

# RetailLink

From Campus to Career



TERRY J. LUNDGREN  
CENTER FOR RETAILING

## Director's Insight Melinda Burke



In today's business environment those who fail to innovate will fail to thrive. At the **Terry J. Lundgren Center for Retailing** we recognize that this is the environment into which our students will graduate. Our goal is to provide an educational experience that will insure a successful transition from campus to career. By exploring emerging trends, integrating state of the art technology into our curricula and building collaborative partnerships with industry, we are providing unique and challenging learning opportunities that will better prepare our students for their roles as future retail leaders. This issue of the RetailLink focuses on several of the innovative programs and initiatives currently underway in the TJL Center and the Norton School of Family and Consumer Sciences.

As a result of partnering with General Growth Properties, an industry leader in shopping center development, a course will be offered in Fall 2006 that focuses on retail real estate and development, and provides expanded career opportunities to our students. With our newest partner, Gateway, we will soon launch the Gateway Retail Technology Certificate putting cutting edge technology into the hands of our students and again, better preparing them for their future careers in business and industry. Students participating in these activities will be more career-ready and able to embrace the rapid change impacting the retail industry today.

"Innovation's Edge" will be the theme for our 2006 Global Retailing Conference, held this year at the Westin La Paloma Resort and Spa on March 30 - 31, 2006. Plan on attending to learn how companies such as Federated Department Stores, Finish Line, Calvin Klein, JC Penney, Starbucks, Home Depot and FedEx Kinkos have embraced innovation in their products, processes, organization, marketing or business model to significantly improve their companies. More information is available at: [Globalretailingconference.org](http://Globalretailingconference.org)

## Gateway Establishes Innovative Partnership



A five-year agreement established recently between **Gateway** and **The University of Arizona** has set the stage for the development of an innovative partnership with the Terry J. Lundgren Center for Retailing that will provide resources to support the education of future retail leaders and offer outstanding visibility for Gateway both on the UA campus and across the country. With the growth of on-line and catalogue retailing, and the increasing importance of understanding customer relationship management, there is a growing need for graduates knowledgeable in retail strategy, web development, database management, and customers' use of technology in everyday life. With the support from Gateway, courses including these topics will be offered annually and the Retail Technology concentration will be launched as the **Gateway Retail Technology Certificate**. Additionally, the Gateway partnership will also support the **Gateway Multimedia Information and Technology Computer Lab** in the new Norton School building, scheduled for groundbreaking in May 2006. This state-of-the-art, multimedia lab will feature 30 student stations, satisfying the high demand for retailing classes. Located adjacent to a 200-seat auditorium and with access to an outdoor courtyard, the lab will provide flexible, high-tech instructional space for students.

THE UNIVERSITY OF ARIZONA.

PLAN TO ATTEND

Innovation's Edge

March 30-31, 2006

GLOBAL  
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# Profile



by Catherine Dicochea  
and Student Advisory Board

Corporate Advisory Board member Leslie Aoyama, Diversity Affairs Director for Northern California **Nordstrom**, will soon celebrate her twenty-one year anniversary with the company. She knew very little about the company when she began her search for her second “career” after graduating from college, but upon entering the Palo Alto store she immediately knew that Nordstrom was right for her. The atmosphere was very welcoming and the organizational culture a perfect fit. The majority of her career has been in human resources, with the focus over the past eleven years serving in regional positions in both human resources and diversity affairs.

Nordstrom is a company that promotes high standards of conduct and ethics in the workplace. There are three specific philosophies which influence the Nordstrom culture and align with Leslie’s own personal values - Nordstrom’s dedication to outstanding customer service, the belief in servant leadership, and the commitment to promoting from within. Nordstrom is known, of course, for its legendary customer service and a dedication to going above and beyond customer’s expectations. Essential to this customer service goal is the concept of servant leadership, demonstrated through Nordstrom’s inverted pyramid. Increasing responsibility and career progression actually moves one further “down” the pyramid. In turn, as one moves down the pyramid, the more emphasis is placed on supporting all of the individuals higher up on the pyramid. Not surprisingly, at the very top of the pyramid sits the customer.

