Expanding the Universe of Capability

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This Issue: Expanding the Universe of Capability
In April, the Eller College McGuire Entrepreneurship program was ranked #1 among public business schools and #2 overall by Entrepreneur magazine in the only survey that ranks entrepreneurship exclusively. The McGuire program was one of only five to maintain national top-tier status from last year.

In addition, the latest surveys by U.S. News & World Report recognize the advancing excellence of both the Eller MBA and Eller College of Management undergraduate programs.

**U.S. News & World Report**
*America’s Best Graduate Schools 2005 Survey*
- **Eller MBA**
  18th among public graduate schools of business and 35th overall, up from #49. 11 consecutive years placing in the top 50.
- **MIS**
  4th nationally and one of only three institutions to maintain top-5 status since rankings inception in 1989.
- **Entrepreneurship**
  13th nationally, scoring eight consecutive years of upward movement and unbroken top-5% placement.

**U.S. News & World Report**
*America’s Best Colleges 2005 Survey*
- **Eller College Undergraduate Program**
  12th among public business schools and 20th overall, up from #21.
- **MIS**
  3rd nationally.
- **Entrepreneurship**
  5th among public business schools, rising from 11th to 9th overall for eight consecutive years of upward movement.
- **Marketing**
  18th nationally.
- **Accounting**
  21st nationally.

**Congratulations** to all on these important achievements, with special thanks to our alumni and friends for your continued support.
Over the past two decades, the Eller College of Management has enjoyed increasing national recognition. The U.S. News & World Report 2005 rankings continue the upward trend, rating the Eller College undergraduate program 20th overall and 12th among public programs. Our #3 MIS department has consistently been in the top five, and our entrepreneurship program has moved up again to #9 (5th among publics) and was recently ranked #2 in the nation by Entrepreneur magazine. Other top-25 Eller College disciplines include marketing at #18 and accounting at #21, giving our programs a good showing overall.

All of this upward movement reflects the commitment to excellence of Eller College faculty, staff, and students. Nationally recognized as leading contributors to their fields, successful at attracting significant grant funding, effective in transforming research strengths into innovative teaching programs, and committed to research partnerships with colleagues across the University and in industry, Eller College faculty foster a culture of continuous improvement. Likewise, our faculty and staff have a shared understanding that professional students must be partners in the learning process, and continuously develop innovative initiatives and programs to that end.

We intend to build on this record as we extend our leadership in MIS and entrepreneurship in important new ways. A major competitive challenge for our nation is increasing the rate of innovation—the transformation of knowledge and ideas into commercial success. At the University of Arizona, the Eller College of Management is a hub through which science and technology move toward the marketplace. Eller students working with peers and researchers in science and engineering play a central role in the process, conducting feasibility studies and preparing business plans that lead to successful technology transfer and new enterprise.

We believe that a critical competitive advantage lies in improved partnerships between science and business. This means exposing scientists to the business issues that must be addressed in commercializing technology. And it means providing opportunities for business students to work with scientists and engineers in the learning environment.

We are pleased to produce this issue filled with illustrations of our progress in pursuing our strategy of forging stronger links between management and technology.

Kenneth R. Smith
Interim Dean

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We Are Now the Eller College of Management

Seeking to reflect the broad sweep of our educational and research programs and at the same time simplify our brand, Eller faculty approved a change of name from the Eller College of Business and Public Administration to the Eller College of Management, in late 2003. The moniker became official in April 2004 with approval by the Arizona Board of Regents.

In announcing the change, Interim Dean Ken Smith noted, “The bottom line here is that we give our students the education and professional experiences they need to be management leaders. Whether they launch new businesses, join Fortune 500 firms, run non-profits or work for government organizations, we prepare them to create their futures with skill and confidence.”

With the name change comes a sleek new graphic identity, reflecting the College’s innovating, technology-forward mission.

IBM Awards Technology to MIS

Rapid access to large-scale data storage in a wireless workflow environment is the end goal of a shared research grant awarded by IBM to the Eller College MIS Department. IBM’s highly selective Shared University Research (SUR) program awards computing equipment to universities worldwide to facilitate research in areas of mutual interest including life sciences, grid computing, autonomous computing, and deep computing. The Eller project will focus on data storage systems, which currently carry very high costs in the time and staffing required for responding to input requests and managing data. The research will explore ways to automate the process and reduce the time required from days to minutes. Interim Dean Ken Smith described it to the Eller College of Management because of technology and business knowledge.”

Senior IBM engineer Ken Boyd said Eller was picked for the award because of the College’s "unique blend of technology and business knowledge."

Nita Umashankar Earns the Freeman Medal

Nita Umashankar, holder of a UA degree in molecular and cellular biology, completed a second degree in May, in marketing and entrepreneurship, and did so with an excellence that has earned her the University’s 2004 Merrill P. Freeman Medal. The Freeman Medal, the University’s most long-standing recognition of all-around accomplishment, is awarded annually to "well-rounded individuals whose contributions through co-curricular and community activities and leadership are evident," in addition to their academic achievement.

Named one of the Eller College’s ten Outstanding Seniors, Nita was a Dean’s List student, the UA 2002 Homecoming Queen, and a founder of the Theta Nu Xi Multicultural Sorority and Clareo Philanthropic Honorary Society. Since receiving her degree, she has departed Tucson for Chennai, India and is working with a non-profit organization there, designing a pilot project to advance the delivery of health care to destitute women and children.

The Freeman Medal is named for Dr. Merrill Freeman, an early supporter of the University. Dr. Freeman, among the first civic leaders of Tucson, was a UA regent and chancellor.

Dan Dhaliwal Named Outstanding Accounting Educator of 2004

El Eller College Accounting Department Head Dan Dhaliwal was honored by his colleagues nationwide at the American Accounting Association’s annual meetings August 7-11, in Orlando, Florida, as Outstanding Accounting Educator of 2004. The $1,000 award, funded by PricewaterhouseCoopers Foundation, goes to one individual in the field of accounting each year who has made a sustained contribution to accounting education in both research and teaching through innovation, instructional excellence, publications, graduate student guidance, and involvement in professional societies. Dr. Dhaliwal has been the Department of Accounting head since 1994 and the Lou Myers Professor of Accounting since 1987. He is also a professor of finance and expert in the fields of taxes and economic behavior. In receiving this honor he joins a distinguished roster of colleagues from institutions including the Universities of Chicago, Iowa, and North Carolina at Chapel Hill, as well as Northwestern, Columbia, and Stanford.

Dan Dhaliwal, Eller College Accounting Department Head, named Outstanding Accounting Educator of 2004 by the American Accounting Association.
From Accenture Partner to Building Partnerships for Eller

The Eller MBA program advanced its goal of becoming one of the nation’s top technology-forward, market-driven, graduate management programs by naming Richard V. Boulger director of business development in March. Rich comes to the Eller College after a twenty-five year career at Accenture. As a consultant there he led numerous engagements with Fortune 500 companies, including one long-term assignment as an outsourced director of corporate applications, managing multi-million dollar IT budgets and leading large-scale implementations of SAP, Oracle and Peoplesoft ERP systems. His assignment at Eller, strengthening existing partnerships and developing new ones to increase MBAs’ exposure to business and enhance their experiential learning and professional development opportunities, gives him a major leadership role in the program’s future.

Rich joins us with extensive industry experience and a deep understanding of and commitment to MBA education,” commented Associate Dean and Director of MBA Programs Brent Chrite, in making the announcement.

“His leadership will result in a variety of new, mutually beneficial partnerships with public and private enterprise around the world.”

We Remember Tom...

The Eller College community lost a beloved colleague with the June 20th passing of former Finance Department assistant head and long-time instructor, Thomas C. Moses. Tom was a Wildcat through and through, holder of three UA degrees: BSBA ’69, MS economics, ’71; PhD in economics and finance, ’81; and a full-time member of the Finance Department faculty from 1977 until his retirement in 2000.

In a huge public education system where being an undergraduate student can feel like being just another number, Tom Moses offered University of Arizona finance majors an antidote to anonymity. As the highly-rated instructor of the senior requirement, Corporate Financial Problems, and advisor to all undergraduate finance majors, he knew each student personally.

He started the Finance Department’s credit-based internship program and was faculty advisor to the Financial Management Association’s UA chapter, which flourished under his leadership. Many of the thousands of students he worked with over the years think of Tom as a mentor and major influence in their lives.

Tom is survived by his loving wife Dorothy (Dotty). He will be missed by us all. A scholarship fund in support of finance undergraduates has been formed the foundation for my career. It’s not hard to

Sharing Values, Volunteering Leadership

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o hear them talk or count the trips they make from Phoenix to Tucson in service to the Eller College National Board of Advisors, it seems improbable that Martha Taylor Thomas and Jon Underwood are volunteers. Their words and actions are those of people much more involved. Board members for twenty years and active at the highest level—Martha passed the chair to Jon in April after a three-year term—these two leaders clearly embrace the values of the Eller College. A conversation with them offers insight into why they signed on, why they stay and what they hope for the Eller College.

“I enthusiastically joined this board along with other business and community leaders, including Norm McClelland, Karl Eller, Fred Boice. I knew I could fully support the College’s strategic goals. I was impressed by the commitment to faculty excellence and to quality education...that it is student focused and values-based, addresses integrity, develops the whole person. The combination of business and public administration programs allows Eller to prepare leaders for all aspects of society.”

Looking forward, we’re going to do all we can to support the interim dean, the new dean, the faculty, and UA leadership in reaching our goal of a top-five public business school. We wholeheartedly endorse the education and research partnerships that Eller is fostering with other UA units and the business community, believing we’ll see an expansion of wealth and resources as technological innovation moves into the marketplace. We recognize the reality of diminished state dollars and will review and focus our fundraising efforts. And of course, we will do whatever we can to help students.

MT During my tenure I saw a continually expanding board role. We are involved in student selection and placement. Board members were on the strategic planning committee and are on the dean search committee. As dean, Mark Zupan helped us all understand why we had to broaden our scope, extend our reach. The state budget funding reductions were scary. But then you look at what can be accomplished by engaging everybody possible to improve things...$100 million!

MT...these two leaders clearly embrace the values of the College. A conversation with them offers insight into why they signed on, why they stay and what they hope for the Eller College.

MT I think the best value you can offer as a board member is to be a positive influence that the dean can tap. And you stay because of the end result. We sit as judges for case competitions, hear business plans, chat with students, and we’ve seen unbelievable accomplishments of these bright, articulate Eller students!

MT Looking forward, we’re going to do all we can to support the interim dean, the new dean, the faculty, and UA leadership in reaching our goal of a top-five public business school. We wholeheartedly endorse the education and research partnerships that Eller is fostering with other UA units and the business community, believing we’ll see an expansion of wealth and resources as technological innovation moves into the marketplace. We recognize the reality of diminished state dollars and will review and focus our fundraising efforts. And of course, we will do whatever we can to help students.

MT In short, we are fully engaged in the value proposition that brings the Eller College to the state and to the nation. We are engaged, we will engage people beyond the board, and we’ll all claim the victory....
New Leadership for Marketing

A seasoned academic leader and Eller alum took the helm of the College’s academic programs in marketing this June with the arrival of Robert F. Lusch as professor and department head. Holder of two University of Arizona degrees, BSBA ’71 and MBA 72, Lusch completed his Ph.D. at the University of Wisconsin in 1975 and then joined the faculty at the University of Oklahoma’s College of Business Administration. Over the next decade he scaled the promotion and tenure ladder at Oklahoma, and assumed his first leadership position, as professor of business administration and director, Division of Marketing, in 1985. Two years later he was named dean of the college, a position he held until 1992, when he returned to the faculty, to a role reflecting his long-time activity in planning, profit analysis and control, as professor of marketing and accounting. In 2000 leadership beckoned again and Lusch accepted an offer to lead the M.J. Neeley School of Business at Texas Christian University as dean. In joining the faculty this fall, Amar Gupta brings those exceptional skills to the Eller College to stimulate greater collaboration with other UA colleges and fuel technology transfer.

Eller and Gupta: A Wedding of Strategy and Skill

Amar Gupta spent his career at the Massachusetts Institute of Technology bringing together divergent groups from industry, government and academia to reconcile mutual interests and disparate approaches in the service of large, vital projects. His talent for it was noted by MIT’s Tech.Talk journal at the time of his promotion to Senior Research Scientist at the Sloan School of Management: “Apart from his persistence and exceptional management skills, Dr. Gupta’s success lies in his emphasis on long-term research relationships.” In joining the faculty this fall, Amar Gupta brings those exceptional skills to the Eller College to stimulate greater collaboration with other UA colleges and fuel technology transfer.

Robert F. Lusch, new Marketing Department head.

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We’re Pleased to Announce... New Faculty 2004

Rabah Amir
Professor of Economics
Ph.D., University of Illinois at Urbana, 1985

Dr. Amir established his scholarly reputation in the areas of economic theory and industrial organization, compiling a record of publications in leading journals such as Games and Economic Behavior, Economic Theory, and Review of Economic Studies at the outset of his career. He is a teacher with extensive international experience, including professorships at CORE (University of Louvain), Belgium, the University of Manchester, UK, University of Copenhagen, Denmark and Wissenschaftszentrum, Berlin, Germany. Dr. Amir is returning to Tucson and the University of Arizona, having been a visiting scholar in economics in 1994-95.

Manuela Angelucci
Assistant Professor of Economics
Ph.D., University College, London, UK, 2004

Italian by birth, Dr. Angelucci brings wide-ranging international experience and interests to the Eller College. A summa cum laude graduate of the University of Rome, La Sapienza and holder of an MA with distinction from the University of Sussex, UK, her dissertation focused on U.S. border enforcement, aid and Mexican illegal migration. Her work for the International Monetary Fund identified determinants of South African unemployment. She has also examined the determinants of privatized enterprise performance in Russia and the effect of ownership and competitive pressures on firms’ performance in the transition economies of Eastern Europe.

Yubo Chen
Assistant Professor of Marketing
Ph.D., University of Florida, 2004

Dr. Chen’s dissertation, Independent Product Information and Marketing Strategies, addresses how firms should respond to the increased product information now widely available to consumers via the Internet when designing their marketing strategy. A paper based on one of his dissertation essays will appear in Marketing Science. His dissertation research interests are technology centered.

Alessandra Durcikova
Assistant Professor of Management Information Systems
Ph.D., University of Pittsburgh, 2004

Dr. Durcikova’s research interests focus on how the use of information technology affects individuals and organizations, specifically, on the human challenges involved in implementing new technologies. Her doctoral thesis centers on how individuals perceive an organization’s climate when trying to make use of knowledge management systems to solve problems. As a teaching fellow at the University of Pittsburgh’s Katz Graduate School of Business and management faculty member at Comenius University, Slovak Republic, Dr. Durcikova has made teaching the subject of research and has presented her work in using cases and computing as instructional tools at conferences and seminars of mathematical and computing statistics scholars.

Alexandra Helwege
Associate Professor of Finance
Ph.D., University of California, Los Angeles, 1989

Dr. Helwege studied the major finance issues of the 1990s as an economist for the Federal Reserve Board and a senior economist with the Federal Reserve Bank of New York. Throughout the decade she conducted analyses in the areas of corporate bonds, corporate finance, and savings and loans, including estimating the cost of the S&L bailout and monitoring activity related to mergers and the high yield bond market. She received her academic career at Ohio State in 1998. Her scholarly work, appearing in leading journals such as Journal of Finance, Journal of Financial and Quantitative Analysis and Review of Financial Studies, continues to advance knowledge in these arenas, in articles examining IPOs in hot and cold markets, credit yield curves for speculative-grade issuers and high yield bond default rates, among other topics.

Jean Helwege
Associate Professor of Finance
Ph.D., Harvard University, 1998

Dr. Helwege brings a record of consistently outstanding achievement to the Eller College. A summa cum laude economics graduate of Yale University, he completed his MA and Ph.D. degrees at Harvard, also in economics. He received Harvard’s Zelner Award for best Ph.D. thesis in economics. He has distinguished himself as a scholar, applying econometric analysis to labor economics and health care issues, and as a teacher of microeconomics and econometrics, in professorships at UCLA and the University of Miami. In 1999 he was awarded UCLA’s prestigious Warren C. Scriville Distinguished Teaching Award, in 2001 received the American Statistical Association-sponsored Mitchell Prize for his work on influenza vaccine assessment, and in 2002 earned the Excellence in Research Award at Miami. His current research on Bayesian econometric modeling and non-parametric identification is supported by a grant from the National Science Foundation.

Tamar Kugler
Assistant Professor of Management and Policy
Ph.D., The Hebrew University of Jerusalem, 2004

An interdisciplinary scholar working at the intersection of economic game theory and experimental psychology, Dr. Kugler’s research investigates group behavior in the context of bargaining and conflict. Her doctoral thesis focused on dueling conflicts and examined differences between individuals and group strategies. She also investigates individual and group decision making. Dr. Kugler was the 2002 recipient of the Golda Meir Fellowship, and her doctoral research was funded by the Israeli Foundation for Research Trustee.

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The Eller Advantage:
Cutting a Competitive Edge

Vinay Kulkarni is an Indian-born, 28-year-old with a bachelor’s degree in mechanical engineering and an MBA and MS in Systems and Industrial Engineering from the UA. Employed now by the Tucson-based International Trade Development Center, a non-profit organization that facilitates export partnerships, he works at linking local technological innovation to international business opportunities. “Right now I am mapping Southern Arizona’s existing technology, research, and manufacturing capabilities and then screening them to identify candidates for export partnerships,” he explains.

Educated in multiple disciplines and different nations, considering himself a citizen of two, Vinay’s worldview is expansive: “My heroes were Archimedes, da Vinci, Michelangelo, Franklin—all dabbed across fields. To become over-indoctrinated in one area, I think, is to lose your capacity to see value in others.” He sees vast opportunity in globalization and the spreading technology revolution. “Globalization gives you the ability to go where your skills are best applied, where you can make the most impact with the greatest return. This is why the world’s best and the brightest have always been drawn to the U.S. It is unmatchted in its openness, its infrastructure, its capacity for innovation and entrepreneurship, this is its sustainable expertise.” An Eller graduate could not better the nature and direction of activity reverberating throughout the College today. It is a story of enterprise collaboration at the competitive cutting edge: fueling the merger of technological innovation with market opportunity. Through joint research, teaching partnerships, and shared resources, we are contributing to a convergence of management, science, and engineering—creating multi-disciplinary thinkers and spreading entrepreneurial activity throughout academia, business and beyond.

In the words of Interim Dean Ken Smith, “We are expanding the universe of capability by virtue of these connections.”

Cutting a Competitive Edge:
Evaluating to Lead Technology-Based Enterprise

How do successful companies introduce technology, create value, and manage risk through effective leadership? Eller’s Management of Technology course leads graduate students in engineering, science, and business through exploration of this question, a journey many did not expect to take when they enrolled. “People are somewhat surprised to discover that the course is not technical in focus but about being effective in a role,” explains Rick Myers, one half of the course teaching team. “It opens their eyes to a lot of things beyond technology. They develop an appreciation for the breadth and complexity of skills needed to create and bring products to market. The engineers are exposed to the concept of the marketplace, what value is and that you have to add it. The business people come to see that engineering is an art and not an exact science. By semester’s end they all see the big picture.”

Myers and his teaching partner, Jim Haleem, both recently retired technology executives now in residence at Eller, possess a combined 58 years of experience, Haleem in operations and marketing at Motorola, Myers in engineering at IBM. Together they model cross-functional teamwork, compounding the impact of a course centered on team-based problem solving and critical management issues, including the stage-gate process, sales and operations planning and the interplay of leadership with organizational culture. “Rick and I teach together, presenting both sides of each issue, literally moving the business and technical perspectives working in tandem,” says Haleem. “Gradually students become aware of the importance of merging resources across an organization. They see that effective use of cross-functional teams is a key competitive advantage in successful technology-based companies.”

Management of Technology received its original funding from Patricia and Burgess Winter. Formerly CEO of Magma Copper, Burgess experienced the problems associated with the business/technical divide throughout his career and is a strong proponent of initiatives that promote interdisciplinary interaction and prepare leaders who can synthesize organizations. Their gift helped launch Eller’s management and technology initiative.

Pharmaceutical giant GlaxoSmithKline posted an ad on ScienceJobs.com this August, seeking a Manager/Investigator for Principle Scientist, necessary qualifications: Ph.D. in Analytical Chemistry with 0-5 years research experience in pharmaceutical development, or 5 years experience in pharmaceutical development, and “proven scientific and managerial team leadership skills...skills in leading projects...skills in adhering to quality, safety, and divisional operating procedures...excellent communication skills.” The stark difference in the two sets of qualifications for the same job illuminates the need inside scientific companies today. While a Ph.D. is required to lead basic research for new products, professionals with both scientific knowledge and managerial skill are vital to keeping progress on track. The best candidate for this job may be a graduate of the UA Professional Sciences Masters (PSM) program, a collaboration of the Eller College and the College of Science.

Eller plays a key role in what PSM director Alaina Levine calls “a revolution in graduate science education.” The outcomes cut three ways: meeting the workforce needs of scientific industry, increasing career options for science professionals, and boosting American competitive advantage by merging science and business graduate education in a single degree. The UA program, launched in 2000, was among the first of 45 now offered nationwide.

PSM students choose one of three core science curriculums, in applied physics, applied biosciences or mathematical sciences, and take a two-part business sequence taught by Eller faculty; a course in business foundations and one in project management. Every student undertakes an internship and completes a thesis or applied project to earn the degree. Distinguishing the UA PSM is its focus on Entrepreneurship for Scientists, a three semester seminar in bringing scientific innovation to the marketplace. Students are exposed to the process through a weekly speaker series of entrepreneurs, venture capitalists, attorneys and industry leaders who’ve successfully managed science-based business. Bob Breauyt, of Tucson’s BeatResearch, Robert Morrison, executive director, Desert Angels, and Ron King, director of technology transfer for the Translational Genomics Research Institute are among those speaking this fall.

“The PSM converts a degree historically seen as a consolation prize for people who couldn’t finish the Ph.D. into one leading to meaningful careers,” says Levine. “Our students are pioneers; and they’re showing industry real value.” Thanks to the entrepreneurial focus they may also play a role in Arizona’s plan to build a new, technolo-
gy-based economy and give the U.S. a competitive edge. “These are entrepreneurial people,” observes Levine. “Three of last year’s four tech transfer project teams will go forward with their companies.” And while big corporations like GlaxoSmithKline can appreciate their hybrid skills, small companies lack resources to hire both Ph.D.s for clinical research and MBAs for project management, may benefit most. PSM graduates can move comfortably from a scientist’s meeting on toxicity studies to another on improving production processes, streamlining innovation by knowing both sides. Some industry observers predict the PSM will be the 21st Century’s best ticket to the top of the science business.

The Alfred P. Sloan Foundation funded development of the UA Professional Science Masters program, with Eller economics professor Ken Smith leading planning for the business sequence. The Ewing Marion Kauffman Foundation and McGuire Entrepreneurship program provide the backing for Topics in Entrepreneurship for Scientists.
Cutting a Competitive Edge: 
Bridging Disciplines to Strengthen Business Education

When the program was under development Finance Department Head Chris Lamoureux walked across campus three times a week for an entire year to team-teach with me," writes for Mathematics Association of America (MAA) colleagues, Richard Thompson, UA mathematics professor and director of the 100-level math requirement for business majors, urged them to "break the barriers, reach out." He calls Eller College support for "our interdisciplinary relationship," the reason behind dramatically increased student motivation and much improved faculty experience in his department. College of Science Dean Joaquín Ruiz calls the collaboration "a national model." Eller faculty say it means students begin their major with tools applicable to their business education. While the developing industries of tomorrow require quantitative expertise more than ever, entry-level courses in mathematics are under fire for emphasizing arcane, theoretical concepts that dull student interest. The course Lamoureux fostered at UA tells students in its syllabus that content, teaching methods and computer software have all been "carefully selected to prepare you for the job market and your business career." After a kick-off event in McCollum Hall to meet faculty and build teams, the two-semester course centers on four business problems: loan work outs, option pricing, technology marketing, and lease bidding. Probability, optimization, differentiation, etc. replace finite mathematics and calculus. Student teams work the problems, report preliminary findings throughout the semester and compete before industry judges at its end. They say, "Finally, a math course useful for the future." Mathematics faculty call the "universe blend of communication, quantitative and business concepts... the most interesting course I've ever taught." Embolded by the MAA, which markets its electronic texts and showcases the course in national and regional workshops, Business Mathematics I & II received developmental funding from the National Science Foundation.

 Partnering in Bi-National Tech Transfer

On April 28 it was a proposal to jumpstart technology transfer of Mexico’s optics research by forming a partnership between the UA Colleges of Science and Management and CONACYT, Mexico’s national council of science and technology. By May 23, it was a program in progress, Foundations of Business for Scientists, delivered by a six-person Eller teaching team at optical research institutes in Leon and Ensenada. By June 15, thirteen interns, including Eller MBAs and UA science students, were in Mexico, ready to conduct commercial feasibility studies for four of the scientists’ technology concepts. When it ended in August, everyone associated with the Advanced Technology Transfer Project agreed that the piloting experience had exceeded all expectations. Eller management and policy associate professor Mickey Quillones felt he’d been part of nothing less than nation building: “We are helping establish their entrepreneurial capability... it’s heavy stuff... playing a role in the future of a nation’s development.” Commercialization in Mexico is hampered by a surplus of venture capital and by an incentive system that compensates scientists only for research and publication. Eller MBA business development director Rich Boulger, who prepared the project interns, recalls the transformation in the scientists’ attitudes: “At first they thought it was useless to them. By the last day they had advertising slogans for their companies. One said, ‘For us nothing will ever be the same’.” This fall, two of the commercial concepts will be developed by McGuire entrepreneurship students. Longer term, CONACYT, which funded this year’s project, looks likely to sponsor again. That thought has the Eller College partners poring over ideas: inviting Tucson’s Desert Angels, retouching the Business of Science course, and selecting student leaders in advance. “The scientists learned that commercialization is hard but doable,” says Boulger. “We’re thrilled to assist.”

Collaborating in Cross-Disciplinary Research

Faculty capacity to create new knowledge is a research university’s core competency. Eller College scholars are long-term research leaders, generating more external funding than any other management faculty in the U.S. And they are uncommonly collaborative, with 37 joint projects currently underway with 32 UA academic units outside the College. The budding collaboration between professors Tom Baldwin and Sudha Ram illustrates the potential. Tom Baldwin is a UA biochemist working at the cutting edge of protein molecule exploration: the quest to understand how proteins fold within a cell to assume the structure that determines their function in a living organism. The most diverse and pervasive of life’s molecules, proteins underlie such processes as oxygen transportation, muscle movement, chemical production, and the regulation of virtually all chemical reactions in cells. The secret to how each works, or doesn’t, is in the encoding that dictates its form. If we could predict all the information telling a protein how to fold in three-dimensional space,” says Dr. Baldwin, “we can tell where it’s not folding right. Knowing that, we can identify sources of disease. We can design a complementary molecule that binds to the mutant and shuts it down.” The implications for healthcare are enormous. Sudha Ram is an Eller College MIS professor working at the frontier of enterprise data management. Her research in semantic modeling is contributing to the next generation in data management systems: the evolution from relational databases, which use matching values to relate information across tables in two-dimensional formats, to advanced systems that capture the actual meaning of users’ information in concise descriptions and can model time, space and relationships between data objects. The end result will be easier to use systems that better integrate diverse data sources and more effectively represent the semantic content of the databases. So what is the relationship between Ram’s work in databases and Baldwin’s protein research? It was not immediately apparent to Dr. Baldwin. “My first reaction was what do a biochemist and a business professor have in common to discuss? We don’t even speak the same language. What I quickly learned is that information systems scientists can conceive of databases in ways I hadn’t dreamed of...databases with the capability to see patterns nobody’s asked them to see.” Patterns matter because underlying a protein’s structure is its amino acid sequence. Similar sequences tend to result in similar structures. If scientists like Dr. Baldwin had access to user-friendly databases that compare existing sequence information and can apply computational tools to infer structure from sequence, understanding the folding of newly discovered proteins could be speeded up. Enter Dr. Ram’s research in semantic modeling. While many biological data sources exist that provide protein sequence and structure information, they store data differently, using differing query systems and require add-on software to compare structure data. Semantic modeling offers the potential to provide an integrated, automated mechanism for virtually connecting these biological databases, capturing the semantics of the differing sources and representing the three-dimensional structure as well as sequential order of proteins. “We think this offers a significant contribution in making separate data silos talk to each other,” explains Dr. Ram, “but beyond that it enables scientists to explore more meaningfully and recognize the links hidden in the spatial arrangement of protein structures.” Personally engaged in many of the Eller faculty cross-collaborations, Dr. Ram says partnering across fields makes a uniquely valuable contribution to advancing knowledge: “The great benefit of interdisciplinary collaboration is that you come to recognize true problems, not just the problems your skill sets predispose you to see.”

Richard Thompson (left) and Chris Lamoureux work together on business mathematics.

Tom Baldwin and Sudha Ram work on the cutting edge of protein molecule exploration.
Creating cross-disciplinary thinkers, and ultimately, forecast their actions. To better understand terrorists themselves, AI Lab researchers will build a Terrorist Network Portal to visually map terrorist networks and will create access to the Dark Web, the alternate side of the Web used by terrorists to spread their ideas, by building a multilingual Dark Web portal. A clearer picture of terrorist associations and greater accuracy in predicting their actions should result. Finally, to improve information flow to terrorism victims, the AI Lab plans a computer-driven, natural language “chatterbot,” capable of providing meaningful and quick responses to terrorism queries in a conversational format.

Deception Detection

The second Symposium on Intelligence and Security Informatics, held in Tucson, June 10-11, 2004 built on the momentum of 2003’s initial meeting, examining issues in national security. Scholars in information technologies, computer science, public policy, and social studies engaged with local, state, and federal law enforcement and intelligence experts to explore the role of IT in countering terrorism. Hosted by the University, the Tucson Police Department and the San Diego Computing Center, the 2004 Symposium was funded primarily by the National Science Foundation, the Department of Homeland Security, and the Intelligence Technology Innovation Center.

In expanding to counterterrorism, Chen and colleagues in the AI Lab are acting on the key recommendation in the National Research Council’s 2002 report, Making the Nation Safer: the Role of Science and Technology in Countering Terrorism, to establish a research infrastructure around three aspects of the threat: terrorism, terrorists, and the terrorized. Each aspect presents challenging information problems. Voluminous terrorism data exists but its usefulness is limited by its sheer size and disparate sources. In response, AI Lab researchers built the Terrorism Knowledge Portal prototype and are planning the Terrorism Expert Finder Portal. Both will facilitate the searching and browsing of terrorism information on the Web by identifying high quality sources and core terrorism researchers, then integrating the data into graphic formats.

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The completed system will advance the scholarly field of intelligence and security informatics and in doing so, offer real-world assistance to those fighting the terrorist threat.
The Brown Family Foundation: Building a Legacy, Making a Difference

My dad believed that the ability to balance technical and engineering considerations with business considerations is a critical skill in technology-based companies. In the forty-four years that he headed the Burr-Brown Corporation he found that those trained in engineering alone could underestimate business challenges while those with just business backgrounds sometimes failed to understand technical realities.

As president of The Thomas R. Brown Family Foundation, Sarah Brown Smallhouse plays a lead role in shaping her father's legacy, addressing the interface between technology and business.

The Eller College search committee was very thoughtful in developing the criteria for the faculty position. We wanted an eminent academic, distinguished as a specialist but interested in crossing disciplines and with the energy to build from the ground up. We found an unparalleled individual and we anticipate a similar result in engineering.

The Eller College faculty last year to partner with Dr. Chen on research that draws on her six years working for the CIA and intelligence community’s IT-based programs in counterterrorism.

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L. Ben Lytle Named 2004 UA Executive of the Year

More than 400 students, business and University leaders gathered April 16, 2004 at Tucson’s Loews Ventana Canyon Resort for the University of Arizona’s Executive of the Year Award luncheon, honoring the achievements in business and public service of L. Ben Lytle, Chairman Emeritus and Presiding Director of Anthem, Inc.

Lytle, known as a champion for affordable health care coverage, illustrated the complex challenges of the health care system in America today through a figurative dialogue with the United States President. The conversational format was educational, enlightening, and entertaining, while making health care issues and options clearer for the audience—nearly half of which were students. Lytle’s speech led to a wide variety of questions on topics such as the HIPPA legislation, government versus private sector control of health care, and potential solutions to the issues.

Lytle led Anthem, Inc. from an Indiana-based subsidiary to a publicly traded company. Today the company is the fifth-largest publicly traded health insurance company in the U.S. Lytle is an active contributor to the Eller College as a Board of Advisors member and as a frequent guest lecturer.

Undergraduate Programs Inaugurates “A Night with the Stars”

Honoring “our very best students, alumni, faculty, and staff” was the evening’s sole agenda at the Eller College inaugural “A Night with the Stars,” held April 22 at the Memorial Student Union’s Grand Ballroom. “Our theme, ‘The stars always shine brighter in Arizona,’ brings to mind the beauty of our region’s nighttime skies, but what we must want to convey with this event is that students who stand out in a program of 5,000 undergraduates are truly exceptional,” remarked Associate Dean Pam Perry.

Special recognition went to thirteen seniors who had truly distinguished themselves throughout their college careers:

- Outstanding Seniors:
  - Accounting, Chad Ainsworth
  - Business Economics, Sean Gray
  - Finance, Melinda Bair
  - Entrepreneurship, Brent Causey
  - Marketing, Alexis Coury
  - Management Information Systems, Theodore Stark
  - Operations Management, Matthew Mabel
  - Public Management, Amy Shlossman
  - Business Management, Paige Haber

- Special Awards:
  - University of Arizona Merrill P. Freeman Medal: Nita Umashankar, Marketing & Entrepreneurship, for all-around accomplishment
  - Laura Henderson Outstanding Student Service Award: Marisa Lucas, Marketing, for founding the Hispanic Business Student Association
  - Marvin Fairman Award for Leadership: Brett Van Buskirk, MIS and Operations Management, for outstanding leadership on the Eller Student Council
  - William B. Barrett Award: Jenny Rimaza, Business Economics, for academic accomplishment and a history of service

One hundred forty-seven individuals and one student organization received awards for academic excellence, leadership, citizenship, service, teaching, advising, mentoring and teamwork. Particularly close to Perry’s heart are the Undergraduate Dean’s Awards for leadership that “Leaves a legacy, makes a difference...is a true sign of a rising star.” Twenty-three 2004 recipients were chosen for contributions ranging from implementing exam security systems, to founding the annual business students’ art exhibit, to bringing speakers like Jerry Colangelo, Arizona Diamondbacks and Phoenix Suns owner, to campus.

The complete list of awards and winners can be found at: http://ugrad.eller.arizona.edu/honors_and_excellence/awards/index.shtm
News from Alumni

1980s
Anthony S. Lunigro BSPA ’86, MBA ’91 is a Lieutenant Colonel in the U.S. Air Force. He was recently selected Commanding Officer for the 325th Medical Support Squadron at Tyndall Air Force Base, Florida. mLunigro@aol.com

1990s
Steve Levine MBA ’96 purchases prophase and drive-shafts for Ford’s North American Productions. He and his wife, Marybeth, have two sons, John and David. Check them out at www.levinesite.com. stevieve@ford.com

Michael Leal ’98 is responsible for assisting homeowners and prospective homeowners with refinances and purchases of residential properties in all 50 states. michael.leal@wellsfargo.com

Gary McCulley MBA ’99 is Product Line Manager for Broadcom Corporation’s Small and Medium Business Networking Group, headquartered in Irvine, California. He also serves on the Advisory Board of the Finance Department at the Eller College. gmcclusky@worldnet.att.net

2000s
Janed Cutler ’00 manages money for institutions, foundations, and high net worth individuals for Merrill Lynch in White Plains, New York. janed_cutler@hotmail.com

Arthur Martin MPH ’00, MBA ’03 is vice president of operations for Handmaker in Tucson. All health service managers and ancillary service department heads are his direct reports. mba@chilica.com

Nikki Floyd ’02 is working on a master’s degree in criminology at the University of Maryland. Nikki_floyd@sra.com

Rama Ganesan MBA ’02 is with a Tucson biotech start-up, High Throughput Genomics. ramaganesan@comcast.net

Dan Shuman ’03 is working as a sales manager for the San Diego Central Courtyard by Marriott, primarily focusing on the sports market. In his free time, he enjoys going to the beach and playing golf. shud3@hotmail.com

Darren A. Hicks ’04 is a development and financial coordinator for Dial Properties Co. in Omaha, Nebraska. He is involved with the pre-development activities for the development of retail space throughout the Midwest. dah30trap@cox.net

Profile
Building Pipelines to Better Communities, Better Lives
Amy Shlossman, BS Public Administration ’04

S he counts going door to door with her mother on behalf of the American Cancer Society among her earliest memories and says by the time she entered high school her parents were urging her to “get involved” with a cause of her own. Amy Shlossman chose to volunteer for AIDS Walk Arizona and launched a four-year commitment that became a way of life: making public service equal in priority to academic achievement. Her efforts were rewarded last spring when she became the third UA student in history to be named a Harry S. Truman Scholar in public service, selected with 80 others nationwide to receive a $26,000 graduate education scholarship. Her 4.0 college grade point average and by then eight-year track record of community leadership made her a natural choice of the Truman Scholarship Foundation, which honors academic achievement and public service.

When Amy first volunteered to help with AIDS Walk she was dismayed to find that although people under 24 are the fastest growing segment of AIDS sufferers, they were overlooked as potential contributors to the cause. She was determined to demonstrate that young people could make a difference, and did. In her sophomore through senior years she served as AIDS Walk Arizona’s high school coordinator; leading prevention education and dramatically increasing involvement of young people in promoting AIDS research and treatment.

Amy brought her can-do spirit to college. In her first year on campus she took an internship at the Aurora Foundation, a grass roots organization aimed at developing leadership capabilities among women and girls planning careers in education. At Aurora, Amy’s interest in community service merged with the Foundation’s focus on women’s and girls’ careers. She established their Social Entrepreneurship program, designing projects that allowed middle school students to contribute to improving the communities surrounding their school. "I knew from high school that the problem with involvement was not apathy but lack of opportunity," she says. “And based on my experience I think that if K-12 students have the chance to get involved early, in helping their communities as well as planning for their personal futures, they’ll stay in school.”

Transferring her Aurora experience to initiatives at the UA, Amy was the first student coordinator of Eller’s Rodel Pipeline to Excellence project, leading development of original programming in life skills and career planning for 8th graders at Tucson’s Amphitheater Middle School. Her Truman-winning proposal combined all her service work in a concept she calls “staying in,” keeping students K-12 engaged in school through service learning projects and early focus on careers. She plans to obtain a Ph.D.—at almost certainly the university of her choice thanks to the prestige of the Truman award— but for now will take a year off to work at an educational institution or foundation to see the process of academic policy development from the inside. As for her own career goals, she envisions building a national non-profit focused on “youth volunteering, service learning and civic action.” Not content to simply be a change agent, Amy says, “I can create the next generation of change agents.” Her record leaves little doubt she will.

“I knew from high school that the problem with involvement was not apathy but lack of opportunity.”

Amy Shlossman
Forging Rare Combinations
Gary Harris, BS Public Administration ’82

Gary Harris is preparing to leave a job he loves, managing the Tennessee Valley Authority’s Green Power Switch Program in Nashville, for another job that he is quite certain he will love: general manager for customer service for TVA’s Western Region District in Memphis. Gary loved the work he did at TVA prior to leading their green power programs—actually six different assignments in ten years with the nation’s largest public utility—in regional accounts, marketing, energy services, corporate education, procurement and strategic planning.

That he has loved and left all these jobs makes sense to Gary. “Some people are good at pulling things together. Some are good at maintaining a system that someone else has built. Others are good at shutting down a project. Me, I’m a builder. I like to take an undefined idea and give it life. I consider myself a catalyst, a risk-taker, a creative force. And to build, you must have confidence. I like to thrust into whatever I’m doing.” Gary’s story going back to his Bakersfield, California childhood is that of a person who thrusts himself into every opportunity.

Arriving at the UA as a scholarship athlete, Gary understood that playing defensive back on the football team was less likely to ensure his future than earning a college degree. “I was small and knew I had limited options in the pros. But more than that, I had a fierce encouragement. My mother was intent on me getting my education and I had a friend on the team who said over and over, ‘Gary you better leave here with more than you had when you came.’” He pursued a degree in public administration, aiming at hospital administration, but found by graduation it was not the field for him.

Uncertain of his direction, he joined the Canadian Football League, playing for three years before a shoulder injury ended his career. Returning to Bakersfield, he was hired by Chevron and positioned for management, moving from roughnecker to operations assistant and then production foreman before taking roles in safety and environmental engineering. At Chevron, Gary discovered the key to his subsequent success: ability to merge technical expertise with managerial skill in technological environments.

“In technical companies the technical people tend to get the promotions. Technology drives the business, and the people doing the hiring and promoting tend to be engineers themselves. With only a management background you can be bright, good, but you’ve got one arm tied behind your back. Your opinions may be discounted. Managing technically oriented people, you’ve got to know the language, understand the concepts. I’ve been put in roles requiring technical expertise and I’m quick on the technical stuff but I sought out every educational experience possible short of getting an engineering degree.”

Chevron sent Gary to UC Berkeley’s executive engineering and management program; at the TVA he developed his technical expertise internally, eventually earning a Certified Energy Manager designation and with it, automatic recognition of his skills. “You want to avoid getting slotted on one side or the other. To possess both technical expertise and the ability to manage people is a rare combination that counts.”

Gary has made a career of capitalizing on uncommon combinations. He successfully paired athletics and academics, merges his passion for building with corporate needs for innovation, and manages technical environments with a team player’s touch. Contemplating his life, he says, “I always wanted to transcend any limiting perceptions anyone might have of me...to be seen as a business professional first.” Goal accomplished.

Epitomizing the Breed
Conway Grayson, BSBA ’65, MBA ’68

If there is a “type” predominant among the ranks of those who hold Eller MBAs, it must be described as paradoxical in nature. While Eller MBAs are as eager to achieve professional success as MBAs anywhere, they are also uncommonly determined to balance professional work with a personally satisfying lifestyle. And while Eller MBAs regularly take risks and succeed in large organizations, they also demonstrate a distinct preference for personal enterprise.

Conway Grayson exemplifies the breed. A Phoenix native, Conway was a division director at the Atomic Energy Commission for fifteen years before retiring in the mid-1980s to start a one-man mortgage brokerage firm, creating a market niche arranging bridge loans to finance the building of infrastructure on land targeted for commercial and residential development. Speaking from his home and office in Wickenburg, Arizona, a community of 5,000 best known for its dude ranches, Conway recently reflected on his career and Eller College experience.

“My MBA matured me, taught me to compete,” he recalls. “A bright but not serious” undergraduate, he credits a helpful UA registrar with prompting him to finish an education interrupted by the military draft. “When I returned, I had no idea what credits I needed to graduate. She said I needed eight units of ‘F’ or fifteen of ‘B,’ and I’d be done. I earned my ‘As’ and got my degree. I applied to the MBA program after reading in the Wall Street Journal that MBAs were getting good offers. It sounded good to me.”

The casual approach to his education changed in his last year at Eller. “I could have launched a full-service mortgage loan company, hired staff, built a hierarchy. But I’d rather be in a position to make stuff happen. I draw on a network of friends and associates from the past 30 years. I do things banks can’t—find investors, work things out for people.”

In Wickenburg, Conway left big organization forever to start Shibumi—Japanese for “rare quality”—brokering financing for raw land development. “I could have launched a full-service mortgage loan company, hired staff, built a hierarchy. But I’d rather be in a position to make stuff happen. I draw on a network of friends and associates from the past 30 years. I do things banks can’t—find investors, work things out for people. I’m out here in Wickenburg, but I’m wired to the world. It pays, and it’s a good life.”
2004 Eller MBA Alumni Achievement Awards

The Eller MBA Program is proud to honor the recipients of the 2004 Eller MBA Alumni Achievement Awards, with festivities held on September 17th at McClelland Hall.

**Cephas Bowles, MBA ’92**  
*General Manager, WBGO-FM*
- Member of the Institute of Jazz Studies Advisory Board at Rutgers University in Newark
- Elected to a three-year position on the NPR Board of Directors in 2001
- Two-year president of Eastern Public Radio
- Named one of New Jersey’s 100 most important leaders in 1997 and one of the state’s most influential arts leaders in 1998

**Tamsin Campbell, MBA ’92**  
*President, Decagon Devices*
- The first Decagon Devices employee in 1982, she worked there to finance her undergraduate education in agricultural economics at Washington State University
- Returned to Decagon Devices as president in 1994
- Led company growth from 15 employees and $1.3M in annual sales to 45 employees and $4M in annual sales
- Established Decagon as world leader in instruments measuring the water activity that affects shelf life, safety, texture, and smell of food products

**Leamon Crooms, MBA ’97**  
*President, Strategic Growth Advisors, LLC*
- Founder and president, Strategic Growth Advisors, LLC, providing strategy execution and training solutions to mid-sized companies
- Former senior manager with Cap Gemini Ernst & Young focusing on Customer Relationship Management solutions generating more than $500M for international client base
- Advisory board member, Eller MBA program
- Advisory board member, National Association of Youth Service Consultants

**Larry Lesley, MBA ’79**  
*Senior Vice President, Consumer Imaging and Printing, Hewlett-Packard Company*
- Joined HP in the finance department in 1980 and advanced through numerous leadership positions including:
  - Controller, Colorado Telecommunications Division
  - Controller, Optoelectronics Division
  - Controller, Vancouver Division
  - Controller, Home Business Unit of Inkjet Imaging Solutions
  - General Manager, Vancouver Division

**Vicki Panhuise, MBA ’99**  
*Vice President, Program Management Aerospace Electronic Systems, Honeywell*
- Recipient of the 2004 Society of Women Engineers Upward Mobility Award
- Holds master’s and doctorate degrees in nuclear engineering
- Past president of the American Society of Nondestructive Testing
- Recipient of numerous company honors, including technical awards for innovative inspection technologies
Eller is advancing the merger of technological innovation with market opportunity through partnerships that stretch across the UA and beyond. In research relationships, interdisciplinary programs, and bi-national tech transfer projects, we are fueling the transformation of knowledge and ideas into commercial success.

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