming in different forms this spring and summer due to COVID-19 restrictions, the center aimed to bolster attendees professional development without out-of-pocket costs to students.

Wagoner says hosting a virtual summer series illustrates a new way of doing things, even after the COVID-19 pandemic.

"The future is definitively hybrid," she said. "When the world comes back, I think the new normal will have the best features of what in-person life and work is like, and the best features of what a tech-based world is like." 📺

📺 Check out a short video on the collaboration: uobiz.co/wcsi-c19

BY WILLIAM KENNEDY

WARSAW WATCH
WNBA

As sports were cancelled and the Oregon's Women's Basketball team's hopes for a national title were put on hold, the Warsaw Sports Marketing Center at the Lundquist College of Business saw an opportunity.

DRAFT PARTY

To help celebrate and cheer on UO basketball stars Sabrina Ionescu, Ruthy Hebard, and Satou Sabally, the Warsaw Center organized a virtual watch party for the WNBA draft on April 17—livestreamed on the college YouTube channel.

More than 2,000 viewers tuned in to the free event uniting sports industry leaders and fans to celebrate and advocate for women in sports.

The livestream draft party began with a pregame show consisting of interviews with industry professionals, a mock draft contest for viewers, and interactive components. Sports industry leaders from teams, leagues, agencies, and brands shared their expertise on the WNBA and women's sports. Once the WNBA draft was underway, viewers were able to interact via social media, win prizes, and get live updates on draft picks.

TOPICS COVERED INCLUDED:

- Promoting women in sports
- The history of the WNBA
- The WNBA relationship with ESPN
- Player development in NCAA and WNBA
- Agent roles and timelines for the WNBA
- Player insights on draft experience
- Implications of top draft picks and ticket sales
- Sports marketing of team and individual athletes
- Innovation in fan engagement
- Insights from UO Women's Basketball

📺 Catch the replay here: uobiz.co/warsawWNBAwatch



SAFER SHARING



Bike and scooter rental services are popping up all over the world. But what about clean, readily-accessible helmets to go with them?

Sandeep Chandrasekhar and his classmate Kevin Hawkins began to develop their idea for integrated, protective headgear for the e-mobility space while still attending the UO's Sports Product Design program.

This spring, the now University of Oregon graduates were in the final stages of bringing their product to market.

Chandrasekhar credits the Sports Product Design program for providing a path toward building a successful product.

"The biggest thing we learned in the program was how to maximize, utilize, and leverage every single resource," Chandrasekhar said, "It prepared us really well."

In the program, students create innovative sports products through research and design.

"We went forward with equipment," Chandrasekhar said. "It's a great program and we learned a lot. We're definitely using the education."

The idea for the product came to Chandrasekhar in Copenhagen, where he'd flown to present a paper. With half a day to himself, Chandrasekhar wanted to check out the city, so he rented a bike from a bikeshare service. Things didn't go as planned.

"I fell off the bike and hit my head," Chandrasekhar said. He ended up fine. Nevertheless, he thought there had to be a way to make bike- and scooter-sharing services safer. In 2019, the solution to this safety issue helped Hawkins and Chandrasekhar win the \$5,000 RAINmaker grant.

While developing their product idea and business concept—the business name is pending—the pair of entrepreneurs leveraged mentorship, resources, and opportunities provided by the Lundquist Center for Entrepreneurship, both before and after graduation. Without these connections, the two graduates would not be where they are today, Chandrasekhar said.

"The center was very supportive of our work," he said. "We're grateful for that, and we're excited to continue a long-term relationship with them."

"By the time graduation hit, we only had the helmet and some vague concepts," Chandrasekhar said. "Because of the grant, we got a full-scale prototype. It supported us for a few months."

The grant also helped Chandrasekhar and Hawkins transition to the Portland Incubator Experiment (PIE) after graduation, a curated coworking and community event space and startup accelerator for mutually beneficial collaboration between Portland's startup community and established organizations.

Through the incubator, Chandrasekhar and Hawkins had access to a whole host of supporting talent and resources, including different commercial Autodesk software.

"The incubator provided a facility, networking, and software, giving us the chance to develop our business," Chandrasekhar said.

Next steps for Chandrasekhar and Hawkins include initial user testing, making necessary refinements, and finalizing the product for mass manufacture. From there, they will look to raise significant funding in hopes of expanding the business beyond Oregon.

"It's a fun journey," Chandrasekhar said of his experience. "You learn so much every day." 📺

BY WILLIAM KENNEDY



BUILDING A BETTER BICYCLE, VIRTUALLY

“I was able to be proactive, to stay in the classroom mindset.”



Shawn Recca bested more than 100 contestants from around the world, including many who competed as a team, in the SmartSims business simulation during winter break—a remarkable feat for a first-year business student.

Used in intro business courses around the world, SmartSims takes students through building a virtual bicycle manufacturing company—MikesBikes—from the ground up.

Adopted in all BA 101 (Introduction to Business) courses at the Lundquist College of Business, students use the introductory version of SmartSims. Recca mastered the SmartSims business simulation in his fall term BA 101 class and chose to enter the world competition—which uses MikesBikes Advanced Business Simulation used in senior and MBA courses.

In the simulation, students analyze the market, develop strategy, and make key decisions for their company long term.

Recca decided to enter the world competition in order to keep himself on track during the break.

“I was able to be proactive, to stay in the classroom mindset,” he said. Recca is declared pre-business, and intends to major in business administration with a concentration in finance and minor in economics.

Senior Instructor Tom Durant said this kind of initiative is impressive, adding Recca was one of the highest performing students in his section of BA 101 in fall 2019.

“To voluntarily decide to enter into this world championship competition really speaks to his sincerity and his interest in business,” Durant said.

After a qualifying round at the World Championship, the 10 students with the highest shareholder value move on to the finals. Over the course of the competition the intensity gets ratcheted up as different aspects of business operation—from factory space to labor costs—become more important.

The competition takes place entirely online, and participants can see how well their competitors are doing via their shareholder value. This competition included 163 students from around the globe, mostly seniors who had used MikesBikes Advanced for six to twelve weeks in their courses, said SmartSims CEO Ian McPherson. “Shawn’s achievement is significant,” he said of Recca’s sixth place finish.

Recca said he learned a valuable lesson about starting a business: balancing the needs of now with the needs of the future. Growing too fast is a primary reason many startups fail, he said.

“You had to be smart about it,” he said. 



A MOVE TOWARD SUCCESS

It is rare for the first venture of any entrepreneur to find traction given the learning curve involved with starting a business. A culture of “fail fast” stresses the role of knowledge gained from venture development, and evidence shows that it often takes an entrepreneur two, three, or more startups before they identify “the one” venture that puts them in a good position for growth.

William Schoeffler, now a senior studying marketing and business analytics, had developed a caffeinated snack product that won him a \$5,000 RAINMaker Student Entrepreneurial Seed Grant as a freshman. But as he scaled the venture, he learned the hard truth about distribution and margin challenges in the food industry. He then pivoted on to his next venture, Instashowing.

The idea came to Schoeffler when his parents bought their new home. His family’s real estate agent complained about how much time it took to get the buyer, the buyer’s agent, the seller, and the seller’s agent on the same page to schedule a showing.

“That can be solved with software!” Schoeffler said. “I’ve seen similar things in different industries. Why can’t you just do that for real estate? I got a notepad and started drawing out sketches for an app that would solve the issue.”

Schoeffler began working with software developers to flesh out his idea. He also continued to seek out assistance from the

campus and community entrepreneurial ecosystem to help him build his business model and move his venture forward.

“The Lundquist Center for Entrepreneurship really helped me to understand what consumers and investors are looking for and how to articulate it, as well as to gain an understanding of what goes into starting a company and how to push a business concept forward,” he said.

“I remember my freshman year at the QuackTrackPitch elevator pitch competition where I was running around Hayward Field with a microphone pitching a business venture to investors and judges in the stand—it was wild. There are few places that provide opportunities and space that let you develop through events like that.”

