SUSTAINABLE COLLABORATION: MBA TEAMS WITH ARCHITECTURE STUDENTS ON SOLAR DECATHLON PROJECT
Starting in fall 2009, Eller College of Management introduces new online security and information assurance certification programs.

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Tough economic times have a way of prompting examination. How did we get here? How will we get out? What can we do to prevent the situation from recurring?

Of course there are no easy answers. But these are the questions that will occupy economists and financial analysts in the years to come, and the challenge of finding answers will be taken up in business schools around the country.

Research at this level is one of the most important contributions that any business school can make; and, at their best, these contributions influence how business is conducted globally. I am proud of my colleagues’ research here at the Eller College, and am also proud of their effectiveness at achieving knowledge creation’s partner goal—knowledge dissemination.

It’s no surprise that at the Eller College we aim to provide a growing number of undergraduate and graduate students with a top-notch education. It’s also not surprising that the current economic climate and declining state funding have stretched college resources considerably. How can we reconcile these conflicting goals?

With several new initiatives, we are stepping up to do just that. Our new, accelerated one-year MBA program leverages existing full-time program strengths. More undergraduate students are entering the professional cohort thanks to our new summer in China program. And our top-five MIS program will launch online certification classes starting this fall.

Optimism can be a tough sell in an economy like this, but I am optimistic. In the coming months, I look forward to implementing these new programs to serve a growing population of students.

Paul R. Portney
Dean and Halle Chair in Leadership
Last year, Eller College of Management marketing alumnus Marc Mutnansky (BSBA Marketing ’08) boarded a private jet with Emerson executive vice president Jay Geldmacher. Over four days, Mutnansky shadowed Geldmacher on business trips to Germany, Austria, and Scotland — a once-in-a-lifetime opportunity for the new marketing grad.

“It topped off my experience at Eller,” he says. “I had the chance to see how real-life business decisions are made. I heard much of the vocabulary I had learned, and it made me appreciate the education I received.”

Mutnansky’s trip was exceptional, but not unusual: every year, Eller MBAs and undergraduates compete for executive shadowing experiences as part of the annual Thinking Forward Conference. The conference is just one of many innovative projects the College’s marketing department has developed to expose students to the latest research and leading practitioners in the field of marketing.

“These are the types of value-added activities that you typically find at private colleges,” says department head Robert Lusch (BSBA Marketing ’71 and MBA ’72). “We want to institutionalize these programs and expand opportunities for MBAs and undergraduates alike.”

To that end, the marketing department has launched a $10 million endowment initiative. “The endowment will create a funding stream to support students, faculty, and programs,” Lusch says. Over the last several years, Lusch has brought together faculty who focus on the evolving, customer and service-centric model of marketing. Lusch, previously the chairperson of the American Marketing Association and editor of the Journal of Marketing, notes that it can take up to a decade for new information to make it into a textbook; so it’s vital to attract and retain research faculty who can bring it into the classroom right away.

“The most compelling thing about this endowment,” says Lusch, “is that all of the funds contributed are being invested in people.”

For more information on supporting The University of Arizona marketing department, contact Jane Prescott-Smith at 520.621.2301 or jprescott@eller.arizona.edu
Ask a typical high school student what “economics” is. She’ll probably mention money, banking, jobs. From those answers, it might seem the subject has no place in core education, a specialty better left to budding bankers and accountants.

But economics isn’t about money. It’s about dealing with limited resources. When you begin to understand it as the study of future consequences of choices we make today, it’s clear why, beginning 2012, all Arizona high school students will be required to take a “cap-stone” economics course to graduate.

But the new requirement throws into sharp relief the classic dilemma of economics: supply and demand. Arizona schools fall far short in teachers qualified to teach economics.

For decades, the Eller College has helped remediate this deficiency with one or two summer courses for teachers, a lifeline supported by the Arizona Council on Economic Education and funded largely by the Thomas R. Brown Family Foundation. Now, with sharply spiking demand, the Department of Economics is moving into a bold phase two.

Economics has tapped Cathleen Johnson, vice director of the Economic Science Laboratory, to direct the new Office of Economic Education (OEE). The appointment reflects one new dimension to the bigger, better OEE: curriculum infused with experimental economics, Johnson’s area of expertise. “When you put someone in an experience, you don’t have to try to convince them of something. They can see,” Johnson says of teaching with experimental economics. “If you want them to understand how pollution permits work, you have them be the polluting factories and trade permits. At the end of the session, they look around and see that the firms that invested in clean technology reap the rewards.”

In a macro view, the new OEE will be an ongoing experiment. Johnson will design pre- and post-testing for teachers who go through OEE classes and their students. For the first time, the OEE will generate data on which concepts and teaching methods “hit” and which need refinement. Over time, that information will migrate upwards to the state and national councils on economic education.

So while plans for the OEE evolve—with initial ideas ranging from graduate economics courses for non-Eller students to special workshops led by guest experts — Johnson firmly commits to one plan that won’t change: “We’re going to be a very active center as far as innovating and dispersing what we learn.”
Steven Manos, a doctoral student in economics, was also an endurance runner. In June, while undergoing treatment for oral cancer, Manos’s mother and his fiancé and fellow graduate student, Jenny Hawkins, came across an interview he gave about running for his undergraduate alma mater Seattle University’s newspaper.

“His interview really summed up the way he lived his life, from running, to graduate school, and everything in between,” Hawkins says. "He persevered through the pain. He was an amazing individual."

Steven Manos entered the Eller College economics department as a doctoral student in fall 2005. “He was a graduate student because he loved economics,” Hawkins says. “He loved the research process and challenge.” They met at the pre-program math camp. “One day we went to Jim’s Greek Patio for lunch and were talking about research ideas,” she says. "He named off several of his own; he had economic questions and wanted to find answers for them. I was impressed."

