Congratulations Karl on your induction into the Advertising Hall of Fame — yet another stellar accomplishment.

In 1999, the University of Arizona’s Eller College of Business and Public Administration was named in honor of its greatest benefactors, Karl and Stevie Eller.

We are grateful for Karl’s endless contributions to business and education. His integrity, creativity, and entrepreneurial spirit are unique.

We’re proud to be Eller.

Bear down!
It is a genuine pleasure for me to introduce this special issue of Progress with its focus on Eller College women and to dedicate it to the memory of our colleague Diana Hunter. As Director of Communications, it was Diana who first conceived of a "women of Eller" issue of our magazine. Diana retired from the College in July 2003 and was enjoying a new career as a media consultant when she passed away unexpectedly in Tucson on March 15th.

Diana Lynn Hunter was born December 7, 1946, in Williamsport, Pennsylvania. She graduated from high school and college in Pennsylvania and earned a masters degree in Library Science from Emory University. Before coming to the UA Diana enjoyed a varied career working in public library systems in Georgia and Colorado and also directed public relations for Williamsport Hospital in Pennsylvania and the Tucson Museum of Art.

When she came to Eller College in 1990, Diana brought with her a sense of style and fun we will never forget. Under her leadership our publications, including Progress, brought home awards and told our story to alumni and the wider community. She produced our first promotional videos and CDs and was quick to recognize how important a role the World Wide Web would play in our communications. Diana was a unique individual with an incandescent spirit. We will miss her terribly.

Diana proposed an edition of Progress celebrating the contributions of Eller women because she saw, as you will in these pages, the vital role that women play in our college leadership, on our faculty and in our community of external supporters. The quality of our graduates—as evidenced by grade point averages, leadership, and service—has risen steadily over the years, and our women students are a major part of that improvement. The Eller College is a perfect example of what can happen when greater numbers of talented people come through the door and raise the standard of excellence for everyone. Our continued progress will be tied to our success in attracting and developing the careers of talented women.

As I become reacquainted with the College’s outstanding faculty, staff, students and community supporters in my role as interim dean, I can see every day that we are in a very good position to maintain the momentum established by Mark Zupan’s leadership and to keep moving forward during this time of transition and beyond. The next dean will be fortunate indeed to work with the men and women of Eller.

Kenneth R. Smith
Interim Dean

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So says the 80
set the research
as among the 200

I think there are
students in the
mentoring our
contribution is
special issues
academic...

Being an
being an

t's nice to be recognized. I feel privileged
because not many women are. But I really
have not done anything extraordinary." So says the 80
year old Secretary and Treasurer of Shamrock Farms from
behind the desk of her Tucson office, where she manages
the finances of a firm listed by Fortune as among the 200
largest privately held businesses in the nation.

Those who have honored her with Distinguished
Service, Lifetime Achievement and Support of Academic
Excellence awards in the Eller College, the UA College of
Agriculture and the Scholarship Advisory Council, and
for Outstanding Philanthropist of the Year
and the YWCA's Woman on the Move
Lifetime Achievement Award, would disagree.
As her friend Priscilla Kuhn wrote to a 1994
awards committee, "I have enclosed the
nomination letter because it rounds out
Frances' resume which she, in her typical
humility, always understates.

Perhaps achievement, service and philan-
thropy feel ordinary to Frances McCordell,
conferred with an honorary degree by UA
President Peter Likins at December 2003
graduation ceremonies, because her immi-
grant entrepreneur father instilled in his
children an understanding, "this country
was awfully good to him, and we needed
to give back." McCordell and Milfred Parker McCordell
were among the great waves of Irish immigrants
who came to America at the turn of the 20th
century. They embraced their adopted coun-
try. McCordell served with the U.S. Army in Europe
in World War I. Afterward, the couple settled
near relatives in Arizona and used their inher-
tance to buy farmland and launch a dairy
business, taking the advice of Frances' grand-
mother in Ireland to name it with the symbol
of their homeland. She remembers her parents as "full
partners." "My mother was a whiz at figures. She ran
the office while my father ran the farm and the dairy
operation. It was given that my brother and I would
join the family business. And I had inherited my mother's
gift for math, so it was said throughout my childhood
that I would be going to the University to major in
accounting." Brother Norman studied business and agri-
culture and together the McCordell children have con-
tinued in their parent's footsteps, partnering to transform
the family dairy into one of the nation's most successful
food distribution enterprises. "I didn't face the barriers
that many women do, going to work in my family's busi-
ness. I had no problem with acceptance and just deter-
ned to hold up my part in the accounting area, be
good support to my brother. As president, he led the way.
He was progressive, and my niche was in figuring out
how to make his ideas work on the financial end."