Another entrepreneurial organization

that Schoeffler sought out was Starve Ups—an Oregon-based peer-mentoring organization. With a competitive application process, Schoeffler tried once before, with his first venture, to get into Starve Ups, but he was unsuccessful.

This time, Schoeffler’s entrepreneurial growth and maturity showed through in his Starve Ups application. The idea resonated. With Instashowing, Schoeffler became one of the youngest founders to ever be admitted to the organization.

“William has shown dedication, has overcome multiple hurdles with his business, and has accomplished a lot of traction over the past year. I am excited to see where his business will go,” said Starve Ups board member and Oregon alumnus Nathan Gustafson ’06.

Schoeffler appreciates all the opportunities provided by the college.

“They do such a good job making a community for entrepreneurs,” he said. “If you really want to be an entrepreneur, the University of Oregon is the best place to be.”



Schoeffler and Shane Johnson, managing director of Coast to Crest Fund and Sustainability Hub of Interchange Negotiation Expert (SHINE) Program manager for RAIN.

BY WILLIAM KENNEDY

STARTUP GETS (DE)FUNKY



A startup with strong ties to the University of Oregon that's already been on a growth trajectory, got a big lift through a turn in the national spotlight.

Defunkify, which gets the stink out of your laundry with better, safer detergent, has its roots in the lab of Jim Hutchison, a UO chemist and senior associate vice president at the Phil and Penny Knight Campus for Accelerating Scientific Impact. His lab focuses on green chemistry, and the Defunkify laundry products use only sustainable ingredients to eliminate odors down to the level of individual fibers.

The Defunkify brand launched in 2017 and is an offshoot of Hutchison's company Dune Sciences. From its Eugene headquarters, Defunkify has experienced strong growth ever since. In roughly two years, its products made their way onto the shelves of more than 2,000 grocery stores around the country, including Safeway and Sprouts.

But the company received further attention with a turn on the Home Shopping Network (HSN).

Defunkify Chief Marketing Officer Eddie Rosenberg, who represents another tie between the company and the UO, got to present to HSN's viewers the benefits of Defunkify in a live, eight-minute segment. Rosenberg earned his MBA from the Lundquist College of Business in 2017 and joined Defunkify immediately after.

"We were really excited for the opportunity to share Defunkify on national TV—mostly because everybody here loves this brand and believes in what we're doing and why we're doing it," said Rosenberg.

The HSN appearance is a testimony to Defunkify's tenacity and innovative products. Rosenberg cultivated the relationship over a year before finally getting the green light to go live on HSN.

In addition to the national exposure and sales from the show, being featured on HSN has opened up additional doors as the startup continues to expand its reach.


"It has had a big impact, particularly in terms of brand validation," Rosenberg said. "Today, when we walk into meetings, it offers us a tremendous amount of credibility."

It's also propelled Defunkify to become one of the fastest-growing companies in the cleaning products category, according to industry data.

The growth in sales has allowed Defunkify to add staff. Hutchison remains connected to the company as a formulation adviser.

Throughout the journey, Rosenberg has drawn on the courses and experience he gained while working toward his MBA. He drew on the numerous pitches he made to classmates, faculty, and influential visitors (including venture capitalists). Plus, the expertise he was—and still is—able to tap from faculty, alumni, and fellow students has been invaluable.

"I have 10 people from the program I consider lifelong friends that I get in touch with weekly," he said. "That ecosystem of bouncing off ideas and getting help is so alive."

"I'm so happy I chose the UO to get my MBA," he added. "This brand-building adventure wouldn't be happening without that decision to come here." 



In December 2019, Lundquist College of Business alumna Christina Calvin founded her own heavy element recycling startup after completing her MBA with a specialization in sustainable business practices during the fall.

With a background in geology, mining, and the oil and gas industry, Calvin's success underlines how an MBA with a focus in sustainable business is increasingly relevant to students and professionals from diverse backgrounds and areas of interest—especially the sciences.

The Center for Sustainable Business Practices coordinates this MBA specialization at the University of Oregon.

Prior to attending the Lundquist College, Calvin knew she wanted to earn an MBA in sustainable business, but she didn't want a school that would put her on a single track toward becoming a consultant—something she found common at other universities.

"At Oregon, they'll help you find your spot as opposed to squishing you into a spot that already exists," she said. "That was very appealing to a student like me."

Calvin attributes her success in part to the ready availability of the college's Mohr Career Services.

"You can meet with the career services staff every day if you want to. That was really exciting for me," Calvin said.

Calvin also mentioned courses like Lean Launchpad, taught by instructor and Lundquist Center for Entrepreneurship program manager Kate Harmon. She appreciated the feedback from Lean Launchpad's mix of undergraduate and graduate students, as well as members of the community.

Calvin's enterprise, launched along with her business partner Mahfuzur Rahman, MBA '20, recycles heavy elements and lithium found in batteries and electronics. Rahman also has a background in chemical engineering.

"There are no recyclers for a lot of these materials in the U.S.," Calvin said. "The most logical thing to do is recycle them instead of throwing them in the landfill. At the rate we are consuming materials, renewable energy is never going to get off the ground if we don't start recycling."

With China controlling most of the lithium in the world, as well as other elements common in modern technology, Calvin sees this as not just a sustainability issue, but a national security issue as well. She can't speak to additional details about how exactly her company intends to solve this issue until patent processes are completed.

During her time at Oregon, Calvin was also able to network with several mentors via the Lundquist Center for Entrepreneurship mentor network, without whom she said she wouldn't be where she is today. One mentor, Robert Scherle, was able to connect her to Chinese recyclers; another, Tim Cling, linked her to CEOs of several national companies.

Said Harmon, "We can't wait to see where she goes from here." 📍

LITHIUM POWERED STARTUP

“At Oregon, they'll help you find your spot as opposed to squishing you into a spot that already exists.”



FOR esports

THE TIME IS NOW

Competitive gaming or “esports” is a booming, billion-dollar industry. The University of Oregon and other campuses are upping their game to meet student demand, so here’s a primer to help you plug in.

18


After being a club sport in recent years, university officials named esports an official program.

The School of Journalism and Communication and the Lundquist College of Business now have credit courses covering esports. Students are learning broadcasting by calling games, they’re taking sports marketing classes on the industry, and they’re exploring careers through UO workshops.

UO Esports—which welcomes the casual gamer—also houses varsity teams that play League of Legends, Overwatch, Rocket League, Call of Duty, and Hearthstone. In fact, the UO won a national championship in Hearthstone, a card game based on characters with various powers.

The new Esports Lounge, a 1,100-square-foot room in the EMU with high-speed computers and customized chairs, will be open to the general public after the COVID-19 restrictions are lifted. That’s where to watch the varsity teams practice and play.

“There are, unfortunately, sometimes negative stigmas about what a gamer is, and we’re shattering those left and right,” said David Gugliotti, MBA ’19 (sports marketing), UO Esports inaugural director and a main driver of the program’s growth at the UO. “And it gives people who maybe don’t have a community something to attach to.”

Top gamers nationally pull down as much as \$7 million annually in winnings and sponsorships. Fans tune in on mainstream networks, such as ESPN, and fill arenas to watch contests, where the action is called by high-profile announcers, including former Ducks multisport star Jordan Kent. 

WORKSHOP EXPLORES THE BUSINESS SIDE OF ESPORTS

The Lundquist College of Business’s Warsaw Sports Marketing Center, along with the Erb Memorial Union, brought esports leaders to campus Feb. 21 for “The Business of esports,” a day-long workshop dedicated to the ever-increasing job opportunities esports offers.

Speakers discussed the range of careers within esports, along with advice on how to take advantage of them.


“The industry has shifted from hiring people who know about gaming to those who have more sophisticated business chops,” said Whitney Wagoner, director of the Warsaw Center and organizer of the workshop. “What’s more, the job growth will come from companies that are not directly tied to gaming but want to be part of its rapid growth. There will continue to be more and more high-quality job opportunities for our students, and they need to be ready.”