Manos and Hawkins were assigned back-to-back cubicles in the economics department; they became study partners, and then they fell in love. “Dates spent studying at our cubicles, a library, or a coffee shop were less than romantic, but we loved working hard toward our Ph.D. goal. We were fortunate to be able to spend so much time together learning something we love,” Hawkins says. When Manos was diagnosed with oral cancer — at just 26 years old, and after a lifetime of healthy living — Hawkins says, "we agreed from the day of his diagnosis we would fight as a team."

In July, Manos passed away, a short ten months after his initial diagnosis, but not before Hawkins was able to tell him about a scholarship named in his honor. The economics department created the scholarship to fund doctoral student travel to conferences. "It’s a great use of the money," Hawkins says. "Steven was so passionate about economics and loved to share his ideas." Hawkins says Manos was deeply touched to be honored in this way. Since July, donations to the fund have topped $10,000 and are still growing.

“Giving fellow classmates and friends, as well as future graduate students, the opportunity to list ‘Steven Manos Scholarship’ multiple times in their CVs makes me proud,” Hawkins says. “I’d love to see that he made it possible for people to share their work. Graduate school and economics were Steven’s life up until he got sick, which makes the scholarship even more important to continuing the path he was on. His goals for this life were cut short by cancer, but the scholarship is one way to honor and continue his passion for economics and research.”

To contribute to the Steven Manos Scholarship Fund, contact Lana Sooter in the Department of Economics at sooter@eller.arizona.edu or 520.621.2821. Read more about Steven on his blog: http://stevenmanos.blogspot.com.
Brad Sarnoff (BSBA Marketing ’98) says the Eller College largely determined where he is today, and he hopes to provide the same opportunity to current students through the Brad Sarnoff Scholarship. Sarnoff is currently the executive vice president of sales for his family’s business, Handi-foil of America, a manufacturer of aluminum foil containers, roll foil, and pop up sheets for the food service and retail/supermarket industry.

“I wanted to give back to the university that meant so much to me,” he says. The first scholarship will be awarded this spring to a full-time undergraduate student pursuing a BSBA, and who is in good academic standing. Uniquely, the student must have a GPA of 3.0 to 3.5.

Sarnoff considers himself the ultimate B student, and believes that his involvement outside school helped him become a well-rounded person. “With as many distractions as there are at a school as wonderful as the U of A, it took me a year or two to get my footing as a student,” he explains. “After getting used to the routine of student life and the rest that Arizona has to offer, I starting taking my future a lot more seriously.”

Most scholarships, he says, are geared towards high-achieving students, but he wants to offer opportunities to students who, like himself, “blossomed in their later years.” His scholarship support will fund two students each year. Preference for the scholarships will be given to students with demonstrated financial need. Recipients will be selected by the undergraduate scholarship committee.

Sarnoff attributes much of his success to his time in college. “It was the best four years of my life,” he says. “The University of Arizona provided an avenue for me to flourish in my business and personal life. I only hope that this scholarship can provide some of the same experiences that I was lucky enough to have at Eller.”

For more information on supporting Eller College of Management students through scholarships, contact Julie Trujillo at 520.621.2900 or jtrujillo@eller.arizona.edu.
Groups and teams often fall short of expectations and fail to maximize their effectiveness. Associate professor of management and organizations Aleksander Ellis is involved in a long-term research program to understand why.

Using the Decision Behavior Laboratory, Ellis conducted a series of studies focusing on the role of stress. Ellis says the lab offers a context that complements the research questions he is interested in answering because it allows him to manipulate stress in an isolated setting in which team members collaborate on a military simulation.

"Teams of undergraduate students have a basic goal to protect friendly airspace from enemy combatants," he explains. "The video-game aspects of the task help get the students engaged and keep them interacting with one another much as they would as part of a project team in an organization."

According to researchers, teams should respond to some stressors (such as time pressure) positively and other stressors (such as role ambiguity) negatively. What is less well understood is how teams respond to combinations of these positive and negative stressors. Along with graduate students Matt Pearsall and Jordan Stein, Ellis found that teams respond to individual stressors as expected. Performance improves when the stressor is challenging and performance decreases when the stressor is seen as a threat.

However, they found that positive stressors do not retain any of their positive qualities when combined with a negative stressor. Instead, team members collectively appraise and cope with such combinations by avoiding the situation rather than taking a problem-solving approach.

According to Ellis, "This suggests a modified, inverted-U relationship between the level of stress and team performance. At low levels of stress when only one stressor is present in the environment, the type of stressor matters. At higher levels of stress, when multiple stressors are present, any threat in the environment will color the appraisal of other stressors, no matter what type they are."

The final study in the series focused on the role of different types of stressors in teams and is currently being revised for possible publication.
Working with colleagues in another building, another city, or even another country is part of today’s business environment, and technology is evolving to match.

The National Science Foundation (NSF) has awarded associate professor of MIS Sue Brown and associate professor of management Sherry Thatcher, of the University of Louisville, a two-year, $240,000 grant to study diversity and virtual collaboration. “This grant builds on the work we are doing in the iPlant Collaborative,” explains Brown, who is also the social science team leader for the collaborative. “It’s a unique opportunity to observe real groups in the real world to see how virtual teams emerge and evolve as they work together.”

The iPlant Collaborative is a five-year, NSF-funded project to bring scientists together around plant biology’s “grand challenge” questions. A critical component of the collaborative is the involvement of scientists from many disciplines. “In this study, we’re broadening the way we consider diversity by examining perceived diversity as well as objective differences,” Brown explains. “In addition to gender, race, and age, we’re considering education level, background, and social factors — plus we’re looking at disciplinary diversity.” The latter is especially important to consider, Brown points out, because the iPlant Collaborative is part of a larger trend in science that is creating large-scale, cross-disciplinary teams. “We all speak different technical languages,” she says.