Her ability to support initiatives and apply
financial tools to business
growth is at the center of
her activist approach to
serving her community. During her presidency of
the YWCA, the Big Sisters program was launched, four
day care centers opened and a halfway house for female
parolees built. As co-founder and treasurer of Netwest,
a development corporation serving vulnerable popula-
tions, she helped build over 1,000 low-income housing
units, provide after school day care for working mothers,
establish assisted living programs for octogenarian
 widows and dining and health care for the elderly,
in rural Arizona. These gifts of time and talent, coupled
with her and Norman's generous support of students,
faculty and facilities in areas of the University ranging
from agriculture to astronomy to business to women's
studies, cause us to cast our vote with her friends.
Frances McCordell has indeed done extraordinary
things.
7th Annual Intel MBA Case Competition

Intel Corporation once again backed Eller MBAs in the Fall 2003 Case Competition, awarding $1,500 in prizes to the top two of twenty teams competing to answer critical marketing questions for Applied Digital Solutions and its Digital Angel, a product allowing individuals with medical conditions to be located and monitored by their caregivers from distant locations.

Launched in 2002 by Eller students who wanted to create a college-wide program of service, Eller College Philanthropy 2 hit new highs of involvement and service in 2003. Over 300 students, faculty and staff joined forces to share their time and talents with the nearly 20 Tucson community service organizations listed below.

- American Red Cross
- Arthritis Foundation
- Casa De Los Niños
- Community Food Bank
- Easter Seals
- Girls Ranch
- Gospel Rescue Mission
- Handmaker Jewish Services for the Aging
- Intermountain Center for Human Development
- Old Pueblo Trolley
- Pima Council on Aging
- Primavera Services Inc.
- Rebuilding Tucson Together
- Tu Nidito
- Tucson Botanical Gardens
- Tucson Center for Women and Children
- Tucson Museum of Art
- World Care

McGuire Program entrepreneurs were among more than 150 students from every academic area of the University to present their work and compete for cash prizes at the tenth annual Homecoming Weekend Student Showcase. Sponsored by the Graduate and Professional Student Council, the showcase is the largest student-run exhibition of research and creative endeavor in the U.S.

Winning Ventures from McGuire Entrepreneurs

McGuire Program entrepreneurs were among more than 150 students from every academic area of the University to present their work and compete for cash prizes at the tenth annual Homecoming Weekend Student Showcase. Sponsored by the Graduate and Professional Student Council, the showcase is the largest student-run exhibition of research and creative endeavor in the U.S.

1st place winners for Mr. Rootbeer, an at-home root beer brewing system, first up in the children's product line of "Kids at Heart," (l to r) Justin Nagel, Marissa Boyd, and John Legner.

Shamus Ankrom, Jason Hain (pictured) and Azure McKinney plan to launch a unique job placement service, The Walkon Group, offering tours of Wall Street firms to finance students pre-screened for the motivation and work ethic required for success in financial markets.

Eller College faculty, staff and students donate the day to "From caps to capering quotes at the Tucson Center for Women and Children, wrapping Christmas gifts at the Girls Ranch, and asking disaster relief for the American Red Cross.

Eller College Philanthropy 2
Making Honesty Everyone’s Business

Who do we want standing as examples of Eller College graduates? We aspire to produce tomorrow’s leaders. Can people be leaders if they are cheaters? Paul Melendez, Director of Undergraduate Programs, found himself unsettled reading the results of a 1999 survey by Rutgers University’s Center for Academic Integrity: 75 percent of 2,000 undergraduate students in 21 U.S. college campuses admitted to “some form” of cheating while a third owned up to “serious” cheating on tests and half to “serious” cheating on papers. An internal survey conducted by Eller student leaders brought little comfort: of 635 surveyed, 54 percent had consciously violated written policies on cheating at least once. “I think business students are particularly vulnerable,” says Melendez, “they face immense pressure and they’re in a culture of ‘no tolerance.’” Thinking “I’d be so much prouder if I could say ours is a culture of ‘no tolerance,’” Melendez determined to make weaving integrity into student life at Eller “my niche.” To do that he turned to the students themselves, to study the research, survey other institutions and develop a plan for action. Jenny Rimsza, business economics senior and a member of the student study team, described the resulting approach in an interview with the Daily Wildcat. “We just want to flood students with integrity and keep it at the forefront of their minds.” “Flooding” has meant an “all community members” approach, in which ensuring Eller graduates’ reputation as men and women of integrity becomes the work of faculty, staff and students, with students doing the heavy lifting. They coined the initiative “E-tegrity.” Aaron Wixom, first-year MBA and a program organizer, described its vision. “We’re trying to take it beyond...the Code of Academic Integrity...so that it goes with us into our careers.” In E-tegrity, administration provides support and technological tools, while students handle integrity education and partner with faculty to address academic violations. An E-tegrity website explains policy. Dean of Student records are checked against the self-reports of applicants for upper-division standing regarding past conduct, and in Fall 2003, 43 Eller faculty members employed Turnitin.com, plagiarism-detecting software. Six more piloted an integrity awareness program, writing policy into their syllabi, discussing academic ethics in class and using online tools to speed the formal process for handling violations. Eller students can anonymously report violations through the E-tegrity website.