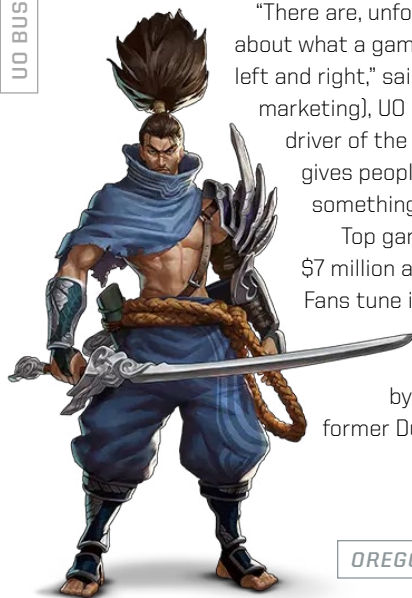
The event kicked off with a keynote address from David Higdon of Riot Games. One of the breakout sessions explored journalism jobs within esports and included UO alumnus Mitch Reames, a respected multimedia esports journalist.

Another session looked at how more traditional sports leagues leverage gaming and included a panel made up of representatives from the Portland Trail Blazers, Portland Timbers, and the Seattle Seahawks.

Gugliotti moderated a discussion with the UO Esports program’s brand partners and sat on a panel with representatives from Boise State University and Northwest Christian University (now Bushnell University) to discuss the collegiate esports landscape.

The day concluded with a show match between the League of Legends esports teams from the UO and Boise State.

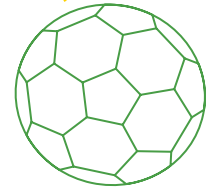
Attendees also had the chance to tour the new esports lounge on the ground floor of the EMU. 





Some 7,440 miles separate Portland, Oregon from Accra, Ghana. Although home is halfway across the world, Nancy Nartey, a student in the University of Oregon's Sports Product Management Program's class of 2021, has embraced the city of Portland and the opportunity to enhance her career and life goals.

After her father's passing, Nartey's supervisor, Martin S. Yeboah, quickly became her career mentor and father figure. He understood her motivation to improve the community around her. He also understood her core passion: soccer.



Ever since she could remember, soccer meant everything to Nartey. Her mentor's understanding of both this passion and her devotion to community development led him to discover and recommend the Sports Product Management Program.

Nartey said she believed that the program would help her answer the question she asked herself daily: "How can I apply my knowledge and skills to raise awareness of opportunities in Africa?"


"When I observe the state of sport in Ghana, [I see] opportunities to revive sports that kids used to love growing up," she said.

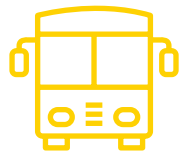
INSPIRING CHANGE THROUGH INNOVATION

Nartey has a strong interest in solving problems by creating solutions that can benefit her community. After graduating from Kwame Nkrumah University in Kumasi, Ghana with a degree in development planning, she took on roles as a teaching assistant and an educational consultant. Thanks to her skills in development and her passion for people, Nartey's impact reached across the entire community. Her work was appreciated and celebrated by many, yet she knew she was capable of having an even greater impact.

So why choose the Sports Product Management master's program in Portland, Oregon?

Through the Sports Product Management Program, and with the support of generous donors to the program's scholarship fund, Nartey aims to learn and apply the concepts of ideation, innovation, and iteration that will one day allow her to inspire a revival of those sports.

"Through the innovation of sport products and smart products, athletes in Africa will be better. Leveling the playing field for all people in my African community to participate in sports will come with the ability to make change through innovation," she said. 



STRATEGY IN A TIME OF UNCERTAINTY

BY WILLIAM KENNEDY



As part of the capstone course for the college's MBA program, a team of students from the Center for Sustainable Business Practices were initially charged with developing a 10-year financial strategy tool for Lane Transit District (LTD). COVID-19, however, created a real-time stress test for the model the team built. Fortunately, the

tool was robust enough to visualize short-term financial emergencies, even though it was originally built for long-term projections.

The project quickly pivoted to forecasting the impact of the virus on payroll taxes, the primary source of revenue for the large transit agency. The team found that, spurred by surging unemployment related to the COVID-19 pandemic, LTD could face a budget shortfall between \$6 and \$15 million in the fiscal year ending June 2021, according to the tax revenue regression model developed by the students.

"In the middle of developing that tool we had such an important case study to illustrate it: an unprecedented economic



CREATING IMPACT
 Undergraduate and graduate students also took on a range of impactful projects as part of the "Resilient Leadership for Social Impact" course. More than 30 students engaged in consulting projects for such local nonprofits as BRING Recycling, Friends of Buford Park, and Food For Lane County to help these organizations overcome challenges relating to COVID-19 and equity and inclusion.
 Read more: uobiz.co/impact

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Springfield

and public health situation," said MBA student Rachel Cohen. "In all honesty, it was a lot of pressure."

With the tool, the MBA students established a baseline for the economy if it had continued on its normal trajectory. They then compared that baseline to possible outcomes related to the COVID-19 pandemic.

Gathering the most up-to-date data at the time from the federal government, national news sources, and unemployment projections from economists with the state government, the team developed three possible scenarios for economic recovery in Lane County in the fiscal year


ending June 2021. The best-case scenario predicted a v-shaped turnaround, and the worst-case scenario reflected a deep downturn and prolonged recovery. The third economic outlook included many peaks and valleys.

Based on current data, though, those forecasts have changed, bringing both good and bad news for the transit agency.

"The levels of unemployment haven't been as steep as initially projected," Cohen explained.

"It looks a lot more like our best case, but we're not seeing a v-shaped recovery. We're looking at something that's much more prolonged."

In addition to Cohen, MBA students contributing to the development of the tax revenue regression model for LTD were Ashton Roberts, Jason Foldi, and Ema Alspaugh. LTD partnered with the team through the Sustainable City Year Program, an innovative UO program that pairs students from business, architecture, planning, law, and more with public-sector consulting projects.

Founded in 1970, Lane Transit District has an annual budget of approximately \$43 million. LTD's daily ridership is roughly 37,000 people throughout Lane County. In May 2020, the transit agency received \$25 million in emergency funding from the federal government as part of the CARES act for COVID-19-related economic relief and recovery. Outside of payroll taxes, other sources of LTD funding include grants and daily bus fare. 



EXECUTIVE MBA JOURNEYS

Building Sustainable Change

ERICKA WARREN, MBA '19

A former professional vocalist, Warren, 49, had long careers as an executive administrator and a touring musician, providing her business acumen, leadership, and management skills. At the Oregon Executive MBA, she took courses in marketing, finance, and statistics.

Not being a traditional business major, "I hadn't learned all of those foundational concepts in a traditional educational setting," Warren said. For her capstone project, Warren developed strategy for the UO's new Lyllye Reynolds-Parker Black Cultural Center. Today Warren works as an equity consultant with clients including the I-5 Rose Quarter improvement project.

"Going through the executive MBA program while I was working two full-time jobs and being a mother, I think that lends to my ability to be able to juggle projects well and balance priorities," she said.



Expanding Leadership

JULIAN DUNN, MBA 2021 CANDIDATE

Dunn, 41, credits the program with his two recent promotions at PagerDuty, a San Francisco-based tech company.

Getting an MBA, "demonstrated that I'm looking to take more of a leadership role," he said.

While Dunn eventually would like to start his own business, the immediate rewards of the program have been obvious. With an advanced career in the software industry, and an undergraduate degree in computer engineering, the program has allowed for collaboration across discipline and expertise—something Dunn desired.

"To me it was really important to choose a program where I had the opportunity to develop relationships with people in different industries," Dunn said. "There's a lot of lessons that you can learn from other areas, . . . and bring them back into the high-tech realm."