As Brown and Thatcher follow the iPlant Collaborative project teams, they will use surveys to consider things like members’ perceptions of different media, i.e. phone, email, instant messaging. “There’s not a lot of research on individual media predispositions,” Brown says. “We have some evidence that there’s an age factor associated with media preference, but we are interested in what other factors come into play.” Brown says that in distance settings, communication media help minimize the impact of some forms of diversity — for example, you might not realize the team member you’re emailing happens to be from another country. But it’s not clear if that has positive or negative consequences for the team’s outcomes. The research will help answer that question.

Brown says that, in addition to directly contributing to the iPlant Collaborative’s understanding of what works for their project teams, the research could have application to the NSF generally. It may also shed light on what works in distance education.

“We know this research will provide insight into what works and what doesn’t in terms of virtual teams,” she says.
"Times have changed," says assistant dean of MBA programs Trina Callie. "It's hard to compete without a master's degree now, and everyone wants to speed things up."

This reality inspired her to propose the Eller Accelerated MBA last year; the program is now slated for launch in the summer of 2010. The program adds another option to the Eller College's MBA offerings, which in recent years have grown to include the Eller Executive MBA, dual-master's MBAs, and programs in Phoenix.

Accelerated MBA students — who must have an undergraduate degree in business — will complete the program in 12 months, beginning in summer with a "boot camp" refresher in the MBA core: statistics, operations, management, accounting, finance, marketing, economics, strategy, information technology, teams, and ethics.

In the fall and spring semesters, students will essentially step into the second half of the full-time program, taking electives alongside students in their second year.

By the end of the program, the students will have completed 30+ credit courses with options to take the MBA international trip and complete advanced field projects. The program also grants access to the networking and career resources and events available to all Eller MBAs.

As a benefit to the Eller College, the Accelerated MBA will further diversify the student body. "These one-year students will bring a different perspective to the classes and enhance class discussions," Callie explains.

Example: all one-year students will have been educated in traditional business disciplines, unlike 75 percent of Eller's full-time MBAs. These students will also likely be "career enhancers" choosing an MBA to advance in their chosen field, whereas many of the full-time MBA students are completing an MBA to start a new career path. Callie also hopes the program will draw more international students, noting that the standard European MBA program spans one year.

Beyond its recruitment and diversity values, the Accelerated MBA just makes sense. More and more, young professionals want a career boost without stepping out of work for two years. And while many U.S. colleges already offer similar programs, none of Eller's short-list competitors offer a one-year MBA.

Perhaps best of all, the Accelerated MBA will boost efficiency of the Eller MBA overall. The bulk of the program taps unused capacity, taking advantage of the smaller-class second-year electives of the full-time program.
Beginning this fall, the School of Public Administration and Policy (SPAP) will offer its full-time master of public administration (MPA) program exclusively in the evening. The change is in response to growing demand from Southern Arizona’s public and nonprofit leaders for professional development opportunities.

“The evening format opens up our highly-ranked MPA program to a significant public service workforce,” says H. Brinton Milward, associate dean and director of SPAP. “These are individuals who don’t want to sacrifice work time while they return to school.” The latest U.S. News and World Report survey places the Eller MPA program at SPAP #36 nationwide and #7 in the west.

Data from Eller’s Economic and Business Research Center forecasts increased demand for public service employment through 2015 — making public service one of the few sectors of the Arizona economy to expect employment growth.

“It’s becoming more and more difficult for people to take two or more years off work for graduate school,” Milward says. “With an evening program, they don’t have to. As an added benefit, these professionals will enrich the program by bringing their expertise to the classroom.” Professional attendees will come to the program with day-to-day knowledge of how principles can be applied in the workplace, and in turn, will be able to apply lessons learned in the program to their workplace right away. The program begins in fall 2010. For application information, visit www.publicadmin.eller.arizona.edu/mpa.

ELLER MPA ELIGIBILITY

- Completed application packet
- GRE

More Info:
padams@eller.arizona.edu
www.publicadmin.eller.arizona.edu/mpa
MBA and master's of finance (MMF) students interested in real estate have a new option — in fall, the Eller College finance department launched a focus track in that area. The program was developed in consultation with industry leaders, including Bourn Partners and Meritage Homes of Tucson and Vestar Development of Phoenix.

“We designed a curriculum that is very much applied, with avenues for exploration such as visits to firms, a speaker series, and a set of complementary classes so students can tailor their expertise and develop a broad understanding of the industry,” says finance department head and Diamond Professor Chris Lamoureux.

Students in the track take a two-course sequence in real property and real estate development plus elective courses in areas such as sustainable development, local economic and community development, land use and growth controls, the land development process, or sustainable design and the Leadership in Energy and Environment Design (LEED) initiative. MBA students also work through a summer-long internship and MMF students complete a three-month practicum. The first graduates of the program will enter the job market in 2010.

“There's no doubt that over the next 20 to 30 years, real estate will be a driver of growth and value in Arizona,” Lamoureux says. The state is expected to surge to a population of over 15 million by 2040, which could boost Arizona into the top five most populous states in the country, according to the Economic and Business Research Center at the Eller College.

“As we worked with industry leaders to develop curriculum, we came to understand how entrepreneurial their firms are — no two are completely alike,” says Lamoureux. “We also discovered that people come to the field from many different industries, and that an interdisciplinary background can be a significant professional asset. We plan to bring in a whole range of perspectives to add value to the program, and the entrepreneurial focus makes sense for the Eller College.”

