Standing out from the crowd.
Last year, the Eller College of Management passed with flying colors its regular five-year accreditation review conducted by the Association for the Advancement of Collegiate Schools of Business. It’s nice to receive confirmation that the research of our faculty and programs of study we’ve created at the undergraduate, master’s, and Ph.D. levels are meeting the needs of students and industry.

We pride ourselves in delivering a rigorous education, and I like to think that we keep Eller students extremely busy with the academic demands we place on them. But many of our students also take on Herculean projects and responsibilities above and beyond the requirements of their degree programs. On page 12, you’ll find stories about a few of these outstanding students, who have shoehorned activities as diverse as intercollegiate athletics and student leadership into their already packed schedules.

I also look forward to hearing your views as we prepare to develop a new strategic vision to guide the Eller College into the future. Among the topics we will consider: how to take greater advantage of our pre-eminent reputation in entrepreneurship and management information systems; how to pull together our faculty’s strengths and interests in leadership, governance, and corporate social responsibility to create a brand advantage among schools of business and public administration; and, perhaps most ambitiously, whether and how to expand our physical space to better serve our 5,200 undergraduate and 700 graduate students.

I look forward to sharing information about these developments with you in future issues of Eller Progress magazine.

Paul R. Portney
Dean and Halle Chair in Leadership
Exceptional Contribution
McClelland Professor of Accounting Leslie Eldenburg Appointed Vice Dean.

This year, McClelland Professor of Accounting Leslie Eldenburg was appointed vice dean of the Eller College, stepping up after SRP Professor Stan Reynolds completed four years in the office. “I always think about where I can make the most contribution,” says Eldenburg. “When I was initially approached about the position, I hesitated, because I felt I was making a difference at the department level, working with Ph.D.s and mentoring junior faculty. But because of my cost accounting background, I knew I had a skillset that I could bring to the vice dean position. Over the next three years, I think I can make an even larger contribution than I was making at the department level. That combination of intellectual capital and collegial atmosphere, I think, makes a difference at the department level,” says Eldenburg.

Eldenburg notes that there are interesting parallels between the way that hospitals and universities are structured today. “I’d describe them as quasi-government non-profit organizations,” she says. “Public universities today are not fully funded by the state, and are heavily reliant on donors and tuition.” In some respects, this hybrid model presents challenges; the public university must satisfy government and regulatory stakeholders, as well as the donors who give so the College can shine. But, says Eldenburg, this structure is not new to Eller: “At Eller,” she says, “We’ve always been a hybrid because we are true entrepreneurs and have been able to be more nimble in our operations.”

Eldenburg earned her undergraduate degree in special education and taught for a number of years after serving in the Peace Corps in what is now the Democratic Republic of the Congo. She stayed at home with her young son, and eventually returned to the workforce at Virginia Mason Hospital in Seattle. She moved into an accounting position at the hospital after earning her MBA, but found that she missed teaching. So she went back for her Ph.D., and has been with the Eller College since 1993.

In her new role as vice dean, Eldenburg cites priorities including satisfying recruiter demand for diverse hires and recognizing the value added by hard-working Eller faculty. “People contribute hugely here at Eller, where we work under significant resource constraints,” she says.

Building New Partnerships
Paulo Goes joins Eller as department head of top-five MIS program.

After a nationwide search, Paulo Goes has been appointed department head of the Eller College’s top-five MIS program. “The research and quality of the program caught my attention,” he says. “The department already has a great reputation — the best technical researchers in the country are here — and I am excited about the potential to leverage that expertise to build new partnerships.”

Goes comes to The University of Arizona from the University of Connecticut, where he built a collaborative business relationship with GE, the centerpiece of which is edgelab, a business laboratory where University of Connecticut faculty and students work side-by-side with GE managers on strategic projects. “The partnership changed the way I think about academia,” he says. “Information systems is multidisciplinary; we are the glue that holds everything together. There is enormous potential for working with companies in this capacity, as well as with other departments in the College.”

Goes believes there is potential to develop similar, mutually beneficial collaborations between The University of Arizona and corporations throughout the region. “The existing reputation and the potential for growth were the first things that drew me in when I considered Eller,” he says. “Then I came for a visit and found a collegial group of people in the department. That combination of intellectual capital and collegial atmosphere — it added up to that feeling of just being the right fit.”

Goes is originally from Brazil, but has been in the U.S. for over 20 years. His current research explores online auctions. “I started off very technical,” he says, “Then I saw the potential of working with other industries during the Internet boom of the 90s.” He began studying economic systems, measuring data collected from online auctions to characterize buyer behavior and to see how economists’ theoretical predictions bear out in the market. His research areas also include evaluation of emerging technologies and innovations, e-business, confidentiality and security issues, and database technology and management. He holds M.S. and Ph.D. degrees in computers and information systems from the University of Rochester; a B.S. in civil engineering from the Federal University of Minas Gerais, Brazil; and an M.S. in production engineering from the Federal University of Rio de Janeiro, Brazil.

“Paulo Goes is an outstanding leader,” says Paul Portney, dean and Halle Chair in Leadership. “He will add to the luster of an already exceptional department.”
NEW FACULTY
AT THE ELLER COLLEGE

Kirsten A. Cook
Assistant Professor of Accounting
Ph.D., Texas A&M University, 2007

Kirsten Cook comes to the Eller College from Mays Business School at Texas A&M University, where he earned his doctoral degree and served as a Mays Post-Doctoral Fellow. His dissertation explored the stock market’s response to a capital gains tax rate cut, the impact of taxes on companies’ debt and equity financing decisions, and the factors influencing manufacturing firms’ inventory levels. He is currently researching earnings manipulation and auditor independence. This fall, he will teach Introduction to Federal Taxation, an upper-division course.