Exploring Entrepreneurship

MARIA LANGBAUER, MBA '20

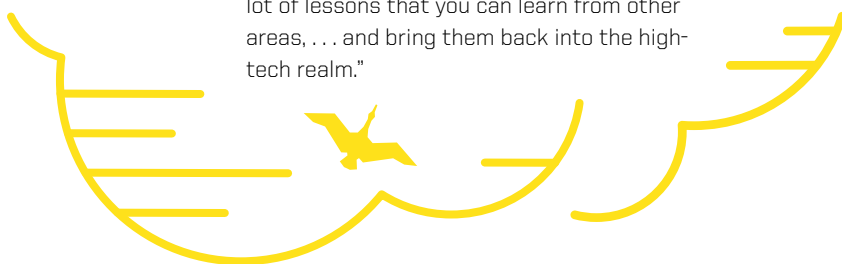
The program [gave me] access to a lot of different individuals," Langbauer said, adding that UO also has an extensive alumni network. "I was able to figure out that I was really drawn to fields of innovation, technology, and entrepreneurship."

For Langbauer, that included developing a business plan for a startup that manages private campgrounds, focusing on accessibility, that she hopes to pursue further.



The fact that Langbauer did not have an undergraduate degree in business was never an obstacle.

"To me it was like being on an adventure where you're constantly trying new things to see if they fit," she said.





PURPOSE, PASSION, AND CAREER ADVANCEMENT

Return on investment can take many forms for the experienced professionals who earn their degrees at the Oregon Executive MBA in Portland. For Becca Yates, MBA '18, it meant uncovering a new career path and helping to establish—and then lead—a new department at her organization.

Along with the satisfaction of self-discovery, Yates now finds herself even better positioned to continue building the life she wants for herself and her family.

“Thanks to the career advancements that started within my first year of being back at school, I’ve recouped my initial investment and then some,” said Yates.

When Yates first applied to the Oregon Executive MBA, she was working as a senior marketing manager at Northwest Energy Efficiency Alliance (NEEA), a nonprofit that teams with global manufacturers and regional organizations to advance energy efficiency.

Even before she started classes, Yates’s decision paid off—with a promotion to senior manager of corporate communications.

“My hiring manager knew that I’d immediately start applying what I learned at the Oregon Executive MBA, so NEEA would benefit right away,” said Yates.

Taking on a new role while entering a demanding graduate program wasn’t always easy. To add to the challenge, Yates, like more than half of the students at the Oregon Executive MBA, had children at home—in her case a four-year-old and a two-year-old.

With an undergraduate degree in international studies, Yates wondered if the lack of a traditional business education might hold her back. In particular, the program’s finance courses loomed large.

But Yates soon realized the Oregon Executive MBA curriculum is designed for students from a wide range of undergraduate backgrounds. She found herself succeeding in—and enjoying—courses in operations, leadership, and—yes—even finance.

Yates’s aha moment came at the beginning of her second year in the program, when she took the corporate strategy course taught by Beth Hjelm.


“That course was life-changing for me because I realized that corporate strategy was exactly what I wanted to do,” said Yates.

Yates found a way to put her new-found passion into practice, when NEEA began working on a new business plan for 2020 through 2024. After volunteering to pitch in, Yates ended up running the entire process. When the project wrapped up, Yates and her colleagues realized that NEEA would benefit from having a unit dedicated to strategic planning. Once again, Yates stepped in.

“I put together a business case for morphing my department and my team into a corporate strategy and communications team,” said Yates.

NEEA accepted Yates’s proposal. Toward the end of her second year at the Oregon Executive MBA, she began building out the new unit—and ended up leading it.

Yates’s journey didn’t stop there. In 2019, she began leading all of NEEA’s corporate strategy, stakeholder engagement, and communications efforts—first as interim director and then, in October 2019, moving into the director role.

“I graduated knowing I want to look at new opportunities, but I want to look at them at my current organization and within my current industry, because it really is where my purpose and passion is,” said Yates. 

A large green graphic shaped like the state of Oregon. Inside the shape, the text "Oregon's RECOVERY PLAYBOOK" is written in white. "Oregon's" is in a script font, while "RECOVERY PLAYBOOK" is in a bold, sans-serif font. Below the main title, the URL "© uobiz.co/recovery-playbook" is written in a smaller, orange font.

Oregon's RECOVERY PLAYBOOK

© uobiz.co/recovery-playbook

THE PEOPLE MOVING THE REGION FORWARD

Four years ago when I started as dean of the Lundquist College, one of the reasons I was so enthusiastic about the role was the state's approach to business. Oregon's reputation for creative solutions and tenacity is known around the world.

The Lundquist College is a significant force shaping Oregon's distinctive business environment. From the well-educated, career-ready graduates we send out into the world to the many successful startups that began in the Lillis Business Complex, we make a difference here in the Pacific Northwest and beyond.

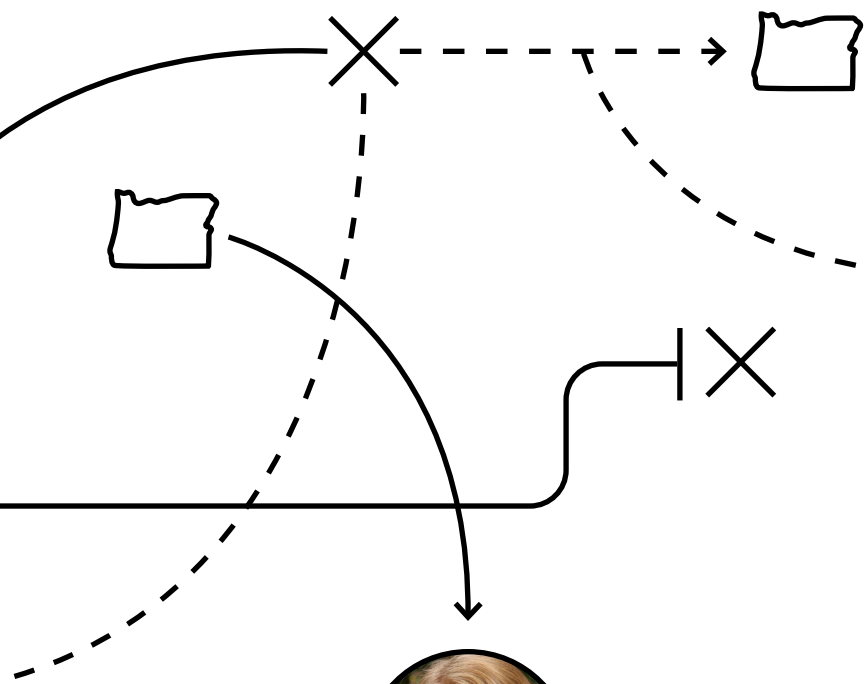
Our world-class faculty is at the core of the work we do. These extraordinary educators and researchers engage in meaningful ways with today's business world.

The year 2020 has come with challenges on multiple fronts. Our nimble and resilient faculty members are already bringing their expertise to identify these challenges and chart new ways forward.

You'll have the opportunity to hear from four of these faculty members—along with business leaders from around the region—in Oregon's Recovery Playbook, a series of video and print interviews created in partnership with the *Portland Business Journal*.

SARAH E. NUTTER

Edward Maletis Dean—Lundquist College of Business



▶ LAUREN LANAHAN

Assistant Professor of Management–Lundquist College of Business

As government and businesses respond to the economic challenges of COVID-19, Lauren Lanahan has the opportunity to see the core themes of her research play out in real time.

This spring, the National Science Foundation awarded Lanahan a grant for the project RAPID: Examining the Innovative Ecosystem During the COVID-19 Pandemic to create a first-of-its-kind dashboard tracking all 50 states' efforts to support startups and innovation during and after the pandemic. The goal: to identify best practices that can be shared around the country.

"We're living in a very interesting experiment right now," she said. "Depending on your organization's location, its restrictions could be notably different from those of your competitor in a different state."

Lanahan's research has convinced her that government support is crucial for the country's future economic success.