The new real estate track is one of three areas of specialized study available to MBAs and MMF students. The fixed-income track provides a unique, in-depth study of interest rates and the world of asset-backed securities; and the corporate finance track familiarizes students with the decision-making tools used by corporate finance leaders.
Pouria Valley (center) is a doctoral student in optical sciences; he brought his research in that area to the McGuire Entrepreneurship Program. He and teammates Yan An (left) and Jamie YuFang Huang (right) identified a promising avenue for his innovation in the cell phone market.

Doctoral students in many disciplines are working on some of the most promising research projects on campus. But the rigors of their individual programs preclude them from taking part in entrepreneurial education, the vital next step in shepherding those research projects into the marketplace.

"There is considerable demand to advance scientific discovery into application," explains Sherry Hoskinson, director of the McGuire Center for Entrepreneurship. "That is where any discovery reaches its ultimate value, be it social, environmental, or commercial."

The one-year McGuire Entrepreneurship Program is open to all UA students, but doctoral students are challenged to find time for the program in addition to the academic demands of their own programs. The McGuire Entrepreneurship Program has proposed a new Ph.D. minor so that more doctoral students can access entrepreneurial education as part of a formal program of study, and has applied for grants which would incent more students to apply.

"Doctoral students benefit from the entrepreneurship program in several ways," says Hoskinson. "They can quantify the commercial value of their own cutting-edge research, illustrate its environmental or social value, and come to understand the legal framework of business and intellectual property."

The McGuire Center is seeking fellowship funding and developing partnerships with several units throughout The University of Arizona.

From the Lab to the Marketplace:
McGuire Entrepreneurship Program establishes Ph.D. minor.

Pouria Valley (center) is a doctoral student in optical sciences; he brought his research in that area to the McGuire Entrepreneurship Program. He and teammates Yan An (left) and Jamie YuFang Huang (right) identified a promising avenue for his innovation in the cell phone market.
The classes and faculty are the same, but the context is completely different: this summer, 50 Eller College students will take their first-semester cohort classes in Nanjing, China.

“Students who are interested in international business can’t learn about it just sitting in a classroom — they need to immerse themselves in other cultures,” says Sue Umashankar, director of the Global Business Program at the Eller College. “We are offering five classes abroad, so students can live and learn in China while earning credits toward their degrees.”

Over the course of eight weeks, the students will earn 15 credits of upper division classes taught by Eller College faculty. The program is available to business management and marketing majors who have been accepted into the professional phase of their Eller College education. There were originally 35 slots for the program, but the college expanded the program to 50 in response to student demand. Accepted students will live in a modern business hotel in downtown Nanjing from May to July while taking classes. Students will also participate in excursions to Shanghai and Beijing.

“We have committed to holding this program in China for two years,” Umashankar says. “After that time, we could explore similar arrangements in other parts of the world — perhaps India or Brazil.”

The program complements existing opportunities for Eller students to gain international exposure, including study tours, study abroad, and international internships.
Learning Virtually:
Eller professor uses emerging technologies to promote learning.
By Serida Fong (BSBA Marketing ’09)

As technology continues to progress, Eller professors seek ways to translate technological advancements into learning opportunities. Management and Organizations lecturer Suzanne Delaney has done just that for students in her statistics class, who created a Second Life experience for their classmates as an alternate means to learn the class material.

Second Life is a free, user-created 3D virtual community that anyone can access online. In Fall 2008, students in Delaney’s class were invited to participate in the Student Technology Preceptorship class to further explore emerging technologies and learning opportunities with Second Life, Flash animation, and podcasting. The Student Technology Preceptorship, coordinated by UA learning technology specialist Wayne Brent, is a project-based course where students learn and create real-world digital content for various university projects using dynamic websites, digital video, virtual reality, and animation.

Brent and Delaney collaborated to bring Eller students new learning options. “We were interested in creating something that integrated statistics with new technologies that students were curious about,” explains Delaney. A dozen interested students signed up for the class the first semester.

Delaney’s Second Life project is still under construction and continues to grow. Students using Second Life in Delaney’s statistics class are able to engage in real-time chat with other students in the class, view videocasts and presentations of Delaney’s class lectures, and view instructional Flash animations created by the Student Technology Preceptors. “One of the things the students like best,” says Delaney, “is that they gain a real sense of community working on the project. It’s great that they are engaged in statistics in a fun virtual learning environment.”

“It’s a way to learn one topic from multiple angles,” says student Jordan Edris, who focused on the Second Life component of the project. “The main goal was to make a place where students could get help with statistics.”

Steven Loitz, who focused mainly on the creation of the Second Life environment, had previous knowledge of the program and commended the project. “It was great working under Professor Delaney; everyone was able have input on the project,” he says. “Now that we have established the foundation, it’s just going to get even better.”

FIRST STEPS IN A NEW WORLD

Second Life is changing business paradigms, and Eller College’s Business Communication Program is exploring how it may influence long-distance team interaction, and how those lessons apply to distance learning.

This semester, teams of students in Robin Breault’s upper-division undergraduate business communication course are using Second Life as a meeting space to gauge its potential to foster collaboration and camaraderie in the classroom. “Second Life holds enormous potential as an immersive virtual work space for teams,” says Diza Sauers, senior lecturer in Management and Organizations. “It’s our goal to prepare students to understand and communicate effectively; this is essentially a new communication medium.”

The Business Communication program is currently designing online professional development courses that maximize learning through use of virtual environments.
corporate social responsibility
movements for social good • green initiatives • philanthropy
gifts in kind • operations-level sustainability initiatives
healthy or environmentally-friendly products or services
beyond-compliance activities • responsibility to communities
getting a return on your corporate governance and philanthropy investments
working on impact

Dean Paul Portney with undergraduate students.
There is little debate that corporate social responsibility (CSR) can be behind attention-getting campaigns for social good. Consider the (RED) series of consumer goods partnerships, which raise money for the Global Fund to Fight AIDS. Or GE’s Ecomagination campaign, which highlights the company’s green initiatives.