Leslie Aoyama  
Corporate Advisory Board Member

Nordstrom takes great pride in recruiting the right individual into the company. The commitment to promote from within serves two purposes; the company and its employees both benefit. It allows employees endless career opportunities, while preserving the Nordstrom culture and values.

Nordstrom has been a partner with the Terry J. Lundgren Center for several years. There are tremendous benefits provided by the partnership such as the opportunity to recruit talented Retailing and Consumer Science students to participate in the Nordstrom Internship program in Northern California. Many of the students who participate in the internship program return to Nordstrom after graduation to begin their careers with the company. Leslie’s favorite aspect of Corporate Advisory Board partnership is the access and ability to network with bright students who are passionate about the retailing industry. In addition, Leslie enjoys personally getting to know these students and spending time with them on campus, seeing their class projects first-hand and learning more about the retailing curriculum.

Nordstrom positions are in high demand among the retailing students at the University of Arizona. With an outstanding academic program and the support of the Lundgren Center for Retailing, students are able to prepare themselves to become strong candidates for internships, such as the one offered by Nordstrom. There are definitely qualities that a student should possess in order to be successful with the company. It is important to genuinely care about the customer and serving others. Students should demonstrate a sincere interest in the retailing industry; have excellent leadership, communication and interpersonal skills, a team player philosophy, and the ability to accept responsibility.

## Duty Free Stores

### Partners with Center

The Terry J. Lundgren Center is pleased to welcome **Duty Free Stores (DFS)** as a new partner and will be represented by, Daniel Binder, Sr. VP on the Center’s Corporate Advisory Board. DFS is an international luxury goods retailer and is the world’s largest operator of travel retail & duty free stores. DFS has been successfully operating throughout Asia Pacific for over 40 years, with operating divisions in eleven regions including North America (U.S. Mainland), Hawaii, Mid-Pacific (Guam and Saipan), Australia, New Zealand, Singapore (including Indonesia), Hong Kong (including China, Korea and Taiwan) and Japan (including Okinawa).

DFS is a specialist in merchandising to the traveling public. By employing sophisticated retailing techniques and providing the traveling public with highly demanded branded product and superior service, DFS has developed a reputation as the industry leader in luxury, brand name merchandise and superior customer service.

Founded as a privately held company in 1961, the majority of DFS Galleria was acquired by LVMH (Moët Hennessy – Louis Vuitton) in 1977. This merger united the world’s premier international retailer with the world’s leading luxury goods brand company. The LVMH group includes such leading brands as Louis Vuitton, Hennessy, Moët and Veuve Clicquot Champagnes, Celine, Christian Dior, Loewe, Givenchy, Kenzo and Sephora.





The world of retailing is more than just stores and the products available in stores. It involves the entire supply chain from the selection of raw material to how to recycle empty packages. A significant area for retailing has always been choice of location. However, in today's modern society that decision is less about which street location is the best than in which shopping center should the retailer locate. The work by one of our graduate students, Arthur Tsai, is based on examining which of two sets of predictor variables are best for predicting patronage choice for lifestyle shopping centers – the fastest growing type of shopping center development. Using an internet survey, he has the potential to collect data from a much larger set of respondents than if he had to contact individuals in person. Arthur's research is looking at the choice of retail shopping areas rather than the choice of an individual retailer or product. This research demonstrates the broad scope of activities the department and TJL Center support into retailing.

# Patronage of Lifestyle Centers

Arthur Tsai      Are Lifestyles or Demographics Better Predictors?

RCSC Graduate Student



The ubiquitous shopping mall with multiple department stores, such as Macys and Dillard's, as anchor tenants are not drawing customers in the way they used to. The number of trips consumers make to these malls on a monthly basis is down, as well as the amount of money and time they spend on these trips. Mall developers have recognized this trend and have significantly reduced the number of these large malls that are being built. However, if customers are not patronizing these malls, where are they shopping?