In mid-November the E-tegrity Student Honor Board launched the first annual “E-tegrity Week,” designed to raise students’ awareness of integrity as they headed into final exams. The week included special lectures, business speakers and research projects and culminated in a case competition sponsored by the Better Business Bureau of Southern Arizona. “I was really pleased at the depth of understanding and the students’ ability to frame and define the ethical issues,” BBB President Tom Ciffer reported on the bureau’s website. Board members will also work with faculty to determine violation seriousness and penalties when they occur. If these connected actions do run as causes to results, the returns of E-tegrity to the Eller College community just may be the culture of honor to which Paul Melendez would like to belong.

“Can people be leaders if they are cheaters?”

Well, yes. Walking through the Undergraduate Program offices it’s obvious: there’s a high-spirited, positive-minded, “can-do” community of people at work here. Every door is open, students are at home in the thoroughways, laughter punctuates the buzz of activity. To participate in an Eller undergraduate event, say the twice-annual Professional Admission interviews between 400 aspiring business majors and 150 College associates, is to experience a first-class team effort in action. From the welcoming smiles of the Eller College Ambassadors at the McClelland Hall doors, literally shining in their crisp, white, button-down oxfords, to the warm and polished interviewers’ orientation, and the inter-view sessions themselves, graciously managed and running like clockwork, it is clear these teammates know their roles and relish playing them.

“I wasn’t always so...Special Assistant to the Dean, Bill Barrett, who helped recruit Pam Perry in 1992, recalls academic program leadership and advising across the UA campus as historically “low level activity, basically tracking.” and the College undergraduate office as a “checker and enforcer, viewed as a negative element by students.” Julie Miranda, (BSBA ‘94, M.Ed. ‘98) now Director of Student Enrichment and Career Development, agrees. “It used to be, ‘come in if you need some help,’ and you’ll have another.” Perry came to the College with just the right combination of preparation and heart to head up a program with problems in student experience. A fusion native and UA alumnus (BS Agricultural Horticulture, M.Ed. Higher Education), improving student experience has been the focus of her career since taking her first job as a coordinator in the UA Office of Student Services. Within three years she received her first managerial assignment: Director of the Center for Off-Campus Students and Veterans Services. There, she served non-traditional students who didn’t fit neatly amid the masses of entering freshmen and whose needs for a sense of belonging were both acute and difficult to meet. Developing programs “to ease the process, make them feel that this was their University too,” became her mission. “She gave the off—(Continued on next page.)”
McConnell, design-...what I'm most proud of is that after starting on a shoestring, determined to be innovative, experimenting repeatedly, in just our fifth year we've got a nationally recognized, model program. The start was McConnell, designing curriculum launched as a required course for 400 undergraduates with one other faculty member and 16 MBA teaching assistants (TAs) in Fall, 1999. By Fall 2003 the program had evolved to include an MBA requirement and a significantly enhanced...That the Undergraduate Program is still on the move is abundantly clear. As for its associate dean, it appears that good managers get you to do things; great leaders empower. Any time I say 'look how far we've come,' she says 'look how far we have to go.' Says Melendez, "It seems both staff and students do. She's just a wonderful leader." Noah Knaut (BSBA MIS '01) says, "She doesn't think like an administrator, a bureaucrat, a technocrat. She thinks out of the logic of a situation, not the policy of the past...that she challenges." As Program Director Paul Melendez describes it, the best thing about working for Pam is that you learn that good managers get you to do things; great leaders get you to do things you didn't think you could. She is all about development...the programs and ours. I got to build the team—recruiting, hiring, developing—learned line management. Now I'm creating a new niche for myself: making integrity pervasive in the Eller experience." Adds Miranda, "She just keeps pushing people to grow, get better. She looks at your latest accomplishment and says 'That's really good, what's next?'" Miranda wanted to shift from advising to career services. "I wrote my dream job description. Career services at the UA is centralized but I wanted to create a one-stop shop for our students at a cost of the bigger system, but a place where they could bring their career questions and we could serve recruiters too. She supported me." Staff development is not limited to the work at hand. Perry actively promotes advanced education: three staff members have completed or are in progress on MBAs, two are pursuing Ph.D.s. Students also feel the nudge. The Professional Women in Business Association, the Hispanic Business Students Association and Students Consulting Non-Profit Organizations were all founded by Eller undergraduates whose potential as leaders Perry recognized and nurtured. What Perry calls "just listening really, sitting in student meetings, hearing what they care about and doing something about it," looks more to those around her like the relentless movement forward of a spirit for whom 'good enough' never is. Says Miranda, "If you like change this is the place to be." It seems both staff and students do. "She's just a wonderful leader," Noah Knaut (BSBA MIS '01) says. "She doesn't think like an administrator, a bureaucrat, a technocrat. She really thinks out the logic of a situation, not the policy of the past. That she challenges. She walks into any situation and methodically disrupts the status quo." He first met Perry as a transfer student from computer science trying to convince the MIS department to accept his existing credits in place of their requirements. "Here I was, a sophomore, and I'm talking to the dean and she's engaged and she's acting as my advocate...I thought wow, she is so accessible." She's just a tireless cheerleader, re-making us into bold innovators. Any time I say 'look how far we've come,' she says 'look how far we have to go,'" says Melendez. That the Undergraduate Program is still on the move is abundantly clear. As for its associate dean, it appears that building a culture of continuous improvement is her greatest reward. "What do I love about my job? That we've become such a prime, can-do community, that we have all these positive takeaways that we are helping people achieve their dreams."...you talk about people with a passion...the dedication of this team to these students is stunning."
As crucial as their know-how was their ethic, reflected in their company’s mission “to fundamentally change the world we touch by solving impossible problems.”