"If we want to be at the frontier of innovation 20 years from now, then we must continue our levels of public investment," said Lanahan.



▶ T. BETTINA CORNWELL

Philip H. Knight Chair; Academic Director, Warsaw Sports Marketing Center; Head, Department of Marketing–Lundquist College of Business

"It's surreal. I've never seen anything like it," said Bettina Cornwell, describing what it was like to have COVID-19 shut down one of her central areas of research—the world of professional sports.

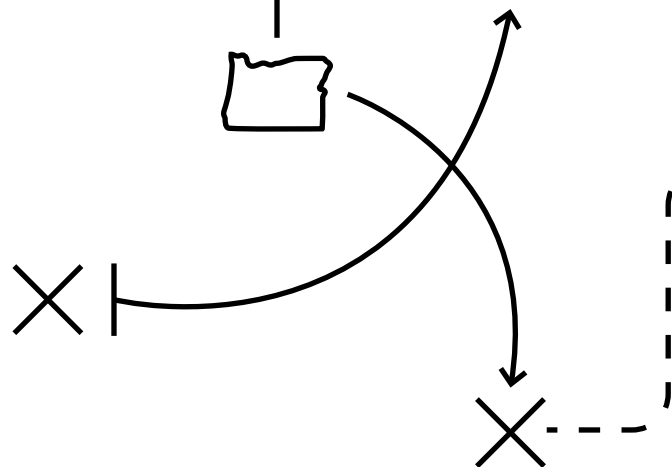
Similar to the organizations she studies, Cornwell quickly pivoted, finding rich new avenues of inquiry in the industry's varied responses to an unprecedented disruption.

For the short term, Cornwell advises that teams must find creative new ways to stay viable. Taking the longer view, Cornwell looks to a world in which the entire sports-viewing experience will be redesigned.

"We're going to see very new ways in which we organize things," said Cornwell.

Still, this unusual time has brought a spirit of cooperation to this highly competitive world.

"People have had to reach out to folks they've not reached out to before, and I think those collaborations may be long lasting," said Cornwell.





STEPHEN MCKEON

Associate Professor of Finance; Inman Research Scholar; Academic Director, Cameron Center for Finance and Securities Analysis—Lundquist College of Business

If your regular work day involves more Zoom meetings than ever before—you're not alone. Starting in mid-March, many organizations quickly adopted remote work.

It's clear now that, even after the pandemic ends, many companies will continue to offer at least some work-from-home options for their knowledge workers.

Stephen McKeon believes that the trend represents a paradigm shift in the way states can work to develop their economies—and that Oregon is set to benefit substantially from this new model.

Historically, states have attracted and retained companies by offering them incentives. With employees no longer tied to the area where their company is located, states can expand their focus to include attracting individual workers as well as drawing entire companies.

"People are going to be fleeing areas with exorbitant costs of living. They're going to be looking for higher quality of life. And that's what Oregon excels at," said McKeon.



PETER YOUNKIN

Assistant Professor of Management—Lundquist College of Business

New businesses create new jobs. If past trends stay true, entrepreneurship will be a central force in helping the country recover from the current economic downturn.

But not all entrepreneurs share the same advantages. Research from Peter Younkin reveals that—when it comes to attracting investors and recruiting top talent, among other essential entrepreneurial tasks—Black founders face specific challenges.

Younkin's work does more than simply tally these difficulties—it also offers a range of data-driven techniques for Black entrepreneurs to overcome the obstacles they face.

"Successful startups benefit all of us, so we need to make sure that the game isn't rigged, and that everyone has an equal chance to be 'lucky' if they are smart and dedicated," said Younkin. "If we don't, the rest of us will never see the most interesting products, our hometowns won't gain the most jobs, and we'll never find the best leaders."

Read more about Younkin's research on page 27.

THE FOLLOWING NOTABLE OREGONIANS ARE ALSO FEATURED IN THE RECOVERY PLAYBOOK

PEGGY MILLER
CEO, PacStar

DANNY JACOBS
President, OHSU

GREG GOODMAN
Co-President, Portland Downtown Development Group

CHRIS MCGOWAN
President and CEO, Portland Trail Blazers

KATE BROWN
Governor, State of Oregon

MERRITT PAULSON
Owner and President, Portland Timbers and Portland Thorns

DAVE CHEN
CEO, Equilibrium Capital

YVONNE WASSENAAR
CEO, Puppet

RON WYDEN
Senator, State of Oregon

uobiz.co/recovery-playbook

BY KIT ALDERDICE



OVERCOMING BARRIERS TO ENTREPRENEURSHIP

Picture this: Your new startup is going well. The concept is strong, and you've secured funding. Now you're ready to grow your staff.

But something strange happens when you start recruiting. The people who are most qualified simply aren't applying. Meanwhile, those who do apply ask for higher salaries than they would if they were considering similar positions at other organizations.

Still, you move forward. The result: you pay more for employees who are less qualified.

Absurd as this situation may sound, it's a common experience for Black entrepreneurs, according to research from the Lundquist College's Peter Younkin. One way Black founders can put themselves back on an equal footing with other entrepreneurs, Younkin discovered, is to remove indicators of their race when they interact with prospective hires.

For Younkin, research-driven data brings clarity and power—even when it reveals unpleasant truths.

"Founders have to make dozens of tough decisions, and they're often left wondering which ones accelerated their success and which brought them to the precipice of failure," said Younkin. "We wanted to give them more than just their gut intuition to rely on and to offer empirical evidence for how a single decision—revealing your race—can affect the quantity and quality of employee applications."

Staffing their startups is not the only challenge Black founders face. In a recent paper that won this


year's Lazaridis Institute Award for Paper Published in the *Journal of Business Venturing*, Younkin showed that consumers tend to expect Black entrepreneurs to accept prices that are approximately 20 percent lower than those of white founders.

But Younkin's work doesn't just point out inequalities. It offers techniques for challenging the unconscious biases that can slow down entrepreneurial efforts. His research shows that Black founders must take a proactive approach to change preconceptions about the ventures they lead.

Black founders can

- describe how hard they've worked or how much they've invested in the product,
- build on their track records, highlighting previous achievements and awards,
- present examples of other Black founders who have already succeeded.

Why is equity in entrepreneurship so important? Because it benefits far more than the people involved with a single venture.

"Founding a successful startup requires tremendous effort, talent, a team of dedicated employees, and a significant amount of luck," said Younkin. "But people do it, and we support them in doing it because the returns are so important to us all: new products, new jobs, and new leaders to guide us into a new world." 



We want to give founders more than just their gut intuition to rely on.





RISKS, REWARDS OF CORPORATE ACTIVISM

Companies and CEOs are increasingly wading into political issues. My latest research suggests that such corporate activism can come with high costs if it doesn't align with the political values of a company's customers, employees, and local lawmakers—or big gains when it does.

In what we think is the first study to examine how corporate activism affects financial performance, three coauthors and I built a database of decisions by publicly traded companies that took a stand on such polarizing issues as LGBTQ rights, abortion, immigration, and gun control over a five-year period. We then looked at the relationships between activism and immediate changes in a company's stock price and subsequent changes in its sales. We found that the impact depended on how well the company's activism aligned with the political values of the people the company represents. On average, well-aligned activism boosts a stock price by approximately 1 percent and sales by approximately 10 percent. Misaligned activism lowered a stock price by over 2 percent and reduced sales by over 4 percent.

The impact on stock prices depends on whether investors think the activism will strengthen or weaken long-term relationships with customers, employees, and lawmakers—who may retaliate by rescinding tax breaks or making other policy changes. We found that companies can avoid or mitigate stock drops when they explain to investors how activism is good for business.

Companies and their executives are increasingly moving into political terrain. Recently Amazon, Walmart, and other companies expressed support for Black Lives Matter. Goya Foods CEO Bob Unanue praised President Donald Trump's leadership during the pandemic.


