

A man with glasses, wearing a green and white striped polo shirt, blue jeans, and a brown belt, stands on a rocky hillside. He has his hands on his hips and is smiling. In the background, there is a large saguaro cactus and a view of a valley with mountains in the distance under a clear sky.

Eller PROGRESS

ELLER COLLEGE OF MANAGEMENT FALL 2005

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Eller's New
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Eller COLLEGE OF
MANAGEMENT
THE UNIVERSITY OF ARIZONA

THE LATEST

National Science Foundation and HP Grants Fund Eller Research and Education

Mapping the Elements of Information

The National Science Foundation has awarded the Advanced Database Research Group at the Eller College a one-year grant totaling more than \$244,000.

The funded study will examine the provenance of data in the defense technologies industry — facts such as who created the data and how it has been altered over time — stored in a variety of sources. Researchers will map how those facts relate to each other and develop a structure for representing the relationships. Their ultimate goal: automated data management systems, an innovation that could revolutionize product development across a spectrum of industries.

As a partner in this research, Raytheon Missile Systems has committed considerable resources to the study, including personnel time and access to software. The defense contractor's product design and development activities will serve as a real-world testbed for the study.

Going Mobile with HP

The Eller College of Management is one of 31 higher education institutions awarded the HP Technology for Teaching grant in 2005 with direct funds and equipment totaling more than \$73,500.

At the heart of the grant are HP's tablet PCs, integrating the best of laptop computing, touch-screen technologies, and mobile networking.

The tablets address key objectives of the College's Learning Technologies Strategic Plan 2004-2006: eliminating redundancy, improving active student learning, and increasing communication and collaboration.

Over three semesters, the tablets will be integrated into the curriculum in various sections of Business Communication, Marketing, and Management Information Systems.

Eller professor of management information systems Sudha Ram directs the Advanced Database Research Group, which will study data provenance through a \$244,000 NSF grant.



Undergraduate Programs will pilot tablet PCs from an HP Technology for Teaching grant this fall to improve active student learning.

FROM THE DEAN

As I was reading through this issue of Eller Progress, I was reminded again of some of the many reasons I'm so glad to have joined the Eller College of Management.

It's exciting to see the future of AutonomX, one of our McGuire Entrepreneurship Program ventures, unfolding as the team members build on their win at the Honeywell Growth Challenge. I can't wait to see the crop of business plans the new class will develop with the help of our Mentors-in-Residence education model, which has proven so successful in its first year.

It's exciting also to meet the candidates in our first class of Eller Executive MBA students. I'm looking forward to occasionally lecturing in this program and to further developing this distinct offering from the Eller College.

Eight terrific scholars joining our faculty, summer outreach programs, new challenges and opportunities for Eller's undergraduate students, research grants from the National Science Foundation — I'm confident that as alumni and supporters reading this issue, you'll feel as proud to be a part of the Eller College family as I do as one of its newest members.

Paul R. Portney

Paul Portney
Dean



Dean Paul Portney

Let Us Hear from You

Please e-mail comments, questions, or feedback to progress@eller.arizona.edu.

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Design and Production: Shevon Johnson Graphic Design
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On the Cover

Paul Portney enjoys a desert sunrise at Gates Pass in Tucson, Arizona, his new home since joining the Eller College as dean in July.

Eller Entrepreneurs Take First Place and \$150,000 in 2005 Honeywell Growth Challenge

Technologies can lay dormant for years or end up yoked to a few narrow applications. Entrepreneurial minds — even the sharpest — can languish without something solid to build on. But bring the two together and things happen.

In April 2005, five students from the Eller College's award-winning McGuire Entrepreneurship Program won \$100,000 for their vision of new business channels for avionics giant Honeywell, beating out able finalists from Arizona State University, Carnegie Mellon University, Purdue University, and UCLA. Honeywell also awarded \$50,000 to the team's academic sponsor, the McGuire Entrepreneurship Program, bringing the total winnings to \$150,000. The \$50,000 awarded to Eller has already been earmarked to support another full-time mentor-in-residence, building on last year's successful pilot of the new education model (see story at right).

The team's business concept, AutonomX, partners Honeywell technologies — including global positioning systems, software, electronics, and sensors — with proprietary optical technologies from the UA to create autonomous vehicles that can "see."

As impressive as that is, putting those elements together is only part of the story. The team's winning hand came from identifying viable and profitable market applications for the vehicle in agriculture. In fact, by the time plans were presented at the competition, AutonomX had already built inroads to the industry, establishing critical contacts and partnerships.

Since the April event, the Honeywell-AutonomX relationship has been developing at a steady pace. Team member

Warren Donian, MBA '05, took an internship with Honeywell to continue market research and validation in the field of autonomous navigation. Honeywell also hired a full-time dedicated employee to partner with Donian. Optical sciences Ph.D. candidate John Goulding, who adds optics expertise to the AutonomX value proposition, has continued to work on the vehicle prototype while exploring options for bringing complementary companies into the mix to strengthen the venture's offerings. The team has also continued to build relationships with John Deere, Case, Toro, and other major manufacturers of agricultural equipment.

As is natural for a business undertaking of this scale and complexity, the venture's future is still unfolding, Donian explains. AutonomX could launch as an independent enterprise, cross-license products and technologies with Honeywell, or even be incorporated as an intrapreneurial venture within Honeywell. "A lot depends on the results of this market validation and how much additional support Honeywell is going to put into this," Donian explains. "At this point, all options are still on the table."

AutonomX team (l to r): Warren Donian and Carlos Mendoza (MBAs), Niranjan Kesani (MIS master's student), John Goulding (Optical Sciences Ph.D. candidate), and Marisol Ramos (MBA). The team was coached by entrepreneurship mentors-in-residence Jim Jindrick and Joann Rockwell.



Jim Jindrick photo

Entrepreneurship Mentors-in-Residence



Joann Rockwell

- 20+ years in entrepreneurship, international business, management, product development, and marketing
- Former VP of client services at a nonprofit organization dedicated to the development and growth of new technology startups
- MBA in international business and technology management from Edinburgh University



Jim Jindrick

- 25+ years in technology business planning and development, international marketing and sales, product research and development, and manufacturing operations
- Former founder and vice president of Intelligent Instrumentation, Inc., a \$20 million Texas Instruments subsidiary
- Developed products/ventures generating \$500+ million lifetime revenue; holds seven U.S. and numerous international patents



Don Piper

The program's newest mentor-in-residence previously worked as the Eller MBA associate director of professional development.

- 25+ years in entrepreneurial management, including launching nine start-ups
- Advisor, board member, and/or angel to more than 30 ventures
- Veteran of entrepreneurship programs at the University of North Carolina, North Carolina State University, and Duke University

Revolutionary Support

With help from the Coleman Foundation, the McGuire Entrepreneurship Program tests a winning new model.

A 2004 grant from the Coleman Foundation helped to revolutionize Eller's entrepreneurship education by providing funding for the mentors-in-residence educational model. The shift in educational strategy, just out of its pilot year, produced remarkable results.

Historically, entrepreneurship programs have blended academic and practitioner education, securing as advisors and adjunct faculty people who had built successful ventures many years before. But the complexity of today's business environment demands the expertise of someone actively engaged in enterprise — a person who, it follows, can't commit the same time and energy as someone who built businesses in years past.

"The old model simply wasn't holding up," explains Sherry Hoskinson, director of the McGuire Entrepreneurship Program. Practitioners' schedules — split between education and their own businesses — were limiting advising and class time. The program had to involve more and more outsiders, and teams lost the benefit of focused, cohesive guidance.

The Eller solution: mentors-in-residence, an original approach built on hiring practitioners with deep and current business experience full-time, giving students access to their expertise all day, five days a week. When the Coleman Foundation reviewed the Eller proposal for this shift in the traditional education model, they recognized its potential and the value their grant could provide.

"These are people who have today's industry knowledge, have built successful careers and businesses, and are now willing to focus their energy here. It closes the gaps," Hoskinson says.

For example, students now benefit from a single advisor during the critical first phases of creating a business — innovation and validation — which distinguish each venture as unique. Outside advisors are brought in later, during the executable phases — similar from venture to venture — once the core concepts are solid.

Hoskinson attributes the new model to the program's unprecedented success in the past year, when various teams took honors in the Honeywell Growth Challenge, the S.E.E.D. Collegiate Business Plan Competition, the Enterprise Creation Competition at Ball State University, and the MOOT CORP competition at the University of Texas at Austin.

Because the new model has worked so well, the program has channeled the recent \$50,000 award from the Honeywell Growth Challenge into support of its third full-time mentor-in-residence, Don Piper.

"The old model is a cornerstone in the industry," Hoskinson says, "It's hard to let go of that and be confident that you're doing the right thing. But we've had outstanding successes this past year, and everyone who's seen this model has been really excited about it. It works."

New Directors Join the Eller Team



Jane Prescott-Smith, Senior Director of Development Eller College of Management

From 1999 until joining the Eller College this July, Jane Prescott-Smith raised more than \$12 million for pediatric research and teaching projects at The University of Arizona's Steele Children's Research Center. The secret to her success? Getting to know people, understanding what's important to them, and sharing with them how their priorities converge with the mission of the organization she represented.

With a bachelor's degree in economics from Stanford University and an MBA from the Kellogg School of Management at Northwestern University, Prescott-Smith launched her career as a brand manager for Kraft Foods. The work taught her the importance of connecting people with a value proposition in a meaningful way. Those skills transferred perfectly to a position as director of development for the MidAmerica Leadership Foundation and later as director of corporate relations for Northwestern, developing alliances that resulted in annual donations averaging \$15 million.

Prescott-Smith acknowledges that each development position brings different challenges, but says that the essence — the quality that motivates her — doesn't change: "The best thing about my work is that I have the chance to help people make a difference."

Jane Prescott-Smith can be reached at jprescott@eller.arizona.edu or 520.621.2301.



Shyam Jha, Director of Professional Development Eller MBA

On July 28, 2000, the Nasdaq fell 179 points. It was the day a start-up named Corvis, an optical networking company, was slated for its IPO. Despite the Nasdaq plummet, shares were offered at \$36 — not \$15 as originally planned — and still investors scrambled. The stock topped at \$98, closing at \$84 a share and giving the company a \$28 billion market capitalization that was, at the time, the largest single-day valuation of any technology start-up in global capital markets.

As vice president of marketing, Shyam Jha was part of the original executive team at Corvis and a key contributor to that legendary Nasdaq event.

With more than 22 years of experience in telecommunications and information technology, Jha has served as a vice president of business development at Nortel and a director of product management at Digital Equipment Corporation and HP. His responsibilities have ranged from marketing and product management to business development and directing venture capital — all experiences that made Jha an ideal candidate in his new role coordinating experiential learning and professional development for Eller MBA students.

Along with extensive business experience, Jha brings global perspective to the Eller MBA — he has lived and worked in Switzerland, France, the United Kingdom, Singapore, and India, where he graduated with a bachelor of technology from the Indian Institute of Technology, New Delhi, before earning his MBA at Oregon State University.

Shyam Jha can be reached at sjha@eller.arizon.edu or 520.626.3599.

The Eller College Welcomes New Faculty

The Eller College is pleased to announce the appointment of eight accomplished teachers and researchers joining faculty ranks in fall 2005. Carrying Ph.D.s from top programs in their fields, the new instructors join the Departments of Accounting, Economics, Finance, Management Information Systems, and Marketing.



Thomas W. Bates
Assistant Professor of Finance
Ph.D., University of Pittsburgh, 2000

Before joining the Eller College, Thomas Bates served as assistant professor of finance at the University of Delaware and the University of Western Ontario. His research explores big business — mergers and acquisitions, corporate governance, shareholder positions, and factors in the pricing and performance of IPOs. Bates' work has been published in the *Journal of Finance*, *Journal of Financial Economics*, and *Financial Management*. He currently teaches in the *Financial Structure and Performance of the Firm* module of the Eller Executive MBA program.



Daniel A. Bens
Associate Professor of Accounting
Ph.D., University of Pennsylvania, 1999

Daniel Bens' research has most recently been published in the *Journal of Accounting Research* and *Journal of Accounting and Economics*, exploring the topic of employee stock options and issues of corporate disclosure. His research has been cited in *Business Week* and in newspapers nationwide. Before joining the Eller College, Bens was a faculty member at the University of Chicago. He has worked with PricewaterhouseCoopers and currently serves on the editorial board of the *Journal of Accounting Research*.

New Faculty 2005

**Sue Brown**

Associate Professor of Management Information Systems
Ph.D., University of Minnesota, 1997

Sue Brown believes that students learn through participation and learn best when instruction is challenging but fun. This philosophy and her student programs have earned Brown a place in *Who's Who Among American Teachers* and some 20 teaching honors at the Kelley School of Business at Indiana University, where she most recently served as assistant professor of information systems. Brown's research is focused on the adoption and diffusion of information technology, computer-supported communication, and knowledge management.

**Theodore H. Goodman**

Assistant Professor of Accounting
Ph.D., University of Pennsylvania, 2005

Theodore Goodman earned his Ph.D. at the Wharton School where he also served as a teaching assistant in financial accounting. Before joining the doctoral program, Goodman worked as a research associate with Citibank Global Asset Management. He was an American Accounting Association Doctoral Consortium Fellow in 2003 and received the Deloitte Foundation Doctoral Fellowship in 2002. Goodman's research interests encompass corporate governance and investing; his dissertation explored how the behaviors and structures of firms change in response to infusions of free cash flow.

**Linda L. Price**

Professor of Marketing
Ph.D., University of Texas at Austin, 1983

Linda Price most recently served as chair of the Department of Marketing at the University of Nebraska, where she held the Nathan J. Gold Distinguished Professorship of Marketing. A leader in the field, Price has taught at every level — undergraduate, MBA, executive MBA, and doctoral — and published extensively in leading journals such as *Journal of Consumer Research*, *Journal of Marketing*, and *Journal of Contemporary Ethnography*. Her co-authored textbook, *Consumers*, is the first to examine consumption globally and explore how society and culture affect consumer behavior.

**Hope Jensen Schau**

Assistant Professor of Marketing
Ph.D., University of California at Irvine, 2000

During each of her four years teaching consumer behavior and convergent marketing strategy at the Fox School of Business Management at Temple University, Hope Jensen Schau won honors for outstanding instruction. With an education combining business and cultural studies, her research interests include the intersection of technology and consumer experience, brand communities, and how people define and express identity through consumption. Schau has published in various journals, including *Journal of Consumer Research* and *Industrial Marketing Management*.

**Jianjun Wu**

Assistant Professor of Economics
Ph.D., Northwestern University, 2005

Jianjun Wu has garnered teaching experience not only in the MBA and executive MBA programs at the Kellogg School of Management at Northwestern University but also in the undergraduate program at Zhongshan University in China. His specializations include industrial organization, applied microeconomics, business strategy, and economics of information, with his dissertation focusing on organizational commitment under uncertainty. Wu's recent research explores theory around firms' investment strategies and exit/entry strategies, as well as the function of participation costs in two-sided auctions such as the New York Stock Exchange.

**Zhu Zhang**

Assistant Professor of Management Information Systems
Ph.D., University of Michigan, 2005

Zhu Zhang's research focuses on intelligent information systems, text and data mining, and machine learning. His dissertation examined the classification and application of natural language relations, and his work has been presented at numerous refereed conferences on artificial intelligence, natural language processing, and knowledge management. During Zhang's research internships at Google, Inc., IBM Research, and Microsoft Research, he helped develop patent-pending and patentable technologies.

An Exceptional Undergraduate Experience

Changes to Eller's Undergraduate Programs this fall deliver an educational experience aligned with that of a small, private college or top MBA.



Business communication adjunct instructor Randy Accetta (left) receives a Teaching Innovation Grant award from Ken Smith, former Eller College dean. Accetta used the grant to launch the pilot for the new Honors Field Projects initiative.

Taking it Outside: Honors Field Projects

In their first year, Eller MBA students take on field projects, offering a semester of consulting and carefully scoped deliverables as a keystone learning experience of the program.

Now Eller's undergraduate Honors students have that same opportunity.

Teams of students will provide consulting to local organizations — ranging from high-tech to social service — in exchange for a donation that supports undergraduate education. Students will define a scope of work with a project lead from the organization, commit to an engagement contract, and provide concrete deliverables at the project's end. Each team will work with an MBA student who's already completed the required MBA field project. The undergraduates draw on that expertise, while the MBA student gains additional consulting experience plus hands-on practice in managing a team.

The Honors field projects program launches on the heels of a successful pilot proposed and executed last year by Randy Accetta, adjunct instructor in the Business Communication program.

Accetta saw a win-win opportunity for his students and Greater Tucson Leadership (GTL), a nonprofit organization whose mission is to inspire, develop, and promote local leadership. GTL could benefit from but not easily afford the consulting, and Accetta knew his students would thrive on applying their knowledge and skills beyond the classroom.

By the end of the semester, Accetta's class had created detailed new marketing and fund-raising plans based on meetings with GTL leaders. They presented their deliverables to the organization's board of directors along with documentation of the project's activities and outcomes.

"The real-life settings show students that intellectual work has consequences greater than a simple grade. They appreciate the classroom more, and recognize that we're preparing them to succeed when the stakes are higher," Accetta explains. "They realize that with knowledge and hard work they can accomplish anything."

Bringing It All Together: An Integrated Core

Who knows more about Eller's undergraduate curriculum than anyone else? No, not the dean. Not the associate dean. No, not even the instructors. It's the students — they experience first-hand a dozen classes a year, four years in a row. So who better to surface ideas for making a great program even more exceptional?

This fall, third-year students will benefit from the thoughtful critiques of their forerunners as they undertake the Core Curriculum Integration Project (CCIP), a team assignment spanning four courses and designed to deliver an integrated, real-world learning experience.

Disassembly. Reassembly.

When undergraduate students critiqued the core curriculum a year ago, key themes emerged: instruction overlapped between courses; there wasn't enough student interaction; and the courses lacked meaningful connections.

A team of instructors led by learning technologies manager Veronica Diaz and associate dean Pam Perry set to fixing these issues, beginning by comprehensively breaking down each course into outcome objectives, source materials, assignments, skill assessments, etc. Armed with a matrix of these elements, the group began the tricky process of reassembly, connecting objectives wherever possible.

The resulting integrated curriculum builds on the Eller hallmark of entrepreneurialism. Ninety-eight teams of four to five students will spend a semester creating a complete, viable business plan, combining learning from four core disciplines. As part of their accounting class, teams will develop *pro forma* financial statements. For management and policy, they'll hash out organizational structure. Marketing adds value propositions and sales strategies to the mix, and business communication will focus on written and verbal tasks inherent to building a venture, with the presentation of the completed business plan serving for the course's case competitions.

Making it happen.

The concept is not a first. In fact, it's the kind of project students might have at a small, private college. But few if any schools have undertaken a similar initiative with 400 students per semester. To make it work on this scale, Tammy Farris, Eller Exchange program manager, secured assistance from the College's friends in the business community. As a result, the teams will be guided not only by top faculty in each field, but also by mentors — accomplished professionals volunteering their time, experience, and expertise.

"One of the greatest outcomes of this project is that the instructors have a much clearer sense of what other classes are doing. They've eliminated redundancy and can work more effectively as a team," says Veronica Diaz. "Students also have more interaction — with each other, with faculty and business mentors — and they can dedicate their time to solving problems in a real-world context that provides continuity across the core. It all adds up to a much deeper learning experience."



Eller Exchange program manager Tammy Farris (right) consults with John Tabor, executive director of the Women's Pregnancy Centers of Tucson, one of the clients served by the new Honors Field Projects.

Inspiring the Next Generation

Eller opens its doors to younger learners.



Students at Eller's Tech Divas camp get help from program organizer and Undergraduate Programs business operations and technology specialist Andrea Winkle (bottom).

Bridging the Gender Gap in Style

Forget the macramé key fobs, plaster paperweights, and poison oak. Summer camp means something totally different today.

"Having three girls of my own, I wanted to develop a program to encourage confidence in technology-related career fields," explains Tech Divas camp organizer Andrea Winkle, business operations and technology specialist for Undergraduate Programs. "Studies show that if you introduce technology at an early age, children will be more likely develop a love for it as they grow up."

Twenty-six girls participated in the week-long day camp, mastering the basics of working with a PC, finding information online, using e-mail, and yes, creating Web sites. With a successful first run under their belt, program coordinators have since re-launched Tech Divas as a year-round initiative.

While the club's focus will remain on technology, Winkle hopes for an even broader impact: "The University of Arizona offers such a wealth of knowledge. Having the girls here for Tech Divas not only excites them about technology, it also helps them feel comfortable being on campus. We hope that they'll develop a habit of lifelong learning."

Exploring Careers in Accounting

Tucson-area high school students were treated to a full week of business immersion in the Accounting Careers Awareness Program organized by associate accounting professor Leslie Eldenburg and funded with \$25,000 from sponsor Ernst & Young.

Students moved into campus dorms on a Sunday. By 8:00 Monday morning, they were learning business technology from management information systems senior lecturer David Meader, kicking off a week of classes covering everything from business etiquette to product marketing and financial statements analysis. Along the way, they developed venture business plans which, at the end of the week, they presented to a panel of Ernst & Young judges. Additionally, four students will receive a \$500 scholarship should they decide to pursue accounting at the Eller College.

"Our goal was not just to introduce them to accounting, but to show them how it fits into the larger business perspective," Eldenburg explains. "We also gave them a preview of what campus life is like and how important professional behavior is."

Judging by students' reactions, the program met all of those goals. "Most days I felt exhausted, but still I enjoyed every minute of it," one student shared. "I felt like an adult for a week."

Technology All Year Long

Tech Divas is now a year-round club open to girls in grades one through eight. Program cost is \$25 per year. For information, e-mail techdivas@eller.arizona.edu.

Top and bottom: High school students in the Accounting Careers Awareness Program visit the business offices of the Arizona-Sonora Desert Museum. Center: Accounting professor Jeff Schatzberg discusses ethics with camp participants.

Kris Hanning Photography



THE UNIVERSITY OF ARIZONA

Study the roster of the inaugural Eller EMBA class and a few things become very clear. First, executive education serves all types of industries and companies. The class includes entrepreneurs and seasoned corporate executives, public sector employees and private physicians, people hailing from small private businesses as well as major industry leaders such as IBM, Motorola, Marriott, and Texas Instruments.

The program also had powerful appeal, drawing participants not only from Tucson and Phoenix, but from California, Nevada, and even Maryland.

"We've reached out to create a diverse and multi-faceted class of talent," says Eller MBA director and associate dean Brent Chrite. "Our goal is to effect change in a broad range of industries and organizations."

True to that objective, with the help of the Eller MBA Advisory Council, the Eller EMBA is helping to fund participants working in non-profit and social service organizations, which might otherwise lack funds to support executive education for key employees. The program awarded four full or partial scholarships to such organizations, including a full scholarship to Danny Knee of Tucson Urban League (profiled at right).

Faces of the Eller EMBA

"I'm planning to expand The Solar Store concept. Since our success today has been based on technical know-how, I think it's imperative to gain our own business knowledge before expanding operations."

Katharine Kent

President and Founder of The Solar Store

Katharine Kent holds a BS in chemical engineering and an MS in nuclear and energy engineering. She has worked for several private firms as well as for The University of Arizona Environmental Research Lab. In 1995 Kent was named the Society of Women Engineers' Distinguished New Engineer. She is also a recipient of the Department of Energy's Energy Innovation Award for her work on passive cooling strategies for desert climates. In 1998, Kent launched The Solar Store, the Southwest's largest source for sustainable solar energy solutions.



"I've always wanted to help people. These days you need to have much more business savvy in the nonprofit sector. I have the heart and soul but want to make sure that I combine that with the technical skills."

Danny Knee

Housing Developer for the Tucson Urban League

Danny Knee earned a master's degree in city and regional planning in 2001, focusing on the benefits of redeveloping brownfields into parks and co-authoring several studies and articles. Working with the housing and redevelopment authority of New Brunswick, New Jersey, he oversaw the city's HOPE VI Revitalization Grant, which funded the creation of 200 units of low-rise affordable housing and was awarded the New Jersey Future's 2003 Smart Growth Award. Knee now applies his expertise through the Tucson Urban League, whose mission is to help people attain economic self-sufficiency. He was recently appointed to Tucson's Metropolitan Housing Commission.



Danny Knee photo

"Everybody in this program has experience and a different viewpoint on how to look at the same problem – it's really giving me the opportunity to learn to think differently."

Stephen Sundstrom

International Sales and Marketing Manager for Rain Bird International

Stephen Sundstrom holds a BS in industrial engineering and has held various sales and marketing positions, making international sales and marketing the focus of his career. His current work involves structuring the Rain Bird sales channel to maximize growth and contributing to new product development to increase market share and profitability. Previously, Sundstrom co-owned a distributor of telecommunications test equipment in Mexico. The business gave him insight into the management of distributors from a manufacturer's standpoint and what ultimately made one manufacturer more successful than another – knowledge he's applied to succeed in his current work.



Stephen Sundstrom photo

STRAIGHT *from the* HIP

Paul Portney, new dean and holder of the Halle Chair in Leadership at the Eller College, shares his thoughts on leadership, ethics, entrepreneurship, and more.

In a June 15, 2005 column in *The Washington Post*, Steven Pearlstein lamented the rarity of the strong yet independent think-tank, "an organization that can't be bought, can't be intimidated, and whose work cannot be ignored." He wrote these words building up to a goodbye to Paul Portney, the man the Eller College said hello to in July, welcoming him as its new dean.

"As an RFF [Resources for the Future] scholar for the past 33 years, and president for the past 10," Pearlstein wrote, "[Paul Portney] showed not only a knack for identifying early on the issues and ideas that would one day take center stage, but also a facility in communicating research results in ways that made them useful to laymen. . . . His board of directors is chock-full of high-power business executives and committed environmental activists who may agree on little else other than that Paul Portney and his crew are the straightest shooters in town."

Giving him just a week to settle in to his new office, *Progress* caught up with Portney to get his thoughts on some of the central themes and programs at Eller — candid and straight from the hip.



On LEADERSHIP

What do you look for in a leadership team?

"As a leader at Resources for the Future, I always looked for people who I thought would tell me what they really think. I don't think places get better if the heads of the organizations surround themselves with people who will tell them what they think the boss wants to hear. I'm looking for people who are willing to disagree with me if they think I'm about to do something wrong and to do so forcefully, and I'm going to try to instill a culture that reinforces their doing that. They have to understand, of course, that ultimately the decisions are mine. If they disagree, and I've decided to do something else, I owe it to them to explain why I did what I did and why I didn't take the recommendation that they made. Then the hope is that they'll help me make the most of that decision, support it, and try to make it a success."

The Halle Chair in Leadership

Bruce and Diane Halle created the Halle Chair in Leadership, now held by dean Paul Portney, with a \$1.5 million endowment to the Eller College.

"When Karl Eller shared with me what he's trying to accomplish at the College and The University of Arizona, I was glad to add my support," says Halle of his gift to the College.

"I've been to the Eller College and had a chance to talk to some of the students and see what they do — it's very exciting. I've met Paul Portney and think he's a terrific man. And of course, leadership has been a big part of my life."

Bruce Halle photo



Bruce and Diane Halle created the Halle Chair in Leadership with a \$1.5 million endowment to the Eller College. Bruce Halle founded Discount Tire Company, Inc. in 1960 in Ann Arbor, Michigan, and serves as the company's president and CEO. Headquartered in Scottsdale, Arizona, Discount Tire is the largest independent tire dealer in North America.

Portney served as president and CEO of Resources for the Future (RFF) — an independent research and educational organization in Washington, D.C. — since 1995. In 1979, he was appointed chief economist for the White House Council on Environmental Quality. In 2001 he chaired the National Academy of Sciences study on Corporate Average Fuel Economy Standards.

Leaders at the Eller College (left to right): Stanley Reynolds, vice dean; Pam Perry, associate dean of Undergraduate Programs; Paul Portney, dean; Julie Krell, director of marketing and communications; Brent Chrite, associate dean of Eller MBA programs; Jane Prescott-Smith, senior director of development.



On MANAGEMENT EDUCATION

What do you see as the role of a business school in the world today?

"We live in an era when governments are being starved more and more, and it's harder and harder for them to do things that they have been traditionally asked to do. As that happens more and more, those things are being asked of the private sector — contribute money to education, or do things that will help advance healthcare, for example. It's important to pay attention to what's happening in business right now because, rightly or wrongly, business is being asked to do things that used to be the province of the public sector.

Frankly, that was one of my reasons for coming to Eller. As I saw government in Washington being more gridlocked and having less and less resources, I thought, 'Accomplishing things in society in the future will mean working more closely with the business community because the role of business is growing.'

I'm also a big believer that a business school can be a vital contributor to the intellectual life of a university. If you graduate from a top-ranked university like The University of Arizona and don't understand that one thing that divides societies around the world is their view of what should be left to the private sector and what should be done by government — understanding that even among Western industrial democracies there are pretty big differences in the extent to which they rely on the market — I guarantee you haven't received a very good education.

A business school is one place in a university that can help point out that, in addition to cultural and religious differences, the role of business is a big differentiator of countries around the world. So I hope that the Eller College of Management in some way — whether it's through the general education courses that we offer or through special events and speakers — I hope that we can make the campus a richer intellectual place and contribute to the education of students in any major."

Portney earned his Ph.D. in economics from Northwestern University. He has served as a visiting professor at the University of California at Berkeley and Princeton University and since 1999 has served on the Board of Trustees of The Johnson Foundation, a philanthropic organization concerned with environmentally sustainable development, education, and civic engagement.

On ENTREPRENEURSHIP

Why is entrepreneurship education important?

"One of the reasons that we're able to live the lives that we lead in the United States is because of entrepreneurs in the business world and, to some extent, social entrepreneurs as well. If you go back to the founding of the country — people like Franklin, Jefferson, Madison, Adams, Washington — they were social entrepreneurs. They envisioned a very different kind of government than the one that they and their ancestors had fled in Europe. At the same time, you began to see business entrepreneurs. Franklin was extraordinary in that he was both a social entrepreneur and political entrepreneur but also a business entrepreneur. Jefferson was a scientist, applying science to farming.

I would like to continue the comfortable lives that we have here, and I'd like to extend that to people who are less fortunate who live here in the United States. I'm also interested in exporting that model to other parts of the world where they have lower standards of living, in part because they don't have business entrepreneurs — places where they have a culture that often does everything it can to quash people with good ideas and prevent them from introducing them.

I don't want to sound too corny, but I think that in a very real sense, entrepreneurship is the key to improving both the material and political well-being of people everywhere. The key to making a better life is an economy that continues to grow in enlightened ways — ways that are respectful of the environment and human rights, etc. — but continues to grow materially, as well, and provide expanded opportunities for people."

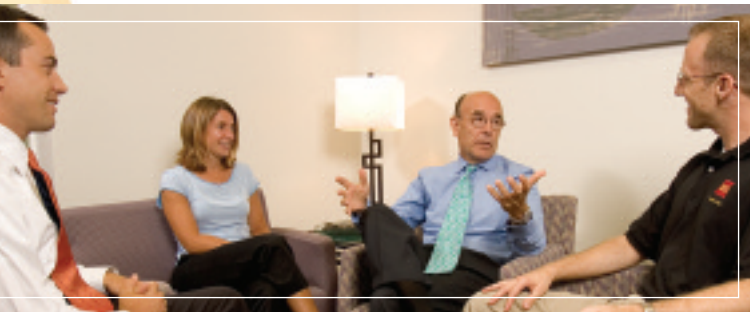


Karl Eller (left) and Paul Portney in the Estes Atrium at McClelland Hall.

On TEACHING

How should a college balance teaching and research?

"You cannot be a top-ranked business school without a faculty that is engaged in serious research. It's a necessary element. One of the attractions of Eller is that it has a serious research faculty. Here's the real challenge — while having an excellent research presence on your faculty is necessary, it's not sufficient. One of the things that I'm going to try to do here at Eller is make sure that we are as good in teaching and in our connections with the real business world as we are in doing research in finance, marketing, accounting, MIS, etc. I care very strongly about research, but I'm absolutely insistent that we give equal attention and energy to giving our students a first-rate education."



Dean Paul Portney (center) engages with students Douglas Lowe, Brooke Budoff, and Jason Teske, in the Eller MBA program offices.

Portney was recently named one of the 100 most-cited researchers in economics and business as ranked by Thomson Scientific databases, covering 10 million articles in 22 fields of research.

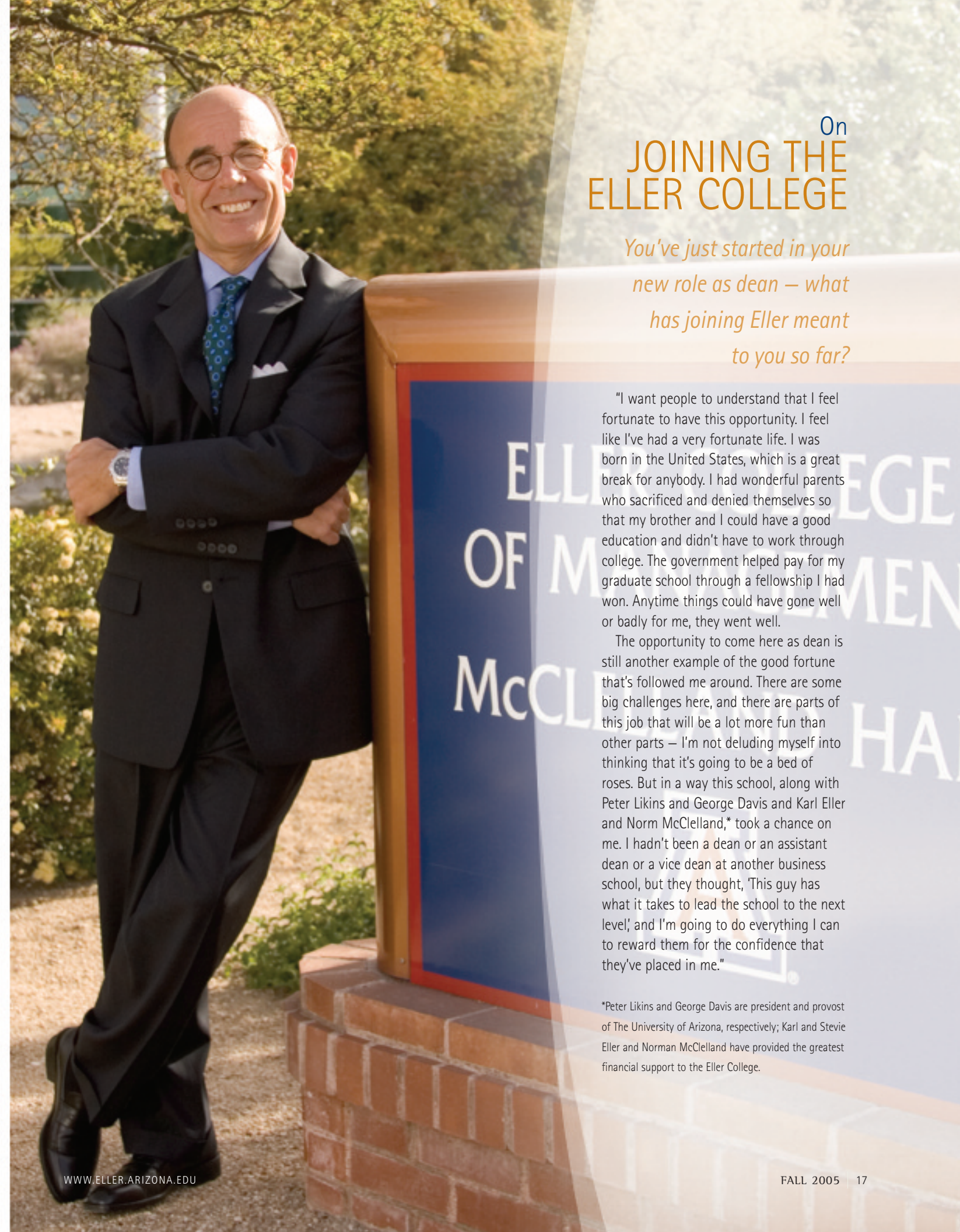
On JOINING THE ELLER COLLEGE

You've just started in your new role as dean — what has joining Eller meant to you so far?

"I want people to understand that I feel fortunate to have this opportunity. I feel like I've had a very fortunate life. I was born in the United States, which is a great break for anybody. I had wonderful parents who sacrificed and denied themselves so that my brother and I could have a good education and didn't have to work through college. The government helped pay for my graduate school through a fellowship I had won. Anytime things could have gone well or badly for me, they went well.

The opportunity to come here as dean is still another example of the good fortune that's followed me around. There are some big challenges here, and there are parts of this job that will be a lot more fun than other parts — I'm not deluding myself into thinking that it's going to be a bed of roses. But in a way this school, along with Peter Likins and George Davis and Karl Eller and Norm McClelland,* took a chance on me. I hadn't been a dean or an assistant dean or a vice dean at another business school, but they thought, 'This guy has what it takes to lead the school to the next level,' and I'm going to do everything I can to reward them for the confidence that they've placed in me."

*Peter Likins and George Davis are president and provost of The University of Arizona, respectively; Karl and Stevie Eller and Norman McClelland have provided the greatest financial support to the Eller College.



Undergraduate Programs Honors Outstanding Alumni

In May, the Eller College presented its annual A Night with the Stars gala, celebrating top achievers in Undergraduate Programs — students, faculty and staff, and alumni. Sponsored by Pulte Homes, the event recognizes the "constellation of talent" formed by past and present Eller stars.



EXCELLENCE IN SERVICE ALUMNI AWARD

Raghu Nandan
BSBA '02, Business Management

As a student, Nandan was actively involved in Eller's Professional Admissions process and worked closely with The University of Arizona Admissions Office of Special Events in addition to staying on top of challenging coursework and volunteering with the Disaster Action Team of the American Red Cross. Since graduating, Nandan has remained involved with the College as a volunteer interviewer for Professional Admissions and has facilitated the hiring of several Eller graduates at First Magnus Financial, where he currently works as assistant manager of loss mitigation-risk management.



OUTSTANDING RECENT ALUMNUS AWARD

Gilbert Davidson
BSPA '98, Public Management and BSBA '98, Human Resource Management; MPA '04

Formerly the city manager of Willcox, Arizona, Davidson recently began a new assignment as assistant town manager of Marana, Arizona. As a student, Davidson was involved in the Eller College Student Council and Bobcats Senior Honorary. His work in the public sector was foreshadowed by his involvement with Associated Students of The University of Arizona — Davidson was both a senator to and president of the student government organization.



Robert Ramirez photo

ELLER COLLEGE ASSOCIATE OF THE YEAR AWARD

Robert D. Ramirez
BSBA '76, Accounting

In April, Ramirez was appointed president and CEO of DM Federal Credit Union, with which he's worked since 1985 in positions that include assistant vice president, vice president, and executive vice president. Ramirez is also a graduate of the Financial Management School at the University of Colorado, Boulder. He was admitted to the Arizona State Board of Accountancy in 1983 and also teaches as an adjunct professor at Pima Community College and Phoenix College.

Mid-Year Economic Outlook Breakfast Draws Standing-Room-Only Crowd

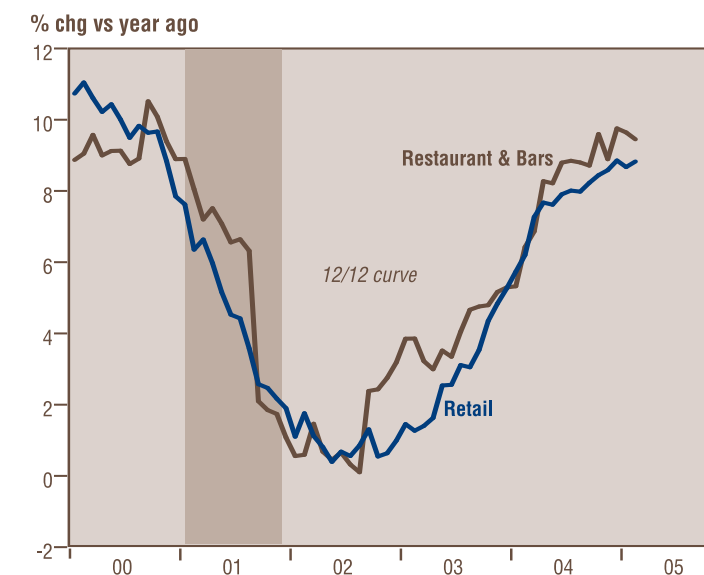
In June, Eller economists Marshall Vest and Gerald Swanson presented the annual Mid-Year Economic Outlook to a standing-room-only gathering at the Doubletree Hotel Tucson at Reid Park.

Sponsored by Bank One, the event provides insight into the status and direction of local and national economies, and halfway through 2005 — despite hitting a "soft patch" — indicators reveal a positive trend, showing better-than-expected employment (job creation equal to that of the early 90s boom) and strong consumer spending.

However, Vest and Swanson also tempered the good news with data pointing to a possible economic slowdown, inflation, and recession: continuing low numbers in manufacturing employment, rising prices in most sectors of the economy, record-level consumer debt, and record-level deficits in trade and government spending.

The Eller College will present the annual end-of-year Economic Outlook luncheon on December 9 at the Westin La Paloma Resort & Spa in Tucson. Reservations can be e-mailed to outlook@eller.arizona.edu.

Arizona Sales Growth, First Half of 2005



No Slowdown in Spending

With strong job growth, rising wages, and household net worth at a record high nationwide, consumers continued to drive economic expansion in the first half of 2005. At nine percent, retail growth hit a five-year high.

Save the
DATE

Friday and Saturday, November 4–5: MBA Alumni Weekend

Reconnect with classmates and friends as you take in executive education, golf at Starr Pass, the traditional Homecoming tailgate party, and breakfast with Paul Portney, Eller's new dean.
Contact Alumni Relations: azeller@eller.arizona.edu. www.ellermba.arizona.edu/alumniweekend.

Saturday, November 5: Homecoming

Come watch the Arizona Wildcats tackle the UCLA Bruins. Don't miss the Friday-night Kick-Off Celebration, the Eller College tent and tailgate party on the mall, and the Homecoming parade.
For game tickets, call 800.452.CATS. www.eller.arizona.edu/homecoming.

Thursday, December 8: Technology and Management Awards Luncheon

Sponsored in part by Phelps Dodge and APS

Join us for this annual UA celebration as we honor accomplished executives at the Arizona Biltmore Resort & Spa in Phoenix. Reserve your table today: rsvp@eller.arizona.edu.

Friday, December 9: Economic Outlook Luncheon

Eller economists Gerald Swanson and Marshall Vest share facts and forecasts for Arizona's economy.
E-mail for reservation information: outlook@eller.arizona.edu.

Saturday, February 18, 2006: Professional Admissions

Meet the next class of outstanding future graduates — Eller College needs volunteers to interview students competing for admission to the professional phase of their studies.
Contact Julie Miranda Trujillo: jtrujillo@eller.arizona.edu.

News from Alumni

Update your contact information and tell us what's new:
www.eller.arizona.edu/alumni/updates



McClelland family photo

In Memoriam

Frances Helen McClelland passed away on July 6, 2005, at the age of 81. She will be remembered as a pioneering woman — a philanthropist and a community leader actively engaged with The University of Arizona, the YWCA, Beta Sigma Phi, The University of Arizona Institute for Children, and the boards of the Tucson Library, Amity, Inc., Arizona Astronomy, Youth and Family, and the Arizona Senior Academy.

Frances earned an accounting degree from the UA in 1944 and was presented with an honorary doctorate in 2003. A wise and ethical business leader, Frances, with her brother Norman, co-owned Shamrock Foods — one of the largest private businesses in the United States — and served as a director and officer of the company for nearly sixty years.

The McClelland family has been one of the most generous champions of the Eller College. In addition to their many years of support for programs, students, and faculty, the family donated \$2.5 million toward the construction of the building that bears their name and houses the Eller College of Management: McClelland Hall.

1970s

Tom Bishop '72 BSBA Accounting. As director of manufacturing, oversees manufacturing, engineering, purchasing, and administration for all custom manufacturing plants of Weckworth Manufacturing in Wichita, KS. tbishop@weckworth.com

1980s

Jack Niedenthal '80 BSBA Economics. Manages funds allocated by the United States to Bikini Atoll. As trust liaison for the people of Bikini, Jack interfaces with the media, U.S. government, scientists, attorneys, engineers, and other professionals involved in the radiation clean-up of Bikini Atoll, acts as an advisor, translator, and accountant, and manages the Bikini scholarship program. bikini@ntamar.net

Tim Freeman '83 BSBA Finance. Vice president of professional services for Liquid Engines in Sunnyvale, CA, a leading provider of tax management software. tjfree@aol.com

Eric Miller '84 BSBA Finance and General Business. Deputy director of financial services for the National Association of Security Dealers (NASD) in New York, NY. e_miller@hotmail.com

Lee Kamansky '86 BSBA Planning and Public Administration, '91 MBA. Senior financial analyst with Countrywide Home Loans. tcu_arizona_deans_lists@mail.com

Tim Reading '86 BSBA Management Information Systems. Public affairs officer for Bechtel Bettis, Inc., a contractor for the U.S. Navy, in Idaho Falls, ID. timothyreading@hotmail.com

Alberto Voli '87 BSBA Entrepreneurship and Finance. Vice president of MedFix Solutions, a Tucson-based start-up selling new and refurbished medical equipment worldwide. albertovoli@yahoo.com

1990s

Derek Muller '91 BSBA Accounting. Director of corporate audits for Callaway Golf, a golf equipment manufacturer in Carlsbad, CA. derekm@callawaygolf.com

Arrion (Smith) Rath sack '92 BSBA General Business. Director of MBA admissions at Southern Methodist University Cox School of Business in Dallas, TX. Arrion and Ben Rath sack's son, Alex, was born in 2004.

Timothy Ahopelto '95 BSBA Accounting. CPA for Mason Russell West, a public accounting firm in Littleton, CO.

Jerry Schneider '95 BSBA Accounting, Economics, and Finance. Senior territory manager for Davol Surgical in Cranston, RI, training general surgeons in surgical techniques developed by Davol. chiva81@yahoo.com

Alex Moseley '96 BSBA Economics. Vice president of Jimco Maintenance in Venice, FL. alex@jimcos.com

Sharon Beth (Patterson) Amaral '98 BSBA Health and Human Services Administration. Administrative assistant at Johnson Regional Medical Center in Clarksville, AR. sharonbeth@arkansas.net

Adam Stafford '98 BSBA Economics and Marketing. Senior product manager for Microsoft in Redmond, WA. adamkstafford@yahoo.com

Henrik Wagner '98 BSBA Business Management. Works in business development for enterprise storage technologies company EMC Corporation in Scottsdale, AZ. wagnerhenrik@hotmail.com

Monica (Arredondo) Rodriguez '99 BSBA Management Information Systems. Mortgage consultant for Rofigra Global Inc. in Pasadena, CA. monica@jamesroberson.net

2000s

Laura Appelbaum '00 BSBA Business Management. Major account manager for Xerox Corporation in San Diego, CA, specializing in enterprise-wide solutions for corporations in the aerospace government defense manufacturing sector. lauraappelbaum@gmail.com

Kay Anne Kendall '00 MBA. National director for Sun Microsystems in Westford, MA, and recently appointed to a two-year term as a national director for the American Society for Quality. Kay is a Six Sigma master black belt. keithkay@aol.com

Rick Beigler '01 BSBA Management Information Systems. Systems Administrator for US Foodservice, the second-largest food distributor in the country. Rick will be married in December, 2005. rbeigler@earthlink.net

Rob Bessett '01 Associates in Technology Transfer. First-year MBA at the McCombs School of Business at University of Texas at Austin. rbes432@msn.com

Melissa Hilbert '01 BSBA Marketing. Communications coordinator at Arizona Medical Association headquarters in Phoenix, AZ. Melissa is an '06 MBA candidate at the University of Phoenix and is happy to report that she is getting married on October 1, 2005.

Justin Wright '01 BSBA Management Information Systems, '04 MBA. Production manager for Optics Valley Photonics in Tucson, AZ. justin@opticvalleyphotonics.com

Paul Breshears '02 MBA '03 Master of Accounting. Assistant federal public defender in Tucson, AZ. jpb@jpaulbreshears.com

Dave Galardini '02 BSBA Finance. Financial consultant for Merrill Lynch in Pittsburgh, PA, working with a select group of businesses and individuals to help them plan and manage all aspects of their finances. galardini@hotmail.com

Albert Magallanez '02 BSBA Business Management. Director of technology for the Indian Oasis public school district in Sells, AZ. ajmagallanez@comcast.net

Raymond White '02 BSBA Management Information Systems and Operations Management. Commodity manager for Intel Corporation in Gilbert, AZ. zraymond.c.white@intel.com

Jason Cianciotto '03 MPA. Research director for the National Gay and Lesbian Task Force in New York, NY, managing a think tank dedicated to advancing greater understanding and equality for lesbian, gay, bisexual, and transgender (LGBT) people. Jason recently authored an analysis of data from the 2000 Census on Hispanic and Latino same-sex households. In 2006, the University of Michigan Press will publish his book on education policy issues affecting LGBT students in U.S. public schools. Jason and his partner were recently engaged and plan to marry in June 2006. jmcnyc@earthlink.net

Jim Gronowski '03 BSBA Management Information Systems. Systems administrator for the Las Vegas Monorail Company in Las Vegas, NV. Jim is responsible for working with vendors and subcontractors on the automatic fare collection system and managing other IT tasks for this new transportation project on the Las Vegas Strip. jagronow@yahoo.com

Glenn Falkenberg '03 BSBA Finance. Financial advisor for Morgan Stanley in Glendale, CA, providing wealth retirement and estate planning solutions to high net worth individuals. glennfalkenberg@hotmail.com

Chad Schneider '03 BSBA Marketing. Broker development coordinator responsible for developing and marketing the health insurance broker market for American Family Life Assurance Company of Columbus in Tucson, AZ. chizzo03@yahoo.com

Aradhana Agrawal '04 BSBA Management Information Systems and Operations Management. Consulting analyst for Accenture in Phoenix, AZ, currently converting legacy systems for the credit card processing company Vital. aradhana.agrawal@gmail.com

Lyndsay (Norpe) Bumbernick '04 BSBA Business Management and Marketing. Executive team leader-human resources for Target Corporation in Scottsdale, AZ. ellerwildcat@hotmail.com

Andrea Hutchison '04 BSBA Business Management. Marketing coordinator with Pulte Homes in Tucson, AZ. andrea1107@hotmail.com

Amit Jhaveri '04 BSBA Management Information Systems and Marketing. Manager for S. Zaveri & Sons Jewellers in Mumbai, India. amt4@yahoo.com

Patrick Knodle '04 BSBA Management Information Systems. Chief information officer for National Processing Management Group in Phoenix, AZ, which handles transactions for JPMorgan Chase. patrick@pmgionline.com

Joey Medina '04 BSBA Business Management. District manager for COMPU PAY in Tucson, AZ, the largest privately held U.S. payroll company. A former resident of Bakersfield, CA, Joey decided to make Tucson his home and recently purchased his first house. nemesio@aol.com

Lethy Bernal '05 BSBA Business Management. Owner and operations manager of Keva Juice, a smoothie shop in Tucson, AZ. Lethy begins a postgraduate program at Regents Business School London in September 2005. MsLeticiaBernal@aol.com

Bryan Jackson '05 BSBA Business Management. Contract specialist with the U.S. Air Force in Tucson, AZ, writing and administering contracts between the Air Force and civilian suppliers of goods and services.

Reagan Richards '05 BSBA Marketing. Working in event sales and execution for Encore Entertainment in Phoenix, AZ. reagan_richards@hotmail.com

ALUMNI BULLETIN

The University of Arizona Alumni Association may have recently sent you information on the new alumni membership program. Please note that regardless of your membership status with the UA Alumni Association, you'll continue to receive publications from the Eller College as before.

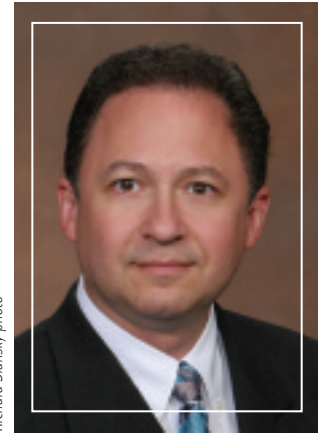
That said, help us make our communications even better by telling us about your careers, families, and adventures in life so that we can, in turn, share it with your classmates and friends through *Progress* magazine and other alumni communications.

Visit
www.eller.arizona.edu/alumni/updates
 and catch us up!

For information on the new UA alumni membership program, contact Samantha Zipp, Alumni Association director of membership and marketing: 520.626.9337 or szipp@al.arizona.edu.

Launching A New Era

Richard Slansky, '82 MBA
CFO, SpaceDev



Richard Slansky photo

No one can say that Richard Slansky has his head in the clouds. It's much higher than that. As president and chief financial officer of SpaceDev, Richard's head is in space, where his company's innovative products have created a revenue chart that looks like the contrail of an ascending rocket, starting under \$600,000 at the lower left and climbing to \$1.8 million by first quarter 2005.

Working quietly in its Poway, Calif. facilities, SpaceDev made headlines last fall. Its 30 employees were invited to sign their names to three rocket engines they had created, engines destined to make history. The engines were then shipped to Mojave Aerospace Ventures where, within weeks, they propelled the first non-government human spaceflights and thereby won the \$10 million Ansari X Prize offered by the X Prize Foundation.

Not knowing the great things in store for a company like SpaceDev, some people would balk at joining a small firm working in uncharted territory. Not Richard. "What other people think is hard I just think is a lot of fun," he says, calling, for example, the seven years he spent taking Calbiochem from a small, private firm to one with revenues in the hundreds of millions (and later acquired by Merck), "a great ride."

Richard joined SpaceDev as CFO and quickly scored contracts with the U.S. Department of Defense, U.S. Air Force, and other government agencies looking to capitalize on the company's rapid, small-team development cycles and high-stakes technologies.

Today the company focuses work in two areas. Their hybrid engines — like those that powered SpaceShipOne — are the only rocket

engines powered by fuel in two states of matter—liquid nitrogen burning solid rubber. The combination results in some very attractive advantages. For starters, the engines can't explode. They can also be stopped and restarted, unlike other engines, which, once ignited, burn fuel until it's used up. SpaceDev's hybrid could conceivably power a craft into space, cut power for orbit, then reignite later for further exploration.

The company's other thrust leads U.S. development of microsatellites and nanosatellites — craft weighing less than 50 pounds but able to do nearly all that today's 2.5-ton mainframe satellites can do. The micromachines can be developed in less than three years versus an industry norm of seven to 15. They cost \$10 million each rather than today's \$250 million to \$1 billion price tags, cost that allows for networked clusters of nanosatellites with the safeguard of redundancy that overcomes the major vulnerability of today's solo-flying satellites. And did we mention that these small but powerful machines can be controlled using standard Internet protocols from a laptop computer?

Richard's excitement about the work SpaceDev has done is no mystery: "I think back to when I was a kid and remember thinking about shooting off rockets," he says. "It's like a dream to be working in a company where what you do is create things that go into space!" But with unlimited government applications and industry experts predicting a \$700-million-a-year private space industry within 15 years, Richard is even more excited about SpaceDev's future: "This is a great company, and we're going to do some wonderful things. Keep watching us."

ALUMNI profile

Where Business Meets Law

Bob Lehner, '95 BSBA General Business, '01 MBA
Chief of Police, City of Eugene, Oregon

"One of the classes I took was Chinese economic history, and if you'd told me then that I would ever use anything from that class in my career, I'd have thought you were crazy."

But in fact, Bob Lehner has never forgotten how millions of Chinese villagers starved to death because a mix-up in communications had farm bosses sending all their crop yields — not just the surpluses — away for export.

The lesson: Make sure your subordinates understand not only what's expected of them, but also the bigger picture strategy.

It's one of the more obscure ways Bob has applied his business education to his current work as chief of police for the city of Eugene, Ore. Other examples paint a clearer connection between the worlds of business and law enforcement. "When I ask a question like, 'What is the net present value of that system versus another,' I get blank stares from people," he says, "but it's a question that absolutely has to be asked if you're going to make a good decision."

The blank stares stem from the fact that Bob is one of very few police chiefs in the country with a business education and, even more rare, an MBA. Most police personnel simply aren't accustomed to working with a boss who talks about "queuing theory" when analyzing 911 call centers, asks for a "cost-benefit analysis" when considering new software, and performs entrepreneurial valuations on community programs that, like early-stage ventures, have real and measurable costs but no revenue.

Bob had worked in the Tucson Police Department for more than 10 years when he earned his BSBA. Wanting to continue in that area, he considered getting an MPA but decided, instead, to earn an MBA, which he felt would give him some parallel skills but also broaden his experience and education.

"That turns out to have been a great decision," Bob recalls, and when you understand what his typical work week involves, you understand why.

"The core of a business education — accounting, finance, and personnel management — those elements are the same whether you're in the private sector or public sector," Bob says. "I deal every single day with questions of how to allocate overhead, or, 'Is it more efficient to use overtime or hire additional personnel?' My job is to understand the broader community needs, make sure that we have the operational resources to handle demand effectively, and provide long-range goals that, over time, improve this organization just like any other. I wouldn't be anywhere near as effective if I didn't have a business background, particularly the MBA."

Looking back on his Eller education, Bob identifies one thing that stands out as having had an overarching impact on his approach to work. "The Eller MBA gave me a real appreciation for a systems view," he explains. "You could see the systems design of the program from the start — how all the classes and modules and instruction worked together — and you learned to apply that same strategy to whatever you were doing. In a high-priority operational environment, it is really easy to lose your systems view, but it's critical that you maintain it, especially at the higher level of a police organization. That systems view, for me, has made all the difference between success and mediocrity."

ALUMNI profile



City of Eugene photo



Last Word on Knowledge Transfer

with Patrick Jones,
Director of The University
of Arizona Office of
Technology Transfer



Patrick Jones directs The University of Arizona Office of Technology Transfer (OTT), which provides services and education to the University community in the areas of intellectual property management, licensing, and technology transfer. He holds an MBA from the University of Washington and a Ph.D. in chemical physics from the University of Colorado, and has worked extensively in research, marketing, licensing, and business/product development.

PROGRESS: *What does the AutonomX team's win at Honeywell (see page 2) mean for technology transfer at the UA?*

Jones: It's a great success story for the Eller College. The quality of its students' work product in providing business structure around technology-based ideas is very high. What that represents for us is a sign of the capability of Eller as a partner.

PROGRESS: *The Eller College and the OTT work together closely. Why is that a good fit?*

Jones: First, as a unit within a university, we feel it's important to make unique educational opportunities available if we can. Second, the activities that we engage in would be otherwise difficult to scale. In a business, when you're trying to extend your reach, you partner and create a stronger, broader value proposition that has benefits for both parties.

PROGRESS: *And what is that value proposition here?*

Jones: Our natural customer is the innovator within the University. The business school's natural customer is the entrepreneur. Eller knows how to work with its customer base very well — you can see that in the Honeywell win. We know how to work with our customer very well. By partnering, students get experience utilizing technologies that they wouldn't otherwise have access to. That gives them a broader appreciation of what it means to innovate in certain areas.

For OTT's technical innovators, the partnership generates a better information set around their ideas. If the innovator is interested in moving forward with an enterprise around an idea, it gives them partners that bring different skill sets to the table and force different types of thinking. Even if the venture turns out to be unsuccessful, it improves the knowledge set of the technical innovators and gives them a better appreciation of what it takes to enable a technology for marketplace success.

PROGRESS: *How do you see technology transfer at the UA changing over the next five years?*

Jones: In five years we want technology transfer to be relevant across this university, not merely in technical disciplines. We can do very well focusing on a few key areas, and we do concentrate on those areas, but the hallmark of a university is innovation. Not only does it teach, it advances the knowledge set: Regardless of whether that's in English, theater and dance, plant biology, or cancer medicine, it pushes the frontiers of knowledge forward. So we want to see a broader participation across the university in knowledge and technology transfer, which in turn brings the challenge of redefining what our activities and systems and patterns are. By its nature, technology transfer is a rapidly changing discipline. It's evolve or die.

ELLER WILDCATS

W E L C O M E H O M E !

MBA ALUMNI WEEKEND AND UA HOMECOMING

November 4-5

ELLER '05 REUNITES

ELLER MBA ALUMNI WEEKEND EVENTS

Friday, Nov. 4: Executive Education, Golf at Starr Pass
Saturday, Nov. 5: Dean's Breakfast, Tailgate Party
www.ellermba.arizona.edu/alumniweekend

2005 UA HOMECOMING

Friday, Nov. 4: Networking Luncheon, Kick-Off Celebration, Entrepreneurship Reception
Saturday, Nov. 5: Eller College Tent on the Mall, Homecoming Parade, Arizona Wildcats Tackle the UCLA Bruins
www.eller.arizona.edu/homecoming

Thomas Veneklasen and David Harvey photos



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