The newest shopping center concept that is being developed in areas as varied as Fort Lauderdale, Florida to Seattle, Washington is the lifestyle center. Lifestyle centers, as defined by the International Council of Shopping Centers, are under 500,000 square feet of leasable retail area, they have an open-air configuration, and they have at least 50,000 square feet of space leased by upscale national chain specialty stores, such as Williams-Sonoma, Borders, Cole-Haan, or Talbots. These centers frequently include better national restaurants such as PF Changs, Cheesecake Factory, or quality local or regional restaurant choices. The lifestyle centers that are currently operating have achieved more frequent consumer visits with higher level of spending by the consumer per visit.

There is little disagreement that lifestyle centers are attractive shopping venues, but there is a question as to whether the consumers who patronize these centers have similar lifestyles or whether they simply have the economic means necessary to be able to patronize the stores in the center. If the centers truly appeal to particular lifestyles, then the possibility exists for shopping center developers to develop an entire range of lifestyle centers focused on particular lifestyles. For example, a developer could build a shopping center whose retailers may all appeal to a lifestyle which has a core value of recreation and outdoor activities rather than a desire for fashion and entertaining. In addition, if the lifestyle center truly appeals to a lifestyle, then the center might want to consider how to structure their advertising and promotional material to reach those individuals whose demographics are not the same as most of the center's customers, but are willing to splurge for those products which may be central to how they view their lifestyle.

If demographics are found to be the primary driver for patronage choice of a lifestyle center, then it will support a belief that these centers have to be located within or near consumers with certain demographic characteristics. However, that puts increased pressure on developers to find those locations before their competitors do, since there are a limited set of consumers with the demographics that are thought to be attracted to these centers.

Arthur's research is going to investigate whether lifestyles or demographics are better predictors of the choice to patronize a lifestyle center

### Neiman Marcus - an Incredible Internship



**Erica Wirtz**  
Neiman Marcus

This past fall semester I had the opportunity to work as an intern for **Neiman Marcus** in Las Vegas, Nevada. I was fortunate enough to be placed in Couture where my manager, Liz Anderson, was completing her first year as a Department Manager. Liz is a University of Arizona Alum as well as a Retailing and Consumer Science graduate. Following graduation she went into the Corporate Office as an assistant buyer. She is now completing her training with an in-store rotation as the Department Manager for Couture and St. John Collection. I was incredibly fortunate to have Liz serve as my manager and mentor for my professional experience.

In addition, my classes and experiences within the retail program played an important role in my success as a Neiman Marcus intern. For example, my elective Database class taught me how to think analytically and ask the right questions. Without this training I would not have been such an asset to my manager when it came to making floor moves to increase sales productivity. The Leadership, Ethics and Management Practices course also prepared me by focusing on the terms I would hear and use on the job. This particular course also strengthened my listening and communication skills, helping me to clearly articulate goals and ideas to my associates and extract useful feedback. Additionally, working on portfolio projects provided in the Product Development & Brand Strategies and Retail Promotion & Visual Merchandising courses helped me to create innovative and visually pleasing presentations and marketing materials. These specialized courses allowed me to take on more projects and appreciate my experience to the fullest.

I am currently finishing my last semester at the University of Arizona with the intention of returning to Neiman Marcus, either through their Executive Development Program at the Corporate Office or as a Department Coordinator at the store level. This internship served as a terrific opportunity for me to apply the significant amount of knowledge I have gained through the RCSC. I am now actively pursuing a career with a company which speaks to my values and will continue to challenge me. I owe my experience to the incredible working environment that my manager Liz provided for me and to the retail program which gave me the tools and foundations to grow both personally and professionally.

### Enterprise Rent-A-Car - Alum Receives Promotions and Congratulations



**Kellie Marlin**  
Enterprise Rent-A-Car

**Kellie Marlin was the 2005 recipient of the College of Agriculture and Life Sciences** Young Achiever's Award. She graduated the University of Arizona in May 2001 with a degree in Retailing and Consumer Sciences. While attending U of A Kellie was involved in Students In Free Enterprise (SIFE) and served as an ambassador for the Terry J. Lundgren Center for Retailing. She was one of the original project managers for SIFE's Credit-Wise Cats project, and is one of the reasons Take Charge America became a major underwriter of the SIFE program. Kellie was also the leader of the International Marketplace project at Vail Middle School which received national recognition as a model project.