This trend began in the 1990s and early 2000s as human rights activists and environmentalists pressured companies to be “responsible” members of society. Today, consumers, employees, and local citizens are pressuring companies to take actions that support their own political views.

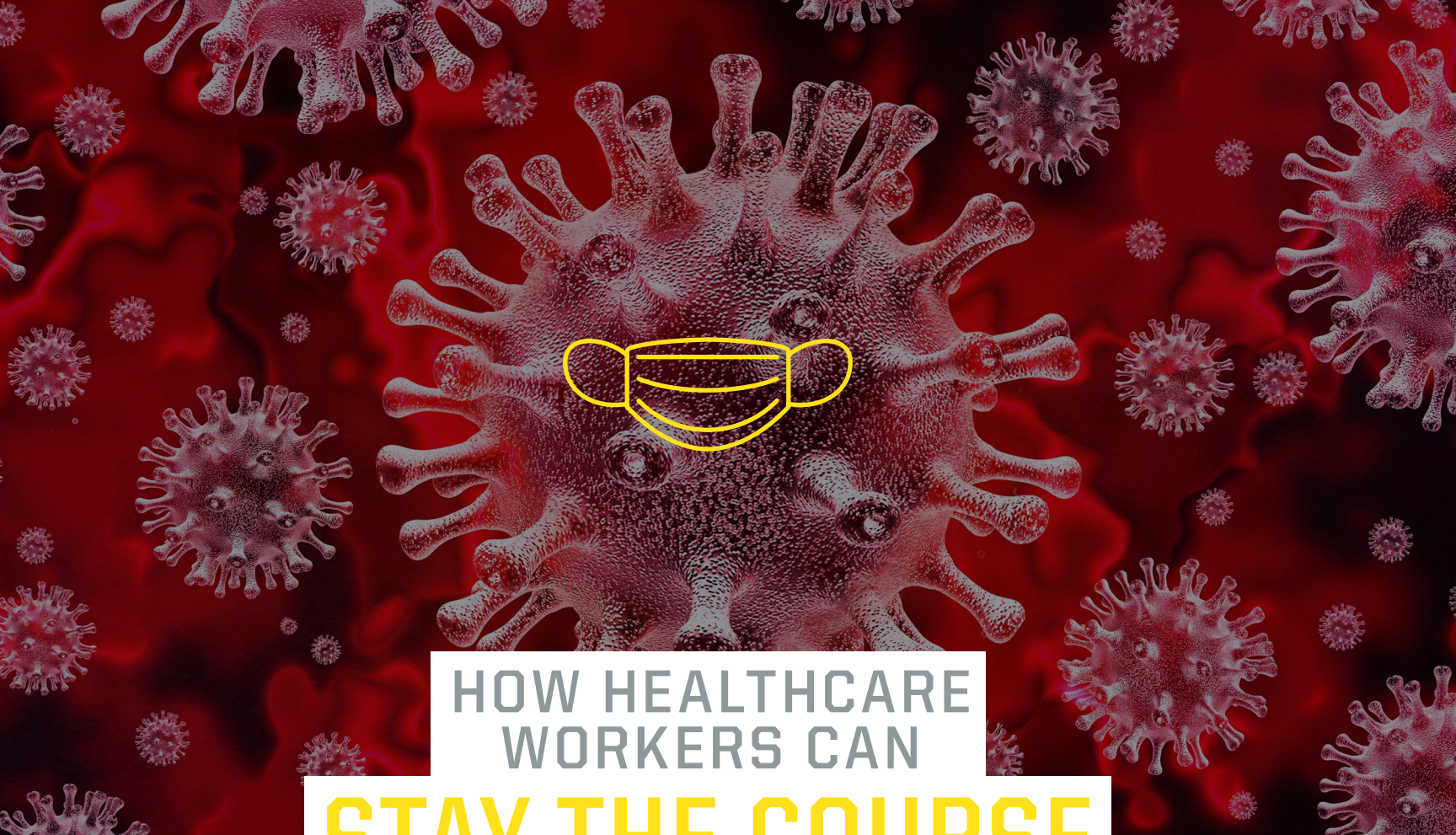
Currently, nearly every major company promotes its efforts to protect the environment and ensure workers' rights. As more companies take political positions,

our research shows companies may want to ensure its views reflect those of its employees and customers. Unanue's comments about Trump, for example, drew an immediate backlash and calls for a boycott by its largely Latino customer base. This reaction also drew calls for a “buycott” of Goya's products, suggesting companies might also gain new customers even while losing others.

We are only beginning to understand how corporate activism affects profits, brand perceptions, competitive reactions, and—importantly—public attitudes toward the issues at hand.

Future research may evaluate how corporate activism affects a brand's market position. For example, certain activist brands like Nike and Ben & Jerry's have a reputation for taking political stances. Does having an activist reputation reduce competitive threats? How does it affect the way customers view the brand and its products?

More broadly, we need more research to understand how people's political views shape what they buy. 



HOW HEALTHCARE WORKERS CAN STAY THE COURSE DURING A PANDEMIC

During the worldwide COVID-19 pandemic, the functionality of institutions many take for granted—such as hospitals, schools, and libraries—is at the forefront of people’s minds. A University of Oregon professor is contributing to that understanding through an analysis he and his coauthors conducted of a potential Ebola outbreak in 2014 at a large hospital facility in Australia.

Lundquist College of Business Professor Emeritus Alan Meyer and his coauthors delve into the issue of how those administering care weigh the value of social inclusion, finite resources, and safety in a new research paper titled “Maintaining Places of Social Inclusion: Ebola and the Emergency Department,” which was accepted to the top journal *Administrative Science Quarterly* and published online March 20.

In it, the authors introduce the concept of “places of social inclusion”—which they describe as “institutions endowed by a society or a community with material resources, meaning, and values at geographic sites where citizens can access services for specific needs—places that are taken-for-granted, essential, and inherently precarious.”

Healthcare is an institution the public assumes will be there for them in their time of need. When it’s not, its absence may be perceived as the beginning of societal breakdown.

“The prospect of an Ebola virus outbreak triggered doctors’ and nurses’ fears for their own safety, and their families’ safety. This disrupted the Emergency Department to the point of near-calamity,” Meyer said, “but the Australian healthcare workers found a way forward by managing their fears and emotions. They delivered ethical care while taking measures for self-protection from the highly communicable disease.”

Ebola, like COVID-19, is not only potentially deadly but initially


was not as well understood as other viruses. For some, this lack of understanding sparked panic. The research may provide an outline for maintaining effective care in current and future pandemics.

The study, coauthored by April Wright of the University of Queensland, Trish Reay of Alberta School of Business, and Jonathan Staggs of Christian Heritage College, illustrates how two factors—robust information and training, and the moral call doctors and nurses feel to serve those in need—ultimately helped the healthcare workers to override their natural fear response and to provide ethical care.

The researchers, already onsite at the Australian hospital for an ethnography (a detailed account of social practices in delivery of healthcare), worked closely with doctors and nurses.

During data collection, the World Health Organization declared an international public health emergency following an outbreak of Ebola in West Africa. With a mortality rate of 70 percent, those on the front lines were understandably fearful. Yet during this time, essential care for heart attacks, strokes, and other emergencies needed to continue at their usual pace.

The authors put forth a process model that caregivers, and others who interact with the public through institutions, may follow during these uncertain times.

“The most important lesson we draw from our study of Ebola leads us to implore citizens, public officials, and healthcare leaders to recognize, facilitate, and celebrate the role of ‘institutional custodians’ during a pandemic,” Meyer said. “We should expect healthcare teams to experience fear and have doubts. But rest assured many doctors and nurses who have deeply identified with their custodianship role rise to the challenge of preserving that ‘place of social inclusion.’ The rest of us just need to celebrate them and support them. That’s every bit as important as ‘flattening the curve.’” 

TOP HONORS FOR LUNDQUIST FACULTY

T. Bettina Cornwell NEW KNIGHT PROFESSOR



T Bettina Cornwell has been named to one of the University of Oregon's highest faculty honors. The marketing department head at the Lundquist College of Business is now a Philip H. Knight Chair.