Anna Breman
Assistant Professor of Economics
Ph.D., Stockholm School of Economics, 2006

Anna Breman’s research and teaching is centered on applied microeconomics and behavioral and experimental economics. She did her post-doctoral work at the Stockholm School of Economics in her native Sweden, and was a visiting researcher at the University of California, San Diego. For one recent research paper, Breman documented her field experiment to explore inter-temporal choice in charitable giving. Other works have examined the economics of altruism and paternalism. This fall, she will teach the upper-division course Introduction to Econometrics; and in the spring, she will also teach a course in behavioral economics for Ph.D. students.

Lan Nguyen Chaplin
Assistant Professor of Marketing
Ph.D., University of Minnesota, 2003

Lan Chaplin conducts research into children’s consumer behavior, branding, and materialism. She comes to the Eller College from the University of Illinois at Urbana-Champaign, where she taught consumer behavior to undergraduate students and brand management to MBA students. Some recent papers have explored age differences in materialism and the development of the self-brand connection in children and adolescents. She started at the Eller College in spring, and will teach Buyer Behavior to undergraduates and Brand Management to MBAs.

NEW FACULTY
AT THE ELLER COLLEGE

Michael Thomas Bond
Ph.D., Case Western Reserve University, 1985
Senior Lecturer, Finance

Michael Bond comes to the Eller College from Cleveland State University, where he was a professor of finance. His research interests include Medicaid reform. At the Eller College, Bond will teach Risk Management and Derivatives, Real Estate Finance, and a master’s level venture capital course.

Suzanne Delaney
Ph.D., The University of Arizona, 1995
Lecturer, Management and Organizations

Suzanne Delaney teaches in The University of Arizona Psychology Department, where she earned her Ph.D. At Eller, she will teach Statistical Inference in Management, the basic statistics course for all Eller undergraduates.

Alex H. Wilson
Ph.D., Drexel University, 1999
Senior Lecturer, Finance

Alex Wilson comes to the Eller College from Rhode Island College; he also teaches online courses for the University of Maryland University College and Kaplan University. At Eller, he will teach Financial Intermediaries and the MBA core finance course.
Network expert Keith Provan collaborates with Arizona Cancer Center to reduce tobacco use through new grant.

Despite sobering statistics — tobacco use is estimated to kill 430,000 Americans and costs the U.S. $97.2 billion in health care and lost productivity each year — one in five Americans continues to smoke.

Now McClelland Professor of Public Administration and Policy Keith Provan is collaborating with Dr. Scott Leischow of the Arizona Cancer Center on a new grant-funded project to identify how innovations and best practices regarding smoking cessation are disseminated across the 62 members of the North American Quitline Consortium (NAQC). They will recommend ways to implement these practices, with the goal of reducing the number of tobacco users. The grant, which approaches $2.5 million over five years, was awarded by the National Cancer Institute, a branch of the National Institutes of Health.

"Tobacco quitlines provide an access point to resources for treatment and prevention," explains Provan. "They are usually state operated, and may work with a range of other organizations that provide a variety of services. What we're interested in is how organizations at the state, provincial, and national levels are connected to each other and whether or not these connections are beneficial.

For example, Provan says, perhaps a quitline connected to each other and whether or not the state, provincial, and national levels are interested in is how organizations at the state, provincial, and national levels are connected to each other and whether or not these connections are beneficial.

"When we understand and improve how networks work together toward a common goal, the benefits to society are greater than the sum of what individuals can achieve separately," he says.

Management textbook guru Stephen Robbins remembers how tough it was to make ends meet when he was a doctoral student at The University of Arizona in the late 1960s. "I'm in a place now where I can be of assistance," he says. Robbins recently funded two doctoral fellowships in organizational behavior, as well as a study room for Ph.D. students in the Department of Management and Organizations.

"It's challenging for departments to attract top doctoral students in today's competitive environment," he says. "It's my hope that the enhanced facilities and expanded financial assistance can help attract students that we might not otherwise be able to get."

"Reputation-wise, business schools are judged for the quality of the faculty they have, as well as the quality of the faculty they produce," explains department head and Arnold Lesk Chair in Leadership Stephen Gilliland. "One of our goals is to increase the quality of our Ph.D. applicants. To that end, the department increased stipends, revised the curriculum and the mentorship structure, and lightened teaching loads so more students could take research assistantships. One of the complaints students had was that working in study carrels was too noisy and distracting," Gilliland says. "Many of them chose to work at home, but then they were missing out on interactions with faculty and peers. Having a space where there's a door that they can close has been a dramatic transformation."

Second-year doctoral student Michael Christian concurs. "The space has been extremely helpful for several reasons," he says. "The first of these we expected: it has given us a quiet place to work. The other reasons were less expected, but have proved to be just as important. Now we have a sense of place, a sense of identity — we are a more cohesive unit. We find ourselves collaborating more, sharing information, and developing ideas together."

Christian shared his thoughts on the space at a dedication ceremony this past spring that Robbins and his wife, Laura, traveled from Seattle to attend. In addition to earning his Ph.D. at The University of Arizona, Robbins is also an undergraduate alumnus in finance. "I barely graduated from high school and was lucky to get into the UA," he says. "Then as a sophomore, I got serious about my studies. By the time I was a senior, I was making mostly As. It was a significant metamorphosis."

Robbins thought he wanted to be a college administrator and earned his Ph.D. to that end. But, he says, once he started as a department chair, "I didn't enjoy it and I wasn't particularly good at it. What I liked was writing. Within six weeks, I went to the dean and told him I wasn't happy." After that, things began to fall into place. Robbins began writing textbooks in the areas of management and organizational behavior teaching all the while. He continued to write after accepting a faculty position with San Diego State University in 1979. He retired from teaching in 1993 to concentrate on writing his textbooks, which have sold more than 4 million copies to date. More than 1,200 U.S. colleges and universities use his books, which have been translated into 19 languages.

"My friends from back in high school shake their heads," he says. "I'm the last person they expected to become an academic."
The Business of Sports
Eller College spearheads creation of a sports management minor.

Creating a new degree minor is no small feat at the University of Arizona, but a proposed sports management minor has cleared hurdles with amazing agility.

“It started as a conversation between [associate professor and McCoy/Rogers Faculty Fellow] Lehman Benson and me this spring,” explains Stephen Gilliland, Arnold Lesk Chair in Leadership and head of the Eller Department of Management and Organizations. They shared the idea with Jim Livengood, director of UA Athletics, who embraced the concept. Then pre-business freshman and Eller Scholars president Chris Moran heard about it at the annual Executive of the Year luncheon.

“I was seated at a table with other students and faculty, and we were discussing our interests,” Moran says. “I told them that I was in the Sports Marketing Association and that my goal was to someday run the finances for a professional sports team. Someone mentioned that the sports management minor was in the works, but it was not 100% finalized for approval, so it wasn’t ready to be promoted. I thought to myself, no way! We should spread the word!”

Moran approached Gilliland and asked how he could help. “I suggested he write a letter of support and ask some friends to sign it,” Gilliland says. “He came back two weeks later with 500 signatures.”

“I went to my Sports Marketing Association network first, and they were extremely enthusiastic,” says Moran. “Overall, the tone was that people who are not particularly interested in sports strongly supported the minor for the diversity of knowledge it would bring to the campus. As for the people who did enjoy sports, they wanted to learn more about it and get involved in the program as soon as possible!”

“The University is always looking for academically oriented options that will appeal to athletes,” Gilliland says, “and the minor also offers the opportunity to expose non-Eller students to some of the rigorous classes we have to offer.”

The proposed minor would consist of six classes, such as sports administration, sports marketing, and sports negotiation, that could be taken non-consecutively by students from across the University. The minor would also fit into interdisciplinary studies and could be combined with two other minors to create a custom major. At press time, the proposed minor was under review with the University of Arizona curricular committees, and, once approved, will go on to the Arizona Board of Regents for final approval. Gilliland says that once approved, sports management courses could be available in summer 2009. Ordinarily, a new program of this nature would require significant funding, but Gilliland says that the program is designed to be self-supporting through a combination of philanthropic support and summer session course fees.

“As we’ve developed the minor, many Eller faculty who have an interest in sports-related research have come forward,” he adds, citing faculty such as Lisa Ordóñez, who has studied National Football League statistics relate to faculty such as Lisa Ordóñez, who has studied National Football League statistics relevant to the program. “Down the line, we’d also like to launch a research component that would include a conference in sports management and a research series. Years from now, this could develop into a program that really sets us apart.”

Entrepreneurship students come out on top among mobile phone industry innovators.

Nearly 100 mobile phone innovators entered Nokia’s “Mobile Rules!” Challenge earlier this year, and LenSense, a venture developed in the Chris and Carol McGuire Center for Entrepreneurship, was the only university-based team among the 12 finalists to present its technology to executives in California.

“We’ve centered around the premise that your best camera is the one you always have with you,” says Pouria Valley, a doctoral candidate in the UA College of Optical Sciences and a McGuire Entrepreneurship Program graduate. In his Ph.D. program, Valley worked with the optical technology that forms the basis of the company: a compact, voltage-controlled, zoom lens module that could be integrated into cell phone cameras to address the current models’ limited resolution and lack of optical zoom.

But the venture didn’t start out focused on the mobile phone industry. Valley entered the McGuire Program with the goal of identifying a market for his technology. He teamed up with Jamie YuFang Huang and Yan An (both MBA ’08) to identify the best market and create a comprehensive venture plan for launch.

At least 300 million cell phone cameras are manufactured each year. According to Huang, this booming market was the ideal venue into which to introduce the technology. When applied to a cell phone camera, the ZoomSense 1.0 technology allows the camera to achieve true optical zoom, improved picture quality, and improved battery life, while maintaining the compact size that cell phone consumers prefer.

“With small amounts of voltage we can change the focal length and therefore achieve optical zooming at a very compact size with no mechanical movements,” Valley explains. “His team’s vision is to supply a lens for one of every four cameras worldwide by 2013 through research development and partnerships with cell phone manufacturers. Though Huang and An both graduated in May, Valley is still working with his McGuire Center mentor, Jim Jindrick, to develop a camera phone prototype and pursue funding.
Targeting the Innovative Workforce

McGuire Center spearheads rural entrepreneurship component of region-wide grant.

In 2007, the U.S. Department of Labor funded a comprehensive initiative — Innovation Frontier Arizona (IFA) — proposed by partners across Southern Arizona and endorsed by Governor Janet Napolitano. The grant unites 40+ partners around the goal of aligning education, workforce development, and economic development in Southern Arizona. The McGuire Center for Entrepreneurship is administering the entrepreneurship track, which aims to build entrepreneurial capacity through community and education programs to serve entrepreneurs and K-16 education.

“The broader grant focused on the talent supply chain, entrepreneurial culture, and regional knowledge-sharing as the three key spires,” explains Guillermo (Bill) Quiroga, the newly named director of rural entrepreneurship initiatives at the McGuire Center. Quiroga will oversee regional entrepreneurship activities. “We want to build a competitive workforce, as well as significant entrepreneurial mindset and capability, which will enable a new type of competitive edge for our region,” he says. “Specific industry targets include homeland security, border management, and defense — issues of equal relevance across the region.”

The McGuire Center will fulfill its IFA goals through its Rural Entrepreneurship Initiative. The initiative takes a four-pronged approach, targeting K-12 students with an Idea Fair, collegiate students with regional entrepreneurship curriculum standards, emerging entrepreneurs with a mentoring network, and mature entrepreneurs through recognition of best practices and identification of regional goals.

Quiroga, who joined the McGuire Center in June, understands Southern Arizona’s entrepreneurial community well. In addition to being an alumnus of the McGuire Entrepreneurship Program, he also launched and continues to operate Native American Botanics, the company he developed while he was a student. He is currently focused on launching the K-12 Idea Fair. “The Idea Fair is the outcome,” he says, “but the goal is really to build students’ problem-solving skills.” A 2007 pilot of the Idea Fair concept at Tucson’s Pistor Middle School provided a valuable starting point in teaching entrepreneurial principals through a problem-solving methodology similar to the scientific method. “It’s tough to find a new and fun way to teach the material that also fits into teachers’ lesson plans and meets state requirements,” he says. Over the next several months, he will convene a subcommittee of educators to develop a kit that packages everything teachers will need to bring the curriculum into the classroom. The goal is to have the materials ready for a spring startup phase, and then expand the program in its second and third years.

“This is a three-year grant, but the McGuire Center is invested in building entrepreneurial capacity in our region for the long term,” says Quiroga. He is working closely with partners to reach each population targeted in the grant, including small business development centers and community colleges. “I’m basically the quarterback of the team,” he explains. “Innovation is key here, both because this is not an established program, and because it’s ambitious in its scope. Now it’s a matter of putting it all together.”

Hot Topic

Marketing class project turns into a lucrative contract.

In Hope. Jensen Schau’s Integrated Marketing Communications course, teams of students select a company and create an integrated campaign that includes everything from packaging and distribution to press releases and advertising. The campaign doesn’t typically include a signed contract with the company, but for four Eller students, that’s exactly what happened.

The students — Charney Marks, Kevin Romo-Leon, Audrey Sibley, and Jenn Schmitt — chose to build a campaign around Toasti-Toezies. The product is produced by HeatMax, Inc., a manufacturer of air-activated heat packs used by skiers, snowboarders, and hunters — a predominantly male market.

“One of our group members was an actual consumer of the product,” says Romo-Leon, a marketing senior. “Because she had already been using the product for a different purpose, we immediately saw the opportunity to expand it to the female market.” Their idea? Change the packaging to appeal to female consumers and target professional women who need to keep their feet warm in inclement weather — so a woman attending a swanky event in January in New York could wear strappy sandals or open-toe shoes and still be comfortable. The team dubbed their reinvented product Toasti-Toeables, and created a new product launch plan plus a detailed distribution strategy. “Along with the change in packaging, we introduced new distribution channels — two of which HeatMax had never considered,” says Romo-Leon.

“They were asking all the right questions and they really did the research,” says Schau. “After the final presentation, we told them they had to take it back to HeatMax.” Romo-Leon contacted the company, which agreed to fly two of the students to company headquarters in Dalton, Ga., to meet with executives in research and development, as well as the company’s CEO. The Eller College marketing department funded the other two airline tickets, and the team traveled to Georgia and delivered its presentation.

“The students ended up signing a contract with HeatMax that will allow them to stay involved in every aspect of the new product launch,” Schau says. The team will also receive a percentage of sales, have the opportunity to travel with HeatMax sales reps to call on prospective buyers, and contribute to future marketing campaigns.

“Presenting our idea to HeatMax was an incredible opportunity for us,” Romo-Leon says. “It’s the ideal resume builder — we created a business relationship with HeatMax and are now considered marketing representatives for the company. The future looks very bright for our idea, and we are just so excited to think that we came up with a project that we were literally able to take from the classroom to the real world.”
Across the board, Eller College programs are tough. Just ask an undergraduate about business math, or an MBA about business communication. The academic work is rigorous for a reason: so that Eller graduates will be equipped to take on the challenges that business and public management pose in today’s global marketplace.

Despite schedules crammed with team meetings and homework, Eller College students just seem to take on more. They participate in intercollegiate athletics. They lead student organizations. They volunteer their time and give back to the community. They bring class projects to life in unexpected ways. And then they graduate from the University, as well-rounded professionals ready to make a mark on the world.

Laura Prehoda (BSPA ’08) is one of those overachievers. Prehoda, now a communication administrator in the Vanguard Accelerated Development Program, served as president of the Eller College Student Council, and delivered a convocation address in May. “Our academic careers at the Eller College set us above the rest because of the experiences we shared together,” she says. “Those experiences have given us the ability to take the lead.”

Eller Progress checked in with other students and recent alumni to see how they have chosen to take the lead in their lives, in and out of class.
For many athletes, the drive to win on the field later becomes the drive to succeed in the boardroom. It was true for College namesake Karl Eller — who played UA football — and it’s true for the numerous intercollegiate athletes who have earned their business or public administration degrees at the Eller College of Management. Eller Progress caught up with two students and one recent alumnus to see how they have juggled academics and athletics, and how that mix of experiences has made them stronger.

“For me, what’s translated most both on and off the field is handling adversity,” says Darrell Brooks (MPA ’08), who was a four-year All Pac-10 starting free safety on the UA football team from 2001-2005 and was a free agent with the Dallas Cowboys until August of 2006. “It’s helped me to keep a level head and to understand that you’re not going to win every game.”

Brooks, cheerleader Will Patton (MBA ’09), and gymnast Karin Wurm (BSBA Marketing ’08) agree that one critical skill they’ve developed is time management. “Balancing books and ball helped me tremendously in being organized,” Brooks says. “Cheer is a big time commitment and the MBA program is time-intensive as well.” Patton says: “I have to plan everything two to three weeks in advance. I need to be disciplined during the day so I don’t have to stay up all night to get it all done.”

“The great part about sports is that from day one, you’ve got a schedule,” Wurm says. “It helps keep you structured and focused, which carries over to academics.” During the marketing department’s spring Thinking Forward Conference, Wurm was awarded the opportunity to shadow Eller alumnus and Mattel CEO Robert Eckert for a day. “It was an amazing experience,” she says. “I was able to make a lot of valuable connections.” Wurm also did an internship with Nike last summer, and is weighing her career options. One thing that probably won’t be an issue? Performing under pressure on the job.

Brooks agrees. “Playing in front of a large crowd, being expected to perform and be productive in front of 50,000-60,000 people, gives you an extreme advantage in the workplace.” After earning his MPA, Brooks joined the University of Wyoming as athletics development officer. “It’s a great first career opportunity, and the fundraising skill set will make me a more attractive candidate as I develop and grow in the field of athletic administration,” he says.

Another advantage he’ll have in that arena is experience working on a team in high-pressure situations, something Patton has experienced as well. Last year, he was one of two graduate students on the UA cheer squad. “In teamwork, you have to find a way to work productively with lots of different types of people, of different ages and different experience levels,” he says. Patton also holds an undergraduate degree in mechanical engineering from the UA. “After I graduate, I would like to find a position that combines my business and technical backgrounds; for example, something in an operations environment,” he says.

All three are grateful for the opportunity to experience college sports alongside their degree programs. “Playing collegiate sports was an honor,” Brooks says. “But it could have ended any time due to injury, and I always took a lot of pride in my academic accomplishments, as well.”
Between McClelland Hall and Speedway Boulevard stands a dilapidated white house owned by The University of Arizona. The Douglass House was built in 1906 and is on the National Register of Historic Places. It belonged to A.E. Douglass, who founded Steward Observatory and is considered the father of dendrochronology, the science of tree-ring dating.

In January 2008, UA Facilities Management was considering a major renovation of the property — and then associate dean of undergraduate programs Pam Perry’s class on improving the Eller College came into the picture. “I heard great things about the class and was excited to work in a small group on projects that could change the Eller College,” says senior finance major Aaron Hogue.

The Douglass House became one of those projects. The students saw significant opportunity to transform the property into a coffee shop/restaurant space to serve students attending classes at McClelland Hall, the James E. Rogers College of Law, and the School of Architecture and Landscape Architecture — all of which need more space for students to meet, study, or just hang out.

Over the course of the spring semester, the Eller students conducted significant research into all aspects of the project, including the cost of bringing the house up to code, an analysis of UA-run vs. outside vendor-run coffee shops, possible sources of funding, and more. In a final presentation to Eller College dean Paul Portney, the students presented a concept for a coffee, crepe, and sandwich shop with décor that would pay tribute to the pioneering tree-ring research of the home’s original owner. They also identified opportunities to feature the work of landscape architecture students in the house’s surroundings.

The students also established connections with the key stakeholders in the process, from Facilities Management to the Student Union. “In order for the project to move forward, I think setting up a committee for follow through would work best,” says Hogue. “I know many people are excited about the Douglass House. In order to take off, we need to have experienced personnel working on it.”

“Over the course of the semester, the students developed a real passion for this project and took it much farther than I could have hoped. They are thrilled at the opportunity to continue to work on it,” says Perry. “There are many stakeholders in a project of this scale, and the next step is to bring them all to the table for further discussion.”
The annual Eller Ethics Case Competition made its international debut in Scotland this past spring, thanks to the efforts of Romanian-born student Eduard Ciocanescu (BSBA MIS and International Business ’08). Ciocanescu studied abroad in Scotland during spring ’08, his last semester at Eller.

“When I arrived at the University of Edinburgh, I joined a business society called Innovative Consulting University of Edinburgh, or iCue,” he says. One of the organization’s annual projects was the Jade UK conference, an international network that fosters the entrepreneurial spirit in university students. “I thought it was a great opportunity for me to network with people from all over Europe and at the same time improve both my leadership and communication skills,” he says. “I was elected as the logistics director and was responsible for the business game. The Eller ethics case came to my mind when we were deciding the theme for our conference.”

Ciocanescu persuaded the team to organize around the theme of corporate social responsibility, and got in touch with Paul Melendez, director of the Eller ethics and honors programs, who wrote the cases used in the competition. “Without his help, the business competition would not have been as successful as it was,” Ciocanescu says. “It was considered the main attraction of the conference. All the participants enjoyed the case and have expressed their intent to participate at a similar event in the near future.”

“It felt really good to be able to represent my home university here at the University of Edinburgh,” he adds. “As soon as I realized I had an opportunity to represent Eller to a diverse population of European students, I made sure to perform at my best.” Ciocanescu graduated in May and is interviewing with global management firms abroad. “I am planning a career in management or technology consultancy,” he says. “This kind of job would allow me to combine my two passions: people and workplace technology.”

**Tommy Bruce and Jessica Anderson** — both Eller College marketing seniors — have made history with the Associated Students of the University of Arizona (ASUA): as president and vice president, respectively, the pair is the first executive team in ASUA’s 35-year history to be elected to second terms.

Because they were elected at the end of their sophomore years, a second term always felt like a possibility. “Since the day we were elected to our first term, we’ve been talking about it,” Bruce says. “We’d have yes days and no days. There is so much opportunity for growth now that we’re in the second term — we don’t have the learning curve a new team would have. We try to look at running ASUA like a business, and now we’re looking for new ways we can grow.”

Anderson says ASUA was a natural step for her: she always took an active role in her high school, and her sorority also encouraged involvement. She met Bruce in ASUA’s Freshman Class Council, and both joined the Eller cohort early so they could accommodate ASUA’s demands into their schedules. “Balance and time management can be hard, especially during election season,” Anderson explains. Bruce says that he takes nine credit hours during the semesters, and is always enrolled in summer and winter sessions.

Ordinarily, ASUA leaders are required to spend summers on campus to transition between administrations. Because that wasn’t an issue this year, Anderson was able to accept an internship in the Microsoft marketing department at the company’s Redmond, Wash., headquarters. She’s since become the company’s first marketing recruit from the UA, which also helps ease the stress of her senior year. “It would be impossible to work and have to job hunt on top of ASUA,” she says. This year Bruce and Anderson aim to build on the successes of their first term, a highlight of which was bringing Grammy-winning performer Kanye West to McKale Center. “It had been 30 years since ASUA sponsored a concert on this scale, and 10 years since a major music act performed at McKale,” Bruce says. “ASUA had been working on bringing in a show for years; this was the biggest tour in the country and it put us on the map.”

“Anytime ASUA sponsors an event, the goal is to entertain students affordably,” Anderson adds. “The Kanye West tickets were less expensive at UA than anywhere else on his tour.” Anderson coordinated 250 volunteers for the event. Along with special events coordinator Andrew Stanley, Bruce managed all aspects of bringing West’s high-profile “Glow in the Dark” tour to Tucson, including logistics, budgeting, and contracts. Immediately after the concert, the Arizona Daily Wildcat published an article indicating that ASUA lost money on the event, but once final budget numbers were in — including significant sponsorship funds and ASUA’s event budget allocation — the organization ended up coming out ahead.

And ASUA isn’t looking back. “The goal,” Bruce says, “is to put the next concert in Arizona Stadium.”
Finding time for community outreach and student leadership in the middle of a busy MBA curriculum can be tough. But it can be done. 2008 graduates Leeann Christensen and Courtney Martin were recognized for the contributions they made over and above academics at the annual MBA awards in May. Both have now relocated to Portland, Ore., for positions with Intel.

Christensen, now a consolidation analyst, received the Rogers Award in Community Service, established by first MBA class alumnus Tom Rogers (MBA ‘53) to recognize an MBA student who exemplifies volunteerism. She came to the Eller MBA program from Expedia.com, which sponsored company-wide volunteer days. “I always thought it was a good way to stay involved in the community,” she says, “So when I moved to Tucson, I registered with VolunteerMatch.org and was matched with Aviva Children’s Services as a life book writer.”

The project was fun but time-consuming, so once the MBA program got underway, Christensen developed time management strategies so she could continue to give back. “I decided that single-day projects would be better,” she says. “One of the first things I organized at Eller was a volunteer day at Saguaro National Park.” Christensen contacted the park and set up a day for MBAs to clear buffelgrass, a non-native brush species. “I found that I was able to do more when the semester was starting or winding down,” she says. Christensen also coordinated an adopt-a-family effort over the holiday break and gathered a team to participate in the Arthritis Foundation’s Run for the Cure, both through the MBA Student Association.

The association also provided a jumping-off point for Courtney Martin’s engagement with the MBA community, for which she was awarded the Ray H. Johnson Award in Leadership, established by Johnson and colleagues at PricewaterhouseCoopers to recognize individuals whose personal and professional leadership qualities have made a substantial difference at the College.

“The Eller course load can be extremely demanding at times, so it was often difficult to balance coursework with extracurricular activities,” Martin says. “But it was a priority for me, because it enhanced my overall experience in the program.” While at Eller, Martin was an active participant in the UA Peace Corps Fellows Program, and worked with community organizations including Catholic Relief Services and House of Neighborly Service.

Martin also completed the McGuire Entrepreneurship Program, in which she and her team created a venture around the concept of urban agriculture. “As a team I feel we met this challenge with enthusiasm and creativity to fully articulate how our concept can enhance offerings in the marketplace,” she says. “At the same time, we were able to address concerns about resource conservation,” she says.

“Within my class, there were so many students who really went above and beyond in leadership roles to create a better learning, professional, and social environment for everyone,” Martin continues. “I’m proud of the opportunity I had to work with such diverse students and develop personal and professional relationships with my colleagues.”
Each year, the Eller College brings high-profile executives from a variety of fields to The University of Arizona for the Distinguished Speaker Series. These leaders address topics and issues that affect organizations, industry, business, and community. Events begin at 5:15 p.m. at McClelland Hall’s Berger Auditorium with a reception following.

Brad Casper  
President and CEO, Dial Corporation  
October 23, 2008

Steven Pearlstein  
Pulitzer Prize-winning economic and political journalist  
November 6, 2008

William K. Reilly  
Former Administrator, U.S. Environmental Protection Agency  
January 29, 2009

Please note: Dates and speakers subject to change. Check the website at www.eller.arizona.edu/speakers for current information.
ALL IN THE FAMILY

American Classic
David J. Gemelli, MBA ’72
President and CEO, Gem Gravure Company, Inc.

From the time he was young, David Gemelli worked summers in his father’s business, Hanover, Mass.-based Gem Gravure. Gemelli’s father Joseph is recognized as the father of wire identification, or systems to mark cables, for which Gemelli worked summers in his father’s business. Under his leadership it has grown from $1.5 million in sales with 20 employees to $25 million in sales with over 100 employees. “I have always been grateful for the opportunity,” Gemelli says. “My father had tremendous values and great respect for people.” Gemelli has worked to keep his father’s values strong in Gem Gravure, and considers the company’s greatest assets its employees and its customers.

Another of his father’s values has also remained strong. “Dad was always a progressive individual: He knew we had to innovate to stay alive.” One way Gem Gravure looks to the future is in working with environmentally friendly products. As for the future of the company, Gemelli hopes it will stay in the family. His two sons and daughter are in the business now. “The fact that my dad started the company means more to me than if I had started it myself,” he says. “It’s the American dream: he started with something, from a first-generation family, put himself through school, and built this successful company. I know today he’d be most proud of the way we treat each other and our customers.”

In the late 1990s, her family established the Thomas R. Brown Foundation. “It was part of the overall family plan for giving back and developing a strategic vehicle for family philanthropy,” Smallhouse explains. “We tend to focus on gifts that are transformative, that help organizations do things they would not ordinarily be able to do.” In addition to funding initiatives at the Eller College and the College of Engineering, the Foundation has supported a Tucson Medical Center-Pima Community College partnership, the Critical Path Institute, and many others. “We got advice early on to think long-term, to think about ways to help people be more capable on their own,” she says. “But we try not to pick something so long-term that we’ll never see the results, or so big, that we will never see them reached.”

Sarah Brown Smallhouse grew up observing the family business — her father Thomas cofounded Burr-Brown Research Corporation, which was purchased by Texas Instruments in 2001 — but, she says, “It was definitely not a foregone conclusion that I’d work for Burr-Brown.” “Our family operated in such a way that we were very engaged,” she continues. “My sister Mary and I attended board meetings, but we weren’t being groomed to take over.” Smallhouse attended the University of Washington and earned her bachelor’s degree in economics, but was interested in natural resources. She returned to Arizona and began work with Southern Arizona Water Resources Association, a group formed to promote completion of the Central Arizona Project to Southern Arizona. Then, she says, “A couple of the board members who were attorneys approached me about working with their firm and I accepted a position as a paralegal in water law.”

Smallhouse decided to go back to school a year and a half later. “I wanted something versatile,” she says, “so it was either going to be a JD or an MBA.” She chose the Eller MBA and graduated in 1988, then launched the business she developed in the entrepreneurship program. “It was based on passive evaporative cooling, a technology developed in the UA Environmental Research Lab,” she says. Her company worked with the U.S. Department of Transportation in early application of the technology: towers designed to create cool downward air flow. The first application was at rest stop tourist kiosks, so visitors could read information under a cool breeze. They closed the company because the technology was too simple and widely published to protect. The early towers were all custom-built, and too expensive for the broader market.

The Smallhouse family relocated to Alamos, Sonora, Mexico, where Smallhouse opened a real estate company. “I had some legal background and was fluent in both English and Spanish, so it worked well,” she says. She operated the company for about five years. “It was an interesting thing, because the market was so small in Alamos,” she says. “It was a very international crowd of people. There was a huge expatiate community, and it was a rich experience.”

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Those goals dovetail nicely with what her father envisioned for Burr-Brown. “Our family’s situation exists only because of Burr-Brown,” she says. “And Burr-Brown was never a quest to make money. It was a quest to make things that benefit mankind. We try to stay true to that purpose in the philanthropic end of things and constantly remind people of my father’s success story. We want to provide the foundation for people to repeat that story.”

Sarah Brown Smallhouse (left) with and her sister Mary Brown with Foundation Board members Gerry Swanson, John Carter, and Michael Hurd.
Marc Blackman represents the third generation to lead family-owned fuel additive manufacturer Gold Eagle Company, in this case, by marriage. "My wife and I both went to The University of Arizona and had just gotten engaged," he says. "At graduation, my father-in-law pulled me aside and said, 'Someday, after you've got some experience, it's not out of the question that you could lead the company.'" Although he never imagined running a manufacturing company, Blackman kept the opportunity in the back of his mind.

After college he joined a year-long training program with Enocoro Oil focused on the surface transportation environment. "About that time — like today — the business was going south," he says. "I also discovered that operations management wasn't what I wanted to do." He began looking at consumer products and joined Gallo Winery. "I was with Gallo for ten years and loved it," he says. "It's also a family business, so it gave me an idea of how a family business could operate as a big corporation." Blackman was considering another promotion and relocating to Seattle when he sat down with his wife and father-in-law about the company. "We decided it was time," he says, "so we started looking into our situation and it was time to grow and relocate to Minneapolis." Blackman was considering leaving the company, but he had a big family business on his mind, which was his dream. "I thought about it, and I thought about the company," he says. "I decided it was time, so we moved the family from Denver to Chicago instead."

"I started with the company in a newly created position in the private label business," he continues. "I knew a lot about marketing and selling, but I had a lot to learn when it came to the company and its products." He moved up to head all company sales, then sales and marketing.

"When I became president, I took over the operations side," he says. "As difficult as it is, it's fascinating. We've implemented Six Sigma and lean operations principles, things we hadn't done in the past." Then in May 2007, at a 35th anniversary event, Blackman's father-in-law surprised him by appointing him CEO.

"There are pros and cons to working for a family-owned business," Blackman says. In his own family, he's seen war stories play out. "It's nice to be the son-in-law coming in, because my father-in-law doesn't think of me as a young child he watched grow up," he says. "On the challenging side, yes, you're a part of the family and working like crazy because if you continue to grow to your potential, it will be yours to run. On the other hand, you're still working for the family, which in some ways can be more challenging than working for a corporation."

Blackman has an aggressive growth plan for the next five years. "We're in direct competition with many companies, including Enoscor's STP brand and Honeywell's Prestone," he says. "What sets Gold Eagle apart is being both a manufacturer and a marketer. We are able to be a private label supplier as well and add value to these brands as a marketer." That plan is part of Blackman's overall vision for the company. "Any family business is challenged to change with the business environment and not accept the status quo. In today's market, companies have to continually redefine themselves to meet customer requirements and take advantage of opportunities. This is not always easy for family businesses. It is the choice between growth and death."
Congratulations
to the Eller faculty members who received promotions for the 2008-09 academic year.

Gregory Crawford
Economics
Ph.D., Stanford University, 1998

Gregory Crawford has been promoted to associate profes-
sor of economics. His research empirically analyzes consumer
and firm behavior in the pres-
ence of incomplete or asym-
metric information, particularly
in the cable television industry.

Alekssander Ellis
Management and Organizations
Ph.D., Michigan State University,
2003

Alekssander Ellis has been promot-
ed to associate professor of man-
gement and organizations. His
research focuses on group and
team processes and effectiveness,
stress in the workplace, training
design and implementation, and
online bargaining.

PROGRESS: You’ve made your mark in a male-dominated industry. What do you think
accounts for the great success you’ve had at Raytheon?

LLF: I have had the great privilege of running Raytheon Missile Systems, and it’s a role I
came to without a technical background. I started in the finance department of the organi-
zation 33 years ago, and I was always someone who was interested in learning everything
about the industry that I could. My business background was a great asset, but this is a
highly technical field. I had to learn. I read and studied. I took formal classes in topics like
propulsion. It was also important for me to understand what other people do so that I
could give them the information they need. And finally, it was important to be willing to
ask questions. So many people are afraid to reveal when they don’t know something. I
found it was very freeing within the organization; it created a culture of learning.

PROGRESS: What was the biggest surprise you encountered when you became president?

LLF: ‘Surprise’ isn’t quite the right word for it, but I’m a very accountable person, and the
responsibility for 12,000 families was something I felt very deeply. I’d long since prepared
for the business aspect, but feeling that personal accountability was something new.

PROGRESS: What obstacles do you see to attracting new companies to Southern Arizona?

LLF: I think Tucson needs to work on its infrastructure — highways, education, health care.
Projections ten years into the future indicate a shortage of high-tech workers. This industry
is very competitive, and to attract companies who will bring in these workers, Tucson
needs to be affordable, with a high quality of life. It’s tough to attract these companies
now, and it’s only going to get tougher.

PROGRESS: What are you most proud of when you consider your time at Raytheon?

LLF: One of the most exciting things has been the satellite shoot-down from February —
it was a way to bridge defense technology into a civilian role. I think that most Americans,
when they heard this story, understood that it was about safety. This is technology that is
traditionally used for military applications being applied for the social good: we success-
fully deployed it to protect people from a damaged U.S. spy satellite carrying toxic fuel
that was expected to crash into Earth.

PROGRESS: Tell us about the interactions you’ve had with the Eller College during your
time at Raytheon.

LLF: I’ve always stayed close to the Eller College and its leadership and have always
been willing to come and talk with students. I’m excited about being an executive-in-
residence and look forward to getting involved through guest lecturing and mentoring —
particularly of women — plus staying connected to youth and the issues that are
important to them.

LAST WORD ON Leadership

Louise L. Francesconi, Former President, Raytheon
Missile Systems

Louise L. Francesconi stepped down
from her role as president of
Raytheon Missile Systems and vice
president of Raytheon Company in
July 2008 and retired in September.
A 33-year veteran of the defense
industry, Francesconi was elected a
vice president of Raytheon and
appointed general manager of Missile
Systems in November 1999; she was
subsequently appointed president
in August 2002. Francesconi has
generously shared her time with the
Eller College, and serves on the
College’s National Board of Advisors.
This fall, she will join the College as
executive-in-residence.
Undergraduate student club presidents pose with college namesake Karl Eller at his 80th birthday celebration.

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