She joined the Enterprise team in June of 2001 where she started out as a Management trainee. Very soon she was promoted to a Management Assistant in rental, and was working her way up towards becoming a branch manager. Unexpectedly she received an opportunity to become a Remarketing Assistant in fleet services; she took this promotion and began working in a completely different area of Enterprise. Within a year she was promoted again to a Remarketing Supervisor, where she currently works in the company today. She supports the human resource team by assisting in the recruitment of college students and participating in career fairs at several institutions. She also continues to serve her community by getting involved with special projects at Enterprise. For example, she was involved in the "Rebuilding Together" project, part of the Enterprise Volunteer Day where she helped paint and rebuild homes.

As a result of her leadership, communication skills, and great educational background Kellie has received three promotions within just four years of employment with Enterprise Rent-A-Car. She credits her involvement in U of A, SIFE, and with the Terry J. Lundgren Center for Retailing Ambassadors as a large part of her success. She says she learned great leadership skills, and developed outstanding experiences for her resume while a student in Retailing and Consumer Sciences. She is an excellent example of a Young Achiever and The TJL Center congratulates her on this honor.

## T R A N S I T I O N S

### Alum Finds Fun In Financial Funds



**Nick Zager**  
RCSC Alum

I graduated Cum Laude from the Retailing and Consumer Sciences program in May of 2000. After school, I spent three years as a business consultant and then I transitioned to the financial markets. As I reflect on the five years that I have been out of school, I believe that the program offered me a broad based curriculum, a focus on leadership skills, and helped me excel as an effective team member.

As a business consultant, I was responsible for turning around a thirty-three store based retailer in Phoenix. Due to the broad based curriculum that I studied, I was able to be extremely effective in all facets of the turnaround including a new organizational structure, the budgeting process, management compensation programs, inventory management and POS systems, and vendor relations. I established credibility with the employees of this firm immediately because I understood their business from the start.

Currently, I am a Regional Sales Representative for **Oppenheimer Funds**, one of the fastest growing mutual fund companies with over \$180 billion dollars in assets under management. I work as part of a twelve-person team that sells mutual funds, retirement products, hedge funds, and charitable giving products across thirteen states. Due to the fact that the RCS program has such a huge focus on leadership skills and group work, I am able to effectively coordinate and lead my team in order to drive business and build relationships with over six thousand financial advisors.

My education at the University of Arizona has provided me with a solid foundation during the early stages of my career. I would strongly recommend the Retailing and Consumer Sciences major to any person that wants exposure to a broad based curriculum with professors that have true business experience and a strong commitment to their student's success.

### Procurement, Finances & Logistics Appeal To RCSC Alum



**Curt Butler**  
RCSC Alum

As a retailing major, I had planned to start a career in marketing or advertising. I was taking the "traditional" route of interning over the summer in an effort to network and create an easy transition from college into the workforce. I began exploring the Navy out of curiosity. It sounded exciting to be a Naval Officer, and it was certainly a departure from the ordinary entry-level job. However, I had always heard that the Navy looked for engineers and other specialized fields which may have precluded me qualifying.

I was very surprised to learn that the Navy had, in effect, its own very specially trained business managers known as the **Navy Supply Corps**. These men and women are responsible for the contracts, procurement, finances, and logistics provided to the Navy. After qualifying, I attended the Navy's 12 week Officer Candidate School in Pensacola, Florida and was then commissioned as a Naval Officer. I was sent to Supply Corps School in Athens, Georgia, the home of the University of Georgia. There I spent five months learning every aspect of supply chain management as it applies to the Navy.

Surprisingly, I began to realize that the Retailing and Consumer Sciences major had prepared me in nearly every way to become a Supply Corps Officer. Courses I had taken such as supply chain management, global marketing, business administration, and even visual merchandising were all very applicable in the day-to-day operations of a Supply Corps Officer on board a Naval Warship. I also learned that in addition to supervising the retail operations, logistics, and disbursing (financial) departments on the ship, I would also take part in the same shipboard evolutions as the other Officers on board. Such duties would include firefighting drills, standing watch on the bridge, and supervising the Combat Information Center (CIC) to monitor all threats to the ship.