"In these challenging times, I appreciate the opportunity to join this venerable group," Cornwell said of the Knight Chair honor.

Cornwell earned her doctorate in marketing with a minor in cognitive psychology at University of Texas at Austin. She joined the Lundquist College of Business in 2010.

Her work is at the crossroads of marketing and public policy.

She was named the Stewart Distinguished Professor in 2016, and received the college's Goulet Outstanding Research Award in 2015.

Many of her works have earned "Best Paper" designations, and she received the Applied Sport Management Association Achievement Award in 2020 and the North American Academy of Sport Management Research Fellow Award in 2019.

Along with being a star researcher, Cornwell generously supports her students, fellow faculty members, and the college's centers and programs with creativity and gusto.

Last summer, before COVID-19 altered the way many institutions delivered education, Cornwell made use of the university's resources for online course development. She enjoyed the process and began building a YouTube channel with instructional segments for use by marketing instructors, professionals in practice, and eager students from around the globe.

She sees it as another way the UO and the Lundquist College of Business can provide a service and content leadership to the world.

"Bettina is our anchor research faculty member for sports sponsorship marketing research, and she has been growing a strong research group in the marketing department who publish in the very top journals in business," said Sarah E. Nutter, Edward Maletis Dean for the Lundquist College. "She serves the academy and the world with her tireless work, and it's an honor to count her among the University of Oregon Lundquist College of Business faculty."

Dane Christensen STEWART AWARD 2020



You could say associate professor of accounting and Charles E. Kern Research Scholar Dane Christensen moves quickly.

He published in *The Accounting Review*—one of the top three journals for accounting research—at a remarkable pace in 2016, 2017, and 2019, in addition to three articles published in other top journals.

His work is also frequently cited in the media, including the *Wall Street Journal* (on two occasions), *Washington Post*, and on National Public Radio.

It is this swift pace, coupled with its exemplary quality, that earned Christensen one of the Lundquist College's most prestigious honors, the Stewart Distinguished Faculty Award for 2020. Established through a generous gift by alumnus Thomas C. Stewart, the award aims to support an individual whose accomplishments lead to distinction at a world-class level and further the strategic objectives of the Lundquist College of Business and the University of Oregon.

Christensen brings his experience from a PhD in management from the University of Arizona and as an auditor for Deloitte and Touche LLP and for Perkins & Company P.C. His expertise includes corporate misconduct, corporate social responsibility, and the political economy.

In a nomination written by senior associate dean and Jack O. Rickli Professor Angela Davis and cosigned by others in the School of Accounting, the authors point to Christensen's direct positive impact, saying he is instrumental to recruiting recent top-notch faculty hires. His research not only bolsters the college's standing in the field, it also helps to attract stellar students.

The Stewart award for Christensen follows the Goulet Outstanding Research Award in 2018 and earning tenure in 2019.

"I'm incredibly grateful for the Stewart family's support of the Lundquist College of Business and am humbled to receive this award," Christensen said. "The University of Oregon, and all who have and will pass through it, shine brighter as a result of their support."

HONORS AND ACCOLADES



JOSHUA SKOV
INSTRUCTOR OF MANAGEMENT

Skov's course, "Life-Cycle Assessment, Life-Cycle Thinking, and Business Strategy" earned The Aspen Institute's 2019 Ideas Worth Teaching Award.



JOSHUA GORDON
SENIOR INSTRUCTOR OF SPORTS BUSINESS
WOODARD FAMILY FOUNDATION FELLOW

Appointed as an arbitrator for the Court of Arbitration for Sport (CAS). Gordon is one of only two Americans confirmed this period to the 300 member list of arbitrators.



LINDA WESTON
CAPSTONE ADVISOR, OREGON EXECUTIVE MBA

Portland Business Journal's Joan Austin Lifetime Achievement Award.



T. BETTINA CORNWELL
HEAD, DEPARTMENT OF MARKETING
PHILIP H. KNIGHT CHAIR

Lifetime achievement award from the Applied Sport Management Association.



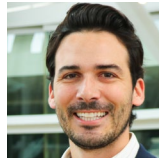
PETER YOUNKIN
ASSISTANT PROFESSOR OF MANAGEMENT

Earned the 2019 Lazaridis Best Paper Award with his coauthor from the *Journal of Business Venturing* for their paper "Discounted: The Effect of Founder Race on the Price of New Products."



STEPHANIE PEEL
PROFESSOR OF PRACTICE
PORTER FACULTY FELLOW

Featured among a roster of 10 extraordinary UO faculty members who are guiding the next generation to equity, opportunity, and excellence.



CONOR HENDERSON
ASSOCIATE PROFESSOR OF MARKETING
JUDY AND HUGH OLIPHANT RESEARCH SCHOLAR

Awarded the American Marketing Association's Sport and Sponsorship-Linked Marketing Special Interest Group (SportSIG) Paper of the Year. This is the third consecutive sports marketing Paper of the Year award for the Lundquist College's Department of Marketing.



MIKE RUSSO
LUNDQUIST PROFESSOR OF SUSTAINABLE
MANAGEMENT

Awarded a 2020 UO Sustainability Award for research.



LAUREN LANAHAN
ASSISTANT PROFESSOR OF MANAGEMENT

Along with Amol Joshi of Wake Forest University, awarded a National Science Foundation RAPID Grant for "Examining the Innovative Ecosystem During the COVID-19 Pandemic."

NEW NAMED APPOINTMENTS

Beth Hjelm, James F. and Shirley J. Rippey Senior Instructor II of Management

Robin Clement, James F. and Shirley J. Rippey Senior Lecturer II of Accounting

Joshua Beck, Judy and Hugh Oliphant Research Scholar

Dane Christensen, Charles E. Kern Research Scholar

Ralph Heidl, Inman Research Scholar

Conor Henderson, Judy and Hugh Oliphant Research Scholar

Brandon Julio, Alumni Investment Management Research Scholar

Chris Liu, Inman Research Scholar

Kyle Peterson, Robert and Lois Braddock Research Scholar

Brady Twedt, Miner Research Scholar

Z. Jay Wang, Alumni Investment Management Research Scholar

Zhibin Yang, Edwin E. and June Woldt Cone Research Scholar

TENURE AND PROMOTIONS

Joshua Beck, Conor Henderson, Chris Liu, Brady Twedt promoted to associate professor and awarded tenure; **Nicole Wilson** promoted to senior instructor I

TEACHING AWARDS

HERMAN AWARD FOR OUTSTANDING ONLINE EDUCATION

Erik Ford, Instructor of Operations and Business Analytics

UNDERGRADUATE TEACHING EXCELLENCE AWARD

Beth Hjelm, James F. and Shirley J. Rippey Senior Instructor II of Management (Spring 2019)

MOST OUTSTANDING MBA INSTRUCTOR TEACHING AN ELECTIVE COURSE

Stephanie Peel, Professor of Practice; Porter Faculty Fellow

MOST OUTSTANDING MASTER OF SCIENCE IN FINANCE INSTRUCTOR

Brandon Julio, Associate Professor of Finance; Alumni Investment Management Research Scholar

MOST OUTSTANDING MACC INSTRUCTOR

Nicole Bastian Johnson, Associate Professor of Accounting; Robert J. and Leona M. DeArmond Research Scholar

JULIANNA SOWASH EXCELLENCE IN TEACHING AWARD

Deb Bauer, Peter and Molly Powell Distinguished Senior Instructor II of Finance

Andrew Nelson, Associate Professor of Management; Randall C. Papé Chair in Entrepreneurship and Innovation



LILLIS NAMED INFLUENTIAL LEADER

Charles M. Lillis, PhD '72, University of Oregon Board of Trustees Chair and co-namesake of our Eugene home the Lillis Business Complex, has been named a 2020 Influential Leader for his impact on technology by the Association to Advance Collegiate Schools of Business (AACSB). Pictured here with his wife Gwen, who, as the chair of the Lundquist College Board of Advisors, is also a key UO champion and volunteer.