But CSR is far from simple or clear-cut. The term itself has no standard definition. Is it philanthropic giving? Gifts in kind? Operations-level sustainability initiatives? Production of healthy or environmentally-friendly products or services?

One thing is clear: if the purpose of business is to generate profits, then whatever CSR initiatives a company institutes must also be compelling to shareholders — especially in times of economic downturn.

At the Eller College of Management, ethics and responsibility are topics for discussion in a variety of forms. The Raymond Spencer Program of Applied Ethics seeks to understand how ethics diffuse through organizations. Students on the Eller Board of Honor and Integrity reach out to regional high school students through the High School Ethics Forum, expanding this year to Scottsdale. Paul Melendez, director of Eller College ethics programs, hosted a day-long workshop for public sector employees in March. This year’s Thinking Forward Conference, which brings together corporate leaders and marketing students, revolved around the theme of CSR. And the Eller MBA chapter of Net Impact brought senior leadership from American Honda, APS, and Monsanto to engage students in a healthy debate on CSR.

**PROGRESS**: How do you define corporate social responsibility (CSR)?

**PAUL R. PORTNEY**: This isn’t as easy to do as it may seem. Some people define CSR to mean things that a company does that it’s not required to do (e.g., reduce its pollution more than the EPA requires it to do). But that still allows for cases where a company may do this to increase its profits (by currying favor with its customers, workers, or investors, say). Others define CSR as only those things that a company does that it knows won’t pay off in the bottom line.
PROGRESS: Your paper indicates that the phenomenon of CSR is not new, but the term is. What has changed about the way that companies approach CSR and the way consumers regard it?

PRP: What's changed is that companies now realize that their stakeholders often breathe down their necks every bit as much as their shareholders. For that reason, they are trying to take credit for the good things they have always done; they're also thinking more about new things to do to “green up” their reputations.

PROGRESS: What motivation do companies have to engage in “beyond-compliance” programs? Are these programs paying off?

PRP: Some firms believe that their beyond-compliance activities will pay off in higher profits; others find CSR to be a nuisance, but one that they have to deal with given evolving attitudes on the part of some about the role of corporations.

PROGRESS: Can you summarize the findings on investment funds that screen for CSR?

PRP: Customers or investors ought to maintain a healthy skepticism about firms that boast of their “greenness.” Remember what has happened to BP, the company formerly known as British Petroleum, but which over the last decade or so began calling itself “Beyond Petroleum” to connote its enlightened position on the environment, worker safety, and so on. It became the darling of environmental and other social advocates, at least until an explosion at one of its Texas refineries not only killed a dozen or so people but also revealed that it had been cutting corners on safety at the plant for some time. On top of that, it had suffered serious leaks from an oil pipeline that was not being properly maintained and inspected. Any goodwill that BP had gained has all been dissipated, and then some.

As part of his research into groups and teams, associate professor of management and organizations Aleksander Ellis [see Research Report on page 6] is examining the propensity for groups to behave unethically — specifically, whether psychological safety influences the frequency of unethical behavior.

“The literature suggests that psychological safety is beneficial to groups, representing the level of comfort among group members in terms of interpersonal risk taking,” Ellis says. “But, certain individuals hold ethical orientations that are more likely to view cheating as acceptable. When those individuals are operating in a group with high levels of psychological safety, the risk of cheating may greatly increase.”

Ellis and graduate student Matt Pearsall gave student groups an ethical decision to make by providing an easy opportunity for them to cheat. Results indicated that, for certain individuals, being in a group with high levels of psychological safety significantly increased cheating on the task.
“You always try to be responsible to the community in which you operate, but you have to do so within your means. If you can give back, you do, but if the company isn’t doing as well, you have to cut back. In times of economic hardship, it can be difficult: you can’t give if you’re not profitable. The most important thing in my life is integrity, and if you can’t give financially, you can always give your time, and encourage your employees to do the same.”

KARL ELLER
BSBA Marketing ’52
Founder and CEO, The Eller Company

“As the global leader in the toy industry, we believe that how we achieve success is just as important as the success itself. From product safety and working conditions in our plants to corporate governance and philanthropy, our commitment to corporate responsibility aligns with our company’s core values and resonates in our actions each and every day.”

ROBERT ECKERT
BSBA Marketing ’76
CEO, Mattel Inc.

“In the broad context, we try to be good citizens. Many of our executives are involved in philanthropic boards, and we encourage our leadership to do so. We also have a green building program and our houses have Energy Star certification. It’s really important for the people who work for you to be of good character, to be exemplary citizens. We’re selling products that appeal to the buying public, and they want to buy from good corporate citizens.”

STEVE HILTON
BSBA Accounting and Real Estate ’83
CEO, Meritage Homes
CSR initiatives take many forms. Eller Progress checked in with alumni at firms in a variety of industries to see what they’re doing, how they approach CSR in a challenging economy, and why it’s important.

“What comes to my mind is the idea of giving back to the community and involvement in charitable causes. We give money and tonnage of food to community food banks, and we have a corporate budget for charitable requests which I see personally. But our first responsibility is to make as much money as we can; to create new jobs through reinvestment; to invest in innovation.”

NORMAN MCCLELLAND
BSBA Industrial
Labor Relations ’49
Chairman, Shamrock Foods Corporation

“When we talk about corporate responsibility, we talk about pursuing a business strategy that’s responsible in the short and long term, focused on three primary areas: entrepreneurship, and supporting start-up companies; education, through programs like the Ernst & Young Accounting Careers Awareness Program that we sponsor at the Eller College for disadvantaged high school students; and sustainability, by working to minimize our impact on the environment and our carbon footprint.”

RON BUTLER
BSBA Accounting ’91
Senior Vice President, Ernst & Young

“When we talk about corporate responsibility is just part of being a good partner in your community. Too often, it’s tied to dollars instead of allowing time for employees to get involved in things that mean something to them, whether that’s a church or a synagogue or whatever is near and dear to their hearts. Companies should allow time for employees to give back. It’s part of being a good person, of leading a good life.”

BRIAN LESK
BSBA Business ’80
CEO, Diversified Human Resources
First-year MBA Benjamin Lyon came to the Eller College planning to get involved, but the speed at which it all came together took him by surprise.

Shortly after arriving in Tucson, he and his wife were browsing at the 17th Street Market. “I picked up a newspaper and read about the Solar Decathlon project,” he says. “They were looking for business students to get involved, and I have a background in building materials sales. I gave them a call, met with Matt [Gindelsparger, principal investigator], and they brought me on.”

The Solar Decathlon is an invitation-only international competition sponsored by the U.S. Department of Energy every two years. The University of Arizona is one of twenty schools — and the only school in the Southwest — tasked with designing and building a completely solar-powered, 800-square-foot home. The structure is under construction now, and will be reassembled on the National Mall in Washington, D.C. in October.

“I’m helping with fundraising strategy,” Lyon explains. The team is comprised of students from architecture, engineering, material sciences, agriculture, landscaping, and planning. “The project has significant travel costs, since the dwelling will need to be transported by truck or train and then fabricated onsite by a team of students,” Lyon says.

The Solar Decathlon project also ties into Lyon’s activities with the Eller MBA Net Impact chapter. “Net Impact is an international nonprofit organization out of San Francisco that gives business students an avenue to use their skills to improve society,” Lyon says. stepped up to lead the Eller chapter of Net Impact with second-year MBA Cyrus Khosh-Chashm.

One of their first projects was to host a panel on CSR featuring Cheryl Morley of Monsanto, Edward Fox of APS, and David Raney of American Honda. [see page 28 for a Q&A with Morley].

“The Eller chapter of Net Impact supports three primary activities,” Lyon says. “The first is a campus sustainability initiative, the second is microfinance, and the third is curricular change.” The Eller chapter focused on the third issue, and developed a questionnaire to find out what types of new elective courses appealed to their peers. They identified demand for a course in sustainability, which dean Paul Portney and SRP Professor of Technology, Public Policy, and Markets Stan Reynolds are developing for spring ’10.

It’s an ambitious agenda to take on while working through the first year of the MBA program. “I wanted to contribute on a large scale,” Lyon says. “And everything has just worked out.”

For more information about the UA’s Solar Decathlon team, or to support the team, visit www.uasolardecathlon.com.
Rising unemployment makes job hunting a tough proposition for skilled workers who already know how to use the system. For political refugees newly arrived in the U.S., the challenges can appear insurmountable.

After volunteering for the last year with refugee families in Tucson, management senior lecturer Cindi Gilliland came to see first-hand the odds stacked against them as they struggle to make ends meet after limited state sponsorship expires. "There’s one family in particular I’ve really gotten to know," she explains. "I described the family’s plight to one of my classes and asked them to let me know if they heard about any job opportunities."

Jason Mighdoll, president of the Students in Free Enterprise club, was in the class. "Part of their goal is to make a difference in the world," says Gilliland. "The club was looking for a project, and they voted unanimously to develop a program to help refugees find jobs."

On February 6, the club hosted a kickoff meeting at which 15 refugees were each paired with a student mentor for the first of a series of four employment workshops. The students worked with refugees to help identify childcare and transportation. Following the first session, each was charged with homework of finding a nearby library, learning to access the internet to search for jobs, and filling out two applications.

"The hope is that the workshops will result in the refugees finding employment, but it’s also an important way for them to develop friendships and make connections in the community," says Gilliland.

Over the course of the semester, Gilliland says that the students will conduct three sets of the employment workshops. And there is no shortage of student volunteers for the project: 60 students from Gilliland’s management 310A class are earning extra credit by pairing up with refugee job-seekers in the second and third sessions of the program, and an additional 60 students are working to create a refugee job fair scheduled for May 2 at McClelland Hall. "We’re just putting all of this energy and enthusiasm to work," she says.

Employers interested in participating in the refugee job fair can contact Cindi Gilliland at cgill@eller.arizona.edu.
**MIDYEAR ECONOMIC UPDATE**

Thursday, June 18, 7:00 a.m. at the DoubleTree Hotel Reid Park, Tucson

Join us for breakfast as UA economists Marshall J. Vest and Gerald J. Swanson review the national, state, and metro economies at this must-attend event. Reservations required.

For information, visit www.eller.arizona.edu/outlook.

**PROFESSIONAL ADMISSION INTERVIEW**

Saturday, September 26, 7:00 a.m. at McClelland Hall

Volunteer to interview undergraduate students preparing to enter the professional phase of their Eller College education.

Sign up to volunteer at www.eller.arizona.edu/eca.

**TECHNOLOGY MANAGEMENT AWARDS LUNCHEON**

Friday, October 16, Phoenix-area location TBA

Join the Eller College of Management and the College of Engineering as they honor exemplary leaders who operate at the intersection of technology and business.

**HOMECOMING 2009**

Friday and Saturday, November 6–7 at the UA Campus

Reunite with the Eller College of Management and celebrate Homecoming 2009.

Learn more and register online at www.eller.arizona.edu/homecoming.
MARIA BARTIROMO

On March 5, CNBC host Maria Bartiromo joined dean Paul Portney, students, and community members for an informal conversation on the current economic situation.
Entrepreneurial Determination

Kevin Madden, BSBA '81
CEO, Madden Media

By Eric Van Meter

Perhaps it’s something about growing up under the Montana sky, all that open blue inspiring thoughts of freedom, possibility. Kevin Madden was an entrepreneur long before he struck out for The University of Arizona. Of course there was shovel- ing snow and mowing lawns as a kid. Later, a business building homes. Even a stint felling towering Lodgepole pines, trees he’d heft under one arm and drag from the forest on foot. Not easy, but good practice for any entrepreneur—it takes determination and sweat to build a business.