**The Rodel Social Entrepreneurship Initiative 2001–2004**

- Student Scholarship Funding: $315,000+
- Rodel Scholars Program for Students Consulting Non-Profit Organizations (SCNO) Social Entrepreneurship Summer Scholarship Internships
- Graduate Teaching Assistants in social entrepreneurship
- Community Impact Programs: $125,000+
- Eller College LEAD Program for increasing minorities in higher education
- SCNO program support
- Social Entrepreneurship Curriculum: $220,000
- Entrepreneurship 500 core course for MBAs
- Rodel Foundation Arizona Masters and Social Entrepreneurship Competition
- MAP 488/588 Social Entrepreneurship
- SCOPA 586 Theory and Research of the Non-Profit Sector
- Social Entrepreneurship Course Development Grants
- RSEI Program Support: $70,000+

As their ethic, reflected in their company’s mission “to fundamentally change the world we touch by solving impossible problems.”

**The Entrepreneur**

He’s a first-year honor roll MBA and Dean’s Fellow, concentrating in entrepreneurship and finance. But she’ll never work on Wall Street and is unlikely to launch her own business. Katherine Pasternak is on a different path. Her aspirations align with the goals of Net Impact, the student organization whose local leadership she just assumed: harnessing the power of business to create a better world.

“An MBA in finance seems very far from who I am and where I’ll be. But my experience has shown me that the places where I plan to work are usually poorly managed and lack sustaining funding. For my future (international development) an MBA gets me the most bang for my buck. I have the political background, what I need is managerial skill. Studying business at Eller, ‘how do you fund an organization?’ Entrepreneurship teaches organizing from the bottom up.”

She’s part of a worldwide movement and a new breed of MBA: the social entrepreneur. J. Gregory Davis, among the first to teach social entrepreneurship in the mid-1990s at Harvard, now director of the Center for the Advancement of Social Entrepreneurship at Duke’s Fuqua School of Business, told the New York Times in December 2003, “We need innovative solutions to social problems, and increasingly societies are realizing that private citizens, acting in entrepreneurial ways, blending business tools with relevant social expertise, are the best hope for finding those solutions.” Today 28 U.S. business schools, including Eller, Columbia, Stanford and Yale have programs in social entrepreneurship.

Katherine Pasternak’s personal journey toward making a difference started in Albuquerque, as the child of an immigrant and a global nomad. Her father is Hungarian by birth, her mother a tireless travel who introduced her three children to other cultures one at a time through extended visits to the country of their choice. “Because of our parents our world was always a little bigger,” she says. She first lived abroad as a Duke University junior majoring in cultural anthropology and documentary studies, spending a semester in Cameroon. On arrival, “I felt such shock and fear. After two weeks I said ‘I’m done,’ I’ve seen Africa, no need to come back.” Seeing the suffering and poverty was so hard. But by the end I didn’t want to leave. I came to love the people, they were so welcoming, so spirited! She went back. After college she co-produced films for National Geographic television, led high school students through Costa Rica for World Horizons International and taught skiing at Tahoe before joining the Peace Corps and returning to Africa. Her experience in the Zambian village of Kalamata, helping the Chilonga people develop a gravity-fed system for drawing water during the dry season, clarified her work. “I realized that I feel best, do my best work when I’m helping other people accomplish something. And I learned I can’t be in an organization and not care about the whole thing. I tried to leave the whole system—Peace Corps Zambia—better than when I came.”

As leader of the Eller College chapter of Net Impact, an 8,700 member global organization founded in 1993 by MBAs at Yale, Pasternak embraces its vision of “changing business by teaching people early in their careers to think in terms of a ‘true triple bottom line,’ integrating social responsibility into the balance sheet. ‘It’s a network,’ she says, linking people interested in activist business tools like micro finance, clean/renewable energy and venture philan- thropy. Pasternak plans to extend the network to her Eller peers, sponsoring faculty forums on the topic, visiting socially committed businesses and bringing social entrepreneurs to campus. ‘We want to open up the possibilities, show people they can be really innovative, on the cutting edge with a social payback.’ Hearing her history, seeing her vision, one has little doubt that this woman will leave the world better than when she came.
Achieving Leadership: ASUA

Each May 1st at twelve noon a transfer of power takes place on the UA Mall’s west side. For five of the last ten years, inaugural ceremonies in the shade of the Old Main have passed the presidency of the Associated Students of the University of Arizona to Eller students.