I have just recently graduated from Supply Corps School and have been selected to be the Supply Officer onboard the nuclear attack submarine *USS Key West* stationed in Pearl Harbor, Hawaii. I will live there for three years and go to sea for three to six months at a time. I am very confident that the foundation of business skills I learned at the University of Arizona, along with the extensive training I have received from the Navy will make me a successful Naval Officer.



Through the support of several members of SIFE's Business Advisory Board the UA Team established the SIFE Center for Business Consulting (SCBC) with the goal of "building resources for tomorrow". The SIFE students offer small business consulting and training for entrepreneurs. The SBDC team was recently recruited to help the new Arizona Honda "powerhouse" dealership develop and market their new apparel and accessory department.

## Arizona Honda

This fast paced business sells Honda products ranging from touring, cruiser, and off-road motorcycles, ATVs, and Jet Skis, to lawn mowers, generators, parts, accessories, and clothing.

Graduate student Anubha Mishra and SIFE student, Katrina Bloom, are leading the project.

After multiple meetings with the owner, department manager, CFO, and General manager, the team has begun their work in two areas. First, an "in-store" questionnaire has been developed to identify the demographics and lifestyle of the Arizona Honda clothing shopper. This information will be used to help expand and merchandise their product offerings. Concurrently, students will study Arizona Honda's competition to identify other merchandising opportunities.

The second focus for this project is to develop an Open To Buy (OTB). This system will assist the department manager in determining stock levels as they relate to monthly sales, fast and slow moving merchandise, and opportunities for markdowns and promotions.

The SIFE Center for Business Consulting welcomes Arizona Honda to their list of supporting corporations and appreciates the opportunity to provide this and future retailing support to this organization.

# Ethical Retailing

Dr. Eric Arnould

## Testing the Value Proposition

### PetSmart Distinguished Professor



Ethical retailing comprises a growth segment of the retail landscape although it remains a relatively small niche segment. Catalogue, bricks and clicks formats are all represented. Heifer International is an example of the first.

Customers can purchase livestock for anonymous beneficiaries in developing nations. Ten Thousand Villages is a network of retail stores associated with the Mennonite Church that retails crafts produced in developing countries. TTV is staffed by volunteers. A variety of internet retailers also offer Fair Trade and Fair Exchange merchandise. And this merchandise is also offered in ethical retail stores. The Fair Trade and Fair Exchange concept has proven compelling for some market segments globally. There is even a village in the

UK that mandates a proportion of all merchandise sold in all retail shops be sourced via Fair Trade channels.

So what is Fair Trade? A typical example is represented by Fair Trade coffee, distributed in the US by Transfair, USA. The world producer price for coffee hovers somewhere around the disastrous level of \$0.30 per pound. Fair Trade pays members of producing coops who commit to a number of sustainable agricultural practices \$1.80 per pound, a significant premium. They are able to do this through market disintermediation (cutting out middlemen) and passing on higher prices to end consumers. End consumers could be said to tax themselves in the belief that they are benefiting impoverished producers in developing countries. Major retailers like Starbucks have recently committed to purchase a significant volume of Fair Trade coffee because of consumer demand.

The question arises: is the core value proposition offered by Transfair, USA and other providers of Fair Trade merchandise true? Does Fair Trade marketed coffee result in a transfer of benefits to producers who participate in the scheme? We conducted a two year study designed to answer this question. Teams of local researchers collected survey data from paired samples of producers participating in the Transfair USA system and non-participants in three Latin American countries. We concentrated on small scale producers, and sampled farm households with limited levels of participation. Nonetheless, across countries we can conclude that participants indeed earn higher incomes than non-participants, and in some cases these incomes translate into improvements in quality of life (as measured by standard indicators) and enjoy a more optimistic outlook on the future.

A variety of internet retailers also offer fair trade and fair exchange merchandise.

# Kim's View

## from the Center



It was a gathering of west meets east at a New York City alumni dinner that included UA students currently in the Retailing and Consumer Sciences program, alumni from the program as well as Melinda Burke and Kimberley Brooke from the Terry J. Lundgren (TJL) Center for Retailing, Soyeon Shim, school director and Dr. Eric Arnould, PetSmart Distinguished Professor. Ideas, career updates, and experiences were exchanged and enduring relationships established. Our New York City alums have varied careers from Attorney to Integrated Marketing Associate and Executive Trainee to Creative Services Coordinator for a major publication.



Retailing alumni at the event included: Nancy Phan, Lauren Benwad, Nick Zager, Theresa Luongo, Adam Abramson, Kristin Welton, Robin Gilbert, and James Tang-

Mills. Current students in the program included Dennis Razon, Emilie Welch, Gabriel Cruz, Sean Dugan, Annie Millstone, Angela Rojo, Amy Ryan and Krista Williams.

The team from the Lundgren Center for Retailing was in New York to experience the National Retail Federation annual meeting as well as represent UA and the Center through the NRF Foundation at the annual trade show. The NRF Foundation, as a partner in the Lundgren Center for Retailing, shares the TJL Center's mission of developing future retail leaders by supporting educational programs and providing resources that promote careers in retailing.

## FROM CAMPUS TO CAREER

# GOING PLACES

**C**ONGRATULATIONS TO OUR RETAILING AND CONSUMER SCIENCES GRADUATES, THEY ARE GOING PLACES! WE WISH THEM THE BEST AS THEY BEGIN THEIR CAREERS.

Bryne Benefield	Sears
Eric Gonzalez	Ferguson Enterprises
Matt Hendersen	PetSmart
Brigid Horner	Sears
Anna Long	Macy's West
Jesus Lozoya	Macy's West
Zsannette McKinney	Sears Corporate Office
Brooke Rosania	Origins
Vanessa J. Vigil	Kohl's Department Stores
Jennifer Vizcaya	Macy's West



The Terry J. Lundgren Center for Retailing **Student Advisory Board** (SAB) Ambassadors have very important roles each semester, from representing the retailing major and the Center to serving as liaisons to the Center's Corporate Advisory Board

in their recruiting efforts across campus. In addition, they have established the SAB Snack Bar to raise scholarship funds to support a retailing student - thank you SAB Ambassadors!

## GENERAL GROWTH PROPERTIES

builds relationship with Center

In a major event marking the formation of yet another new partnership with the Terry J. Lundgren Center for Retailing, Mr. Robert A. Michaels, President and Chief Operating Officer for **General Growth Properties Inc.** (GGP) will be a featured speaker at the 2006 Global Retailing Conference. His presentation will cover regional trends in major shopping malls throughout the country.

General Growth Properties is one of the oldest and most experienced shopping center owners, developers and managers in the United States. It currently owns interests in and/or manages 172 shopping malls in 41 states, comprising over 148 million square feet of retail space. Through partnership with the Terry J. Lundgren Center for Retailing, GGP anticipates stimulating greater student interest in internships and careers within the shopping center industry.

As a result of this partnership, the Retailing and Consumer Sciences Division will offer a "Retail Real Estate Development and Management"

course beginning in the Fall of 2006. This introductory course is designed as a survey course that provides an overview of expectations for academic and career success in the field of retail shopping center development and management. Students will learn to think globally as they learn to assess the environmental, competitive and political forces impacting real estate and investment decisions. These elements require the understanding of leasing, balanced tenancy, legal issues, collaborative interaction with tenants and the community, as well as protecting the investment of the retail real estate investors.

The introduction of this course provides students with one more perspective on the industry and offers another career path option for the Retailing majors. General Growth Properties is also supporting the course by offering internships through their GGP Prodigies Internship Program offering experience in accounting, marketing, finance, leasing and much more.

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The Terry J. Lundgren Center for Retailing is housed in the Division of Retailing and Consumer Sciences in the College of Agriculture and Life Sciences, John and Doris Norton School Family and Consumer Sciences at the University of Arizona. The Center works to illuminate the issues facing retailers today and to prepare college students for careers in retailing.

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