That business had humble begin- nings. Madden spent a short time in California selling ads for yellow-page listings. But the gig took him too far from Tucson, which he’d grown to love, and too far from Jill, then girlfriend, now wife, mother of their three daughters and partner in building and running Madden Media.

So Madden returned to Tucson. It was 1982. The country had hit recession, jobs were scarce. But developers were scraping ground for what’s now the Hilton El Conquistador Golf & Tennis Resort. Madden thought about the people who’d stay there. He thought about selling ads in California. He knew he wanted to be his own boss.
When he put it all together, he, Jill, and a friend spent the next week patching together a demo visitor magazine/directory. “I’d go to Buffalo Exchange, buy polos and khakis and drive around in my ’68 VW bug trying to sell ads with this mockup we photocopied at Alphagraphics,” Madden recalls, “in August. With no A/C.” (Remember that bit about sweat?) But the idea had legs, ads sold, hotels got on board and that January, 1983, Tucson Guide was born.

The rest, as they say, is history. They entered the Phoenix market, began sweeping local media competitions. Specialty publications followed. In the early 90s, Madden launched ArizonaGuide.com, a frontrunner in online travel/tourism info. Then, in 2003, the company acquired Preprint Publishing, specializing in travel-focused newspaper inserts, and became Madden Media, the country’s largest destination marketing business: 15 publications, extensive emedia services, and inserts reaching 110 million readers a year.

The strategy behind the Maddens’ success isn’t complex: find a need, and while you’re meeting it, find the next; do what you know, but stay at the crest of technology; evolve. And while Madden humbly says, “I had less to do with it than others,” it’s determination that’s kept him at the helm of the company that puts everywhere else on the map. From that post, he offers this advice:

“For anyone who has the urge to be an entrepreneur, I say do it. And start young. It’s easy to work 100 hours a week when you’re young. When you’re older, you suffer. Your family suffers. It’s easy to be young and poor. It’s a lot harder to be old and poor. But if you’re wondering, should I do it? Yes, you should.”
Sprinkles on Top

Charles Nelson, BSBA Finance ’92
Co-Founder and President, Sprinkles Cupcakes

In 2006, Charles Nelson, his wife Candace, and his brother lugged 400 cupcakes across the country. “We couldn’t check them on the plane, and we each had 140 cupcakes in these huge cases — we just had to stuff them in the overhead bins,” he says.

It sounds like madness, but what else can you do when Oprah invites you on her show with less than a day’s notice? The business Nelson and his wife co-founded, Sprinkles Cupcakes, was an official hit.

From a young age, Nelson always had the entrepreneurial bug — but he never imagined himself helming a cupcake bakery. “My father was the president of a bank,” he says. “I was always enamored with Wall Street. I was the only kid in my tenth grade to rush out and see Wall Street with Michael Douglas.”

He came to The University of Arizona from Oklahoma City and earned his undergraduate degree in finance. From there, he joined a public finance firm in his home town. “After a year and a half, I was up for bigger challenges,” he says. “I applied to business schools and got into the MBA program at Darden.” He completed an internship with Morgan Stanley, working in mergers and acquisitions and IPOs, including the Netscape IPO. After graduation, he took a position with Alex Brown & Sons in San Francisco. “The Internet was really emerging,” he says. He joined secondspin.com, and then, in 2001, he got married and started his own consulting firm.

“My wife had followed a parallel path in investment banking,” he says, “But she always loved baking, and her great-grandmother had owned restaurants in San Francisco.” Candace decided to go to pastry school, and after she finished school, she began a business selling cakes out of their home. “Even her best customers didn’t need more than one or two gourmet cakes a year,” Nelson says. “We started to wonder, why don’t people make cupcakes with the best ingredients? Belgian chocolate, real chocolate sprinkles, great flavors with natural zest?”

When the Internet bust began to hit, the Nelsons left the Bay Area to make a change. They spent a year and a half developing cupcake recipes and creating a clean, modern brand in consultation with an Austrian art director. “We opened the first store in Los Angeles on April 13, 2005,” he says. “The day we opened, we sold out in two hours. We had 200 cupcakes — and those took a long time to make! We could only make two dozen a batch — but people were buying two dozen at a time.” Over the next year, they got their operations under control, and then they got the call from Oprah’s show.

“We started getting calls from all over the country,” Nelson says. Sprinkles doesn’t ship, but the coverage helped set the stage for further expansion. They have since opened stores in Newport Beach, Dallas, Scottsdale, and Palo Alto. Two years ago, Williams Sonoma stores around the country began selling Sprinkles cupcake mixes.

“Investment banking is project driven, but your own business is ongoing. It’s a living, breathing being — and it doesn’t seem like work,” he says. “We love what we do. We started with four people, and now we have 241 people, with the original four still there. It’s been an amazing 3-1/2 years.”
1970s

Steven Rousso ’79 BSPA ’83 MPA
Steven is co-founder and senior partner with HFS Consultants, a management consulting firm for the healthcare industry.

1990s

April Bourie ’99 MBA
April is tourism sales manager with the Metropolitan Tucson Convention & Visitors Bureau. She and her husband are expecting twins in August 2009.

Kevin Kraus ’99 MBA
Kevin is director of marketing at Ventana Medical Systems. He and his wife Heather (also ’99 MBA with Ventana) are expecting their second baby in July 2009.

2000s

Shannon Aichele Zock ’00 BSBA Business Management
After graduating, Shannon joined Lockheed in Denver. Eventually marriage and her passion for early childhood education took her to the Midwest where she earned her MA in teaching. She has two young daughters, Adrianna and Alexandra (pictured above).

Geoff Ball ’02 BSBA Management
Geoff is currently executive vice president of sales and a partner in the private portfolio lending firm Landmarc Capital & Investment Company.

Pearl Bailey ’03 BSBA Marketing
Pearl is now going on her fourth promotion at the Nissan Corporation as a marketing manager. Prior to Hurricane Katrina, she worked on the service side of Nissan dealerships, but now she focuses on turning around New Orleans dealerships, where performance before the storm was weak.

Kaitlin Murphy ’03 BSBA Finance
Kaitlin began her career as a real estate analyst for Holliday Fenoglio Fowler in Orange County, CA. She was recently accepted to the London School of Economics where she will attend graduate school in fall.

Erica Repowitz ’04 BSBA Business Management
Erica works in marketing in the film industry. Her sister Elissa, an engineer, is now working towards her MBA in Eller’s evening program.

Anthony Wingate ’04 BSBA Marketing and Business Management
Fellow alumna Jorge Pongo helped Anthony secure a position at Vanguard. Since then, Anthony has helped over a dozen Eller grad students get offers or positions at Vanguard.

Audrey Belliard ’06 BSBA Marketing
Audrey began her career with Microsoft in Washington and later moved to the Ireland location. Audrey, who is currently living in New York, is now engaged to Troels Smith.

Matthew L. Bycer ’06 MBA
Matt earned his JD and began his patent and trademark legal practice in Phoenix at Cahill, von Hellens & Glazer, PLC. Matt currently helps entrepreneurial businesses obtain and leverage intellectual property assets to foster new products and growth.

Kuan-ling Liu ’06 MMF
Kuan-ling is a management associate for the Chinatrust Commercial Bank in Taipei, Taiwan.

Jorge Pongo ’06 BSBA Finance

Matt Van Horn ’06 BSBA Marketing and Entrepreneurship
Matt works in marketing for Digg.com. He is also a founder of Zimride, a Facebook carpool facilitator.

Brandon Banks ’08 BSBA Business Management
A department head award recipient, Brandon’s undergraduate career was interrupted when he was called back to Iraq. Since graduating, Banks has had a baby girl and has secured a job in Sacramento, California.

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Cheryl P. Morley (BSBA Accounting ’76) is responsible for enterprise strategy at Monsanto, including investment portfolio analysis, mergers, acquisitions, and divestitures. She has been with the Saint Louis-based agricultural company for 26 years. The firm produces leading seed brands in large-acre crops as well as small-acre crops like vegetables. Before assuming her role in corporate strategy, Morley served as president of the Animal Agricultural Group. She also led marketing and business development efforts for Monsanto’s NutraSweet product and held a number of positions that involved strategic planning, commercial development, and financial analysis at G.D. Searle and Nabisco Brands. Morley was formerly a Certified Public Accountant with Ernst & Young.

**PROGRESS: How is corporate social responsibility (CSR) good for business?**

**CPM:** There is a pretty substantial debate on corporate social responsibility right now: what it means, whether it should be purely altruistic, and how to balance those concerns and be profitable. We as a company absolutely believe that you can do all the right things and still make money for shareholders. Even though our first responsibility is to shareholders, we have to be perceived as being a positive force in the world — it’s a two-way street.

**PROGRESS: Do you see a conflict between CSR and shareholder interests?**

**CPM:** There doesn’t have to be a conflict. The bottom line is that if a company does not make money for its shareholders, it will cease to exist. But investors are interested in investing in ethical companies, so these can go together. At the same time, a company can’t take shareholder money and funnel it into large philanthropic gifts that won’t make sense to an investor. At Monsanto, we give $15–25 million away every year in one of four different focus areas, including science-based education and nutritional improvement through agriculture. But we have to explain to our shareholders why we’re giving money away, so we publish all of our giving in an annual report.

**PROGRESS: What role does personal ethics play in CSR?**

**CPM:** Ethics have to be the foundation of a company. Right now we’re seeing what happens when the ethics of a company fall apart. At Monsanto, we instituted a corporate business ethics group eight years ago. It’s who we want to be — a company recognized for our integrity and ethics. When you have an ethical base, CSR is a natural extension. If companies don’t have integrity and ethics as a value, things can go haywire.

**PROGRESS: How have you seen CSR evolve over the years?**

**CPM:** News about CSR is heightened in the good times; we hear less about it when the economy goes bad. What we see on TV and in magazines is the negative, but if it were all negative, we wouldn’t have any companies worthy of investment on the New York Stock Exchange and NASDAQ. There are major companies doing great things. When a corporation leaves an area, you find out about all the charitable support they were providing to nonprofits in the area. I think we need to hear more positive stories about what companies are currently doing in the area of CSR.
Maybe you have a story of your own about how a certain professor inspired you to push yourself farther than you thought you could go. Whose insight made you rethink your career path. Or whose guidance helped you find that first job out of school.

There's a shortage of business professors out there, and they are in demand. It's getting tougher and tougher to recruit and retain the best. But you can help, by contributing much-needed resources toward the Friends of the Faculty program. Your gift will be used to ensure that the next generation of Eller students learns from the very best.

For more information, contact Debra Rodriguez at 520.621.9954 or dzrodrig@eller.arizona.edu.

Eller COLLEGE OF MANAGEMENT

“I really had some amazing professors at the UA — Professor Moses in finance, Professor Swanson in economics — and they gave me a great base from which to start my career.”

— Charles Nelson, BSBA Finance ’93

[see profile on page 26]
It's a tough job market out there, but Eller students connected with recruiters at Career Showcase in February. Now in its 14th year, Career Showcase is the largest student-managed career fair in the state. The event is coordinated by Delta Sigma Pi and Eller College Student Council.