What does it mean to be elected ASUA president and why are so many from Eller? Associate Dean of Students Jim Drekse describes ASUA as both a governmental system engaged in advocacy and a business organization providing services to its community. “Administrators on this campus look for student perspective,” he says. To that end ASUA presides meet monthly with the University president and sit on major decision-making committees including the Faculty Senate, the Strategic Planning and Budget Advisory Committee, the Intercollegiate Advisory Board, the Alumni Association and the Associated Students of Arizona. The business arm includes an array of programs and services, all student-led, under the direction of the president, nine appointed cabinet members and two elected vice-presidents. Their work supports 420 UA student organizations—from the Aerial Robotics Club to Wildcats for Christ—with mail and computer services, fundraising and $75,000 in annual appropriations. Beyond student clubs ASUA officers manage fifteen permanent service programs including outreach and education, legal assistance, driving services for disabled students and the biggest student-run carnival in the nation, Spring Fling.

The job’s greatest benefit: “Confidence...learning to talk to anybody. It’s an incredible confidence building experience.”

The record of “The Eller 5” testifies to lofty goals and street-level service.


Goal: Continuously in student government, mitigating annual leadership turnover

Achievement: ETE professional staff position; ASUA Program Coordinator/Advisor


Goal: Establish effective national lobbying organization for guaranteed student loan recipients

Achievement: Founder, National Association of Students in Higher Education; organizer of Washington D.C. conference between 300 students and Congress members


Goal: Win student body endorsement of $40 per semester fee for new student union

Achievement: Helped re-convince financing after losing fee election; assisted planning through union completion

Class Allegro: 1999-2000, Finance and Accounting

Goal: Ensure fair prices at UA bookstores; increase campus safety

Achievement: Pro-Format, a guarantee to match plus 10% any book found at lower price; more funding for Safe-Ride

J.P. Benedict: 2001-2004, Marketing and Entrepreneurship

Goal: Increase participation/quality of student government; build spirit

Achievement: Freshman through senior class councils, engaging 100+ additional students in leadership; improved student section at McKale; sponsorship of football tailgates, away-game bus trips, spirit for women’s sports

It is a woman, Bryna Zehngut, who was the first Eller student elected ASUA President. Breaking ground in more ways than one, she was just the second woman in the University’s history and the first Jewish woman to hold student government’s top job.

Running on the slogan, “No BS, I’ll do my best,” Zehngut was elected on a snow day in March, 1973, and immediately was drawn into a conflict that would dominate her year in office. “I didn’t run on a ticket. The VP’s and some of the Senators had been on a ticket together and their candidate for president lost to me. That didn’t work out. I ran as a write-in from the start we disagreed about how to spend our money.”

Elected on a platform of increasing minority and handicapped student rights, she intended to increase ASUA funding for these causes. Her fellow leaders were very involved in the UA Greek programs and wanted to put focus there. Deepening the fissure, when the University was forced by budget shortfalls to cut ASUA funding, Zehngut voted to return a portion of the salaries she and the two vice presidents received. They refused. The differences peaked when Zehngut learned of student leaders using ASUA funds to study student government at another university in one of their home towns—a misuse in her view. She confronted them on their return. They responded with defiance. The resulting battle spilled out of the ASUA offices and onto the pages of the Wildcat before being resolved by the student judiciary. “It was awful,” Zehngut remembers. Still she says, “It was the best year of my life. I taught me that if you want to make changes you have to work as a team, whatever your politics. You have to listen. You have to have patience. At the time I was just ‘no, you’re wrong. I’ve learned compromise.’”

The year was not without achievement. Zehngut won more funding for minority financial aid and significantly increased awareness of disabled students’ access needs. Her administration collected 10,000 petition signatures seeking free student seats for football and basketball games (unsuccessful) and she worked on the effort to place a student on the Arizona Board of Regents (eventually obtained).

Bryna Zehngut’s entire life reflects both the drive to achieve and desire to give that marked her year in office. Entering a tough job market in 1974, she was among a handful accepted for management training at Tucson’s Valley National Bank, moving from loan officer to assistant branch manager by 1981 when she left to start a family. She then applied her planning and people skills to volunteering, fundraising for the Jewish Federation of Southern Arizona, Planned Parenthood and the UA Alumni Association (where her continuing efforts earned her the Sydney S. Woods Alumni Service Award in November, 2003) and chairing Tucson’s United Jewish Appeal Campaign. Resuming her career, she launched fundraising startups, as the first development director at Tucson’s America-Israel Friendship League and Tucson Hebrew Academy. Diagnosed with ovarian cancer in 1999, she again left paid employment but keeps on giving, organizing a cancer support group for women in the Tucson Jewish community. Still feeling the benefits 30 years out, she says of her presidency, “I tried to make a difference...and my experience that year has informed every other leadership role in my life. The biggest thing I learned is the importance of integrity...and that even in times of adversity I could keep mine.”