O



2020 STEWART DISTINGUISHED
FACULTY AWARD

DANE CHRISTENSEN

Associate professor of accounting Dane Christensen, a prolific researcher and media presence, is the Stewart Distinguished Faculty Award recipient for 2020. His expertise includes corporate misconduct, corporate social responsibility, and the political economy. His research not only bolsters the college's standing in the field, it also helps to attract stellar students.

Established through a generous gift by alumnus Thomas C. Stewart, the award is one of the Lundquist College's most prestigious honors and aims to support an individual whose accomplishments lead to distinction at a world-class level and further the strategic objectives of the Lundquist College of Business and the University of Oregon.

Lundquist College of Business

EO/AA/ADA INSTITUTION COMMITTED TO CULTURAL DIVERSITY.



Passionate Duck and Champion of Education

GERRY CAMERON

Gerry Cameron, a former U.S. Bancorp CEO and dedicated Duck, died of natural causes on June 7 in Portland. He had turned 82 just the day before.

Cameron, a member of the class of 1961, was passionate about helping University of Oregon and Portland State University students because a life-changing scholarship allowed him to go from working in mint fields on a farm in Washington to meeting the Queen of England through his position on the Federal Reserve Board.

"Gerry Cameron's life story is one of perseverance and inspiration," said UO President Michael H. Schill. "He loved seeing students reach their potential almost as much as he loved Marilyn. We will miss him terribly, but his spirit lives on in thousands of students whose futures will be brighter because of the investments that he and Marilyn made to strengthen the University of Oregon."

Cameron served U.S. Bancorp in many roles over the course of 43 years, retiring as the bank's chairman of the board and CEO in 1998 to travel and focus on philanthropic endeavors.

He and his wife Marilyn are the namesakes of the Cameron Center for Finance and Securities Analysis, established the Cameron Chair in Finance and the Cameron Accounting Faculty Excellence Endowment, and support students through several endowed scholarship funds across campus. In addition, Gerry served on the UO Foundation Board of Trustees and was a member of the UO Campaign Leadership Committee for the university's Campaign Oregon. He was selected for the UO Pioneer Award in 2017.

His legacy is that of a true change maker, invested in making the world a better place for the generations yet to come," said Sarah E. Nutter, Edward Maletis Dean of the Lundquist College of Business.

BY ANNEMARIE KNEPPER-SJOBLUM

IN MEMORIAM



Proud Duck and Benefactor

EHRMAN GIUSTINA

Ehrman Giustina, the wood products entrepreneur whose passion was creating opportunities for future generations of Oregonians, died in Eugene on June 21. He would have turned 100 on July 19.

"Ehrman leaves behind a legacy of extraordinary generosity," said UO President Michael H. Schill. "He gave his time, talents, and resources to UO, while also giving back to our community and the state of Oregon. We grieve with his family and will be forever grateful for his wisdom."

Few alumni have made a greater impact on the UO during the last seven decades, according to Paul Weinhold, executive director of the UO Foundation.

"Ehrman Giustina was a person who instantly connected with everyone he met, and he was instrumental in building the framework for the University of Oregon Foundation during his three decades as a trustee."

Giustina joined the foundation board in 1966 and helped guide the university through periods of rapid growth, alternating with rocky passages when economic recessions caused severe budget cutbacks. Giustina's fellow trustees honored him with the title of emeritus trustee, or trustee for life, in 1998.

Giustina was also a charter member of the Lundquist College of Business advisory council, a life member of the UO Alumni Association, and a member of the Arnold Bennett Hall Legacy Society. He received the UO Pioneer Award in 1979 and a Distinguished Service Award in 1989. In 1996, he and his wife Marion were presented the UO's Presidential Medal, a high honor recognizing their transformational support of the university.

The couple created an endowment that supports 40 UO students each year and made gifts to create endowed scholarships and professorships for the Lundquist College. Giustina also helped fund building projects across campus, including the Ford Alumni Center.

BY MELODY WARD LESLIE



COMMITTED TO COMMUNITY

Steve Fein is the 2020 recipient of the Leo Harris Award. Named for the former UO director of athletics, it is presented to an alumnus letterman on the basis of at least 20 years of achievement and service since graduation.

Steve Fein helped usher Oregon into a new era of distance running when he took third at the 1999 NCAA Cross Country Championships as the top American finisher. That came less than a month after he won the Pac-10 and NCAA West Regional cross country crowns. Fein went on to earn five all-America awards in track and cross country for the Ducks.

Additional selected achievements include

- Pac-10 cross country athlete of the year
- Exclusive sub-4:00 mile club (2000 Oregon Twilight Meet)
- 4.00 GPA in accounting
- Two USA Outdoor Track & Field Championship meets, finishing eighth at 5,000 meters in 1998 and 10th in 1999

Fein was hired by Moss Adams while running professionally for Nike and has been with the firm ever since. He was named a partner in 2011 and was promoted to regional managing partner in 2016.

Fein plays an important role in Moss Adams' on-campus recruitment. The firm has hired more than 60 Lundquist College graduates as interns during the past 10 years and has approximately 85 Oregon alumni on its full-time staff. His generosity extends to the Lundquist College of Business and its Helen Geron Faculty Excellence Fund.



OUR STRATEGIC VISION

At the Lundquist College of Business our vision is to be the premier undergraduate business program on the West Coast.

Together we can make the greatest impact on the lives of students, on the reputation of the college and the University of Oregon, and on the businesses and economy of Oregon, the region, and beyond.

We are laser-focused and pursuing our vision with a strategic focus in four areas:

- **Growing our master's, unique 3+1 and 4+1, and undergraduate direct admission programs** to set us apart. Our 3+1 and 4+1 pathways attract high-achieving students by enabling incoming freshmen to earn both a bachelor's and a master's degree in as little as four years.
- **Strengthen our great faculty** teaching and research, which in turn, further enhances our ability to attract exceptional students.

- During a time of hardships and travel restrictions created by the pandemic, hands-on experiences are tougher to come by. More **scholarships for deserving students** will help us ensure we deliver **well-educated, career-ready graduates** equipped with professional experience and ready to make a lasting impact in the world.
- Harnessing the tremendous momentum around **innovation and entrepreneurship** at the University of Oregon.

Great business schools do many things, and we will always continue to invest in and grow all of our programs—at all levels. With 4,200 undergraduate students studying business—approximately 20 percent of all University of Oregon students—a strategy focused on undergraduate programs ensures the highest return on investment and most value.

Successful business schools cannot succeed without strong partnerships among the alumni and friends who help to create the best possible outcomes for our students.

Thank you for being a part of the Lundquist College's movement forward.

WAYS TO GIVE

Help the Lundquist College of Business scale our successful programs and achieve our vision of being the top destination on the West Coast for students seeking to study business. Your gifts to the Lundquist College support students in a variety of ways.



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SCHOOL FOR ENTREPRENEURSHIP
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LAUNCHING STARTUPS
*(BLOOMBERG BUSINESSWEEK,
2019 AND 2020)*

#1

WORLDWIDE IN FEDERAL INCOME
TAX ACCOUNTING RESEARCH
*(BRIGHAM YOUNG UNIVERSITY
RANKINGS, 2018 AND 2019)*

#4

GREEN MBA PROGRAM
IN THE UNITED STATES
(THE PRINCETON REVIEW, 2020)

#16

U.S. PUBLIC UNIVERSITY,
MASTER OF SCIENCE IN FINANCE
(MSF) PROGRAM
*(QUACQUARELLI SYMONDS
LIMITED, 2020)*

#18

BUSINESS SCHOOLS AT A
UNIVERSITY WITH TOTAL
UNDERGRADUATE ENROLLMENT
LESS THAN 20,000
*(U.S. NEWS & WORLD REPORT
2021 RANKINGS)*