Bryna Zehngut: History Maker
Ancient Questions, Modern Answers

Dear MAP 402 Student,

Dr. Suzanne Cummins asked me to initiate a dialog with you on an ethics-related issue. Please respond to the following scenarios: Eric, a top-performing financial analyst, is openly gay. Today, Ken, a teammate of his, stopped by my office to discuss an incident that made him very uncomfortable. Eric told Ken he had a dream about him in which they engaged in sexual acts. Ken said he had to “get this off his chest,” because he is not gay and feels both embarrassment and reusional about Eric’s comments. Ken begged me not to do anything, afraid it might “leak” and “humiliate” him. I asked Ken if he felt harassed, and he said “No.” What should I do?

Hello...

I believe since Ken said not to do anything, you shouldn’t. I am taking a utilitarian view. Ken may be able to resolve the matter himself and help the whole team by maintaining efficiency, especially since he does not feel harassed. If you take action it might get out, he could be embarrased, and the team’s efficiency suffer. I think keeping quiet is best for the company.

A follow up question...

What if a similar incident involving Eric occurs again?

Hello again...

If a similar incident occurs later, I still think the company would not reap damages. But if Eric causes someone else to feel harassed I think you would have to talk to him...even though Eric is a top performing employee, he might have to be moved to a different team or even fired.

My thoughts for you on this issue...

From a purely ethical perspective, I agree. This scenario shows how most problems involve multiple issues—leadership, policy, legal. Employees have collected damages in cases in which harassment occurs and the employer was aware of prior incidents. I’ve worked for companies that terminated first and asked questions later to avoid exposure. If Eric was that talented and I believe he didn’t intend to make Ken uncomfortable, I might assume the risk...but if I’m wrong I’ll be a manager sustaining a “hostile work environment” and could expect to lose my job.

Reducing the Options for Tax Avoidance

Three years after Enron’s December 2001 collapse, the federal case against its senior executives peaked with the February 2004 arraignment of former CEO Jeffrey Skilling on charges of conspiring to manipulate financial statements. Preceding him in court were the firm’s former chief financial officer, chief accounting officer, treasurer and 25 other executives accused of misleading investors and manipulating markets with financial crimes that hid debt, evaded taxes or lifted earnings.

The government’s response to Enron and similar corporate scandals goes beyond prosecuting individuals. Sweeping revisions in securities laws and changes in I.R.S. reporting rules will narrow the options for corporate use of accounting tools for earnings management. One change relates directly to the work of Eller College Associate Professor of Accounting Lil Mills.

Mills’ ongoing research examines the sources and magnitude of difference between the income corporations report to shareholders in financial statements and the taxable income they report to the I.R.S. on tax returns. Enron and other cases of corporations reporting little or no taxable income, or increasing income without increased tax, have led the press and some policymakers to suggest that corporate tax returns be made public, to better discern actual earnings. That idea led to the April 2003 Conference on Public Disclosure of Tax Returns at the Brookings Institution in Washington, D.C., and a speaking invitation for Mills and MIT colleague George Plesko.

At issue are differences in two sets of rules governing whether and how related corporations are combined for reporting purposes. Generally Accepted Accounting Principles (GAAP) generally require more companies to be combined for the financial statements than the Internal Revenue Code permits for the tax return. GAAP consolidated financial statements include the parent corporation and all domestic and foreign subsidiaries in which the parent has control (more than 50 percent ownership). Tax rules only permit a domestic parent corporation to file a consolidated tax return with the domestic subsidiaries in which it owns 80 percent or more. Tax rules only permit a domestic parent corporation to file a consolidated tax return with the domestic subsidiaries in which it owns at least 80%.

Mills and Plesko use Enron to illustrate the resulting reconciliation challenge: “Enron’s 2000 year consolidated U.S. tax return included 713 returns that are part of its affiliated group...returns outside the consolidated tax return consisted of 190 domestic entities,1,485 foreign branches and subsidiaries, and 98 partnership entities and branches.” The resulting gap, Mills says, “in 2000 a difference of $58 not transparent in the tax return.” Further clouding book versus tax income are differing rules regarding whether and when an item constitutes revenue or expense under each accounting system.

Seeking a fresh start at comprehensive reconciliation between book and taxable income, Mills and Plesko focused on one tax form, Schedule M-1. “Current instructions to M-1,” they argued, “are sufficiently imprecise as to permit substantial reporting flexibility,” resulting in inconsistent reconciliation from one company to another. They recommended revising M-1 to make the starting point the worldwide income reported on SEC Form 10-K.

Nine months later, the Treasury did just that, introducing on January 29, 2004 a new draft Schedule M-3, which applies only to corporations with $10 million in assets. “The proposed Schedule M-3 will make differences between financial accounting net income and taxable income more transparent,” said Treasury Assistant Secretary Pamela Olson in the announcement. Reporting uniformity will allow statistical comparisons across companies, more swiftly and accurately identifying candidates for audit. If the comment period when companies can register opposition goes smoothly, the changes will apply for tax year 2004. Mills expects them to. She smiles, “In these times, corporations do not want to be on record opposing transparency.”

Suzanne Cummins

The goal of the exchanges is “to show students they will face ethical problems and...that a ‘black/white’ view or sanctionimous response will be problematic.”
Paths to Leadership

“I was on a temporary assignment in Detroit, running a project with a team of people and one day one of the guys said ‘Susan you could be a partner,’” recalls Susan Butler, Eller College National Board of Advisors member and founder of the Susan Bulkeley Butler Institute for the Development of Women Leaders. It was an epiphany. Although the 1965 graduate of Purdue’s Krannert School of Management was already a groundbreaker, among the few women with business degrees at the time and the first consultant hired by Arthur Andersen, who happened to be a woman, she says, “I realized that up to then I had been working at a job, not on a career. Inspired, she became the strategist of her future.

Staying with the company through its own evolution, Butler hit the target in 1979, becoming first woman partner at Andersen Consulting. By her retirement in 2002 she was managing partner and chief of staff in Accenture’s Office of the CEO, a member of its Executive Committee and president of the Accenture Foundation. Her mission today: to help other women clarify their goals and work strategically to achieve them. As president of the institute she founded, Butler shares her lessons of experience and draws on her many resources to develop women’s career skills and tap their leadership potential.

The Tucson-based institute is high tech and high touch. Its monthly e-newsletter opens with a warm greeting from Butler followed by a focused, “virtual roundtable” discussion of a career advancing topic. Covering issues like ‘Creating a powerful team’ and ‘Giving and receiving effective feedback,’ each month’s forum draws on a revolving ‘virtual team’ of executive men and women who add to Butler’s advice. The institute also sponsors “live” events, like the March 2004 Women’s Leadership Development Conference, the second held at the UA for women in engineering, science and business. Students determine the day’s theme and then Butler works her network to draw in women leaders from organizations including Accenture, Ernst & Young, IBM, Intel, UC Berkeley, Sanders Labs and Spelman College.

The best outcomes she says, are the personal connections made. “I really pitch the opportunity these meetings present, sit the dignitaries at tables with students and just let them talk. It’s so wonderful to see a young woman realize she can relate with a person of stature.”

Butler’s belief in the power of women who’ve “been there, done that” to help those who come underlines the most extraordinary aspect of the institute, the Virtual Mentor. She invites anyone with questions about “anything related to how you can excel in your professional career and as a leader...” to email her directly for coaching, “...to achieve your leadership potential.” Remembering the mentoring critical to her, Butler says it’s not necessarily an ongoing relationship but can be nuggets of advice that endure. She recalls the client who told her, “You need to develop supporters.” “So true,” she says. “As women we don’t make sure the right people know what we’re doing. Can’t put our own accomplishments. I ask the women I mentor, ‘Who’s on your team to help you get to where you want to be? Who’s pounding on the table for you?’...”

Sustained or singular, a helping hand up is Butler’s personal offer to women worldwide. “The big ‘aha’ in my career is realizing that what worked for me today may not work for the next generation.”

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Eller MBA Business Leaders Alliance

Enhance the quality and reputation of the Eller MBA program by encouraging high impact, reciprocal and sustained interaction between local and regional business leaders and Eller MBAs and faculty...this is the goal of a unique alliance between civic and business leaders and the Eller MBA program. Conceived by Tucson executive John Halton as a way to link the futures of Southern Arizona business and Eller graduates, the Eller MBA Business Leaders Alliance took shape over the summer of 2002 in a series of meetings between Eller College and community leaders including Mayor Bob Walkup and executives from the region’s major business sectors. Two years later the BLA is moving to accomplish its objectives:

- Providing entree for Eller MBAs to a rich mix of Southern Arizona businesses
- Strengthening the competitive position of BLA partner companies through internships and technical assistance projects
- Improving the quality and impact of action learning experiences for Eller MBAs
- Offering Eller MBAs a forum for professional development and career planning from an industry perspective

Eller MBA Business Leaders Alliance and University of Arizona Eller School of Management invite Eller College students and faculty to participate in and contribute to the BLA. For more information contact Lisa Whitley, 621-3947, lwhitley@ellercba.arizona.edu, or Lisa Stebbins, 621-3393, lstebbins@ellercba.arizona.edu

Representing the best kinds of connections students hope for in pursuing business degrees, the Smith Barney/Citigroup Foundation has established the Smith Barney Scholars Program at the Eller College. The Foundation’s $12,000 kick-off gift will increase access to a first-class business education for talented students who might otherwise not have the financial means to attend college. Smith Barney executives Michael J. Healey and Terrence D. Ormsbee presented the founding gift to Dean Mark Zupan in September, 2003, and with it made a commitment to each Smith Barney Scholar, to provide mentoring and opportunities to witness the work of financial advisors first hand through day-on-the-job experiences. Zupan said of the gift, “The opportunities this provides, for our students to graduate with not only strong academic preparation but also real-world experience, is invaluable in today’s competitive job market.”

Smith Barney/Citigroup Funds Smith Barney Scholars

Among the most highly prized BLA benefits to MBAs is the “Day in the Life” program, offering a first-person experience with local executives and the firms they lead. Eller MBAs and their faculty have been hosted by Southern Arizona Compass Bank President Mark Miotel, Rainbird Vice President Ken Mills, Whitmark Packaging President Mark McArthur and Diamond Ventures President David Goldstein among others, spending a morning in their offices, hearing their personal success stories and touring company operations before sitting down to lunch with their host and other top executives.

Associate Dean and Director of the Eller MBA program Brent Chrite calls the BLA an opportunity to “create an environment in which the intellectual rigor of the MBA program is complemented by the relevance that results from meaningful engagement with senior level executives from private industry,” and for “companies within the BLA network to realize a significant benefit from their participation in the alliance and relationship to the MBA program.”

The opportunities... for our students to graduate with not only strong academic preparation but also real-world experience, is invaluable in today’s competitive job market.”

Smith Barney/Citigroup Funds Smith Barney Scholars
Technology and Management 2003 Awards Luncheon

Mr. Donofrio holds seven technology patents. He is a fellow of the Institute for Electrical and Electronics Engineers, a board member for the Bank of New York and a trustee of his alma mater, Pennsylvania State University. He is a vigorous promoter of mathematics and science as keys to economic competitiveness and a strong advocate for education, particularly of under-represented minorities and women.

The Eller and Engineering Colleges also honored five other outstanding University of Arizona alumni for lifetime achievement and distinguished service:

- **Lifetime Achievement Award, College of Engineering and Mines**: Allen B. Rosenstein, Ph.D., Professor Emeritus, UCLA College of Engineering, and Founder, Chairman and CEO, Pioneer Magnetics, Inc., which designs and manufactures switching power supplies.
- **Distinguished Service Award, Eller College**: Lawrence A. Poneman, Ph.D., Founder and Chairman, The Ponemon Institute, advancing ethical information and privacy management practices in business and government. Former CEO, Privacy Council, Inc. and founder and global managing partner of the Compliance Risk Management team.
- **Distinguished Service Award, Eller College**: J. Byron McCormick, Ph.D., Executive Director, General Motors Fuel Cell Activities, Past Co-Executive Director of GM’s Global Alternative Propulsion Center and former executive with Delco Electronics, Los Alamos National Laboratories and Hughes Aircraft.
- **Lifetime Achievement Award, College of Engineering and Mines**: John Underwood, President, Desert Mountain Properties, and Tammy Underwood, Community Advocate, member, Campaign Arizona Presidential Leadership Team and founding board member, Steele Memorial Children’s Research Center.
- **Executive of the Year**: Nicholas M. Donofrio, Senior Vice President of Technology and Manufacturing, IBM, was named the 2003 Technology and Management Executive of the Year. Donofrio provides the strategic leadership for developing and commercializing advanced technology across IBM’s global operations. His responsibilities include IBM Research, the Public Service, adding to scholarships and faculty funding, and beginning a “virtuous cycle.”

Vest had good news for the 400 listeners gathered at Westin La Paloma on December 5th to hear their annual economic outlook. Their forecast of sales growth and increased flow of corporate income gains to workers for 2004-05 is aligned with that of many Arizona business leaders as measured by the Business Leaders Confidence Index, a quarterly survey jointly sponsored by Compass Bank and the Eller College.

The forecast calls for the strongest growth in five years—over 90,000 new jobs statewide in 2004. Most job creation will be in the sectors serving the non-growing Arizona population. The biggest increase will be in professional and business services with over 40,000 new jobs—more than in five years. Also increasing jobs: education and health services (1,000), retail trade (7,000), financial activities (10,000), and construction (8,000).

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News from Alumni

Update your alumni information at: www.eller.arizona.edu/alumni//updates/

1960s
Robert Hagen MBA '67 is president of Hagen Computer Systems, Inc., and serving as chairman for the Southern Arizona Tech Council.

1970s
Paul Lawrence Bortolazzo '73 is president and CEO of a non-profit Christian ministry in Montgomery, Alabama, where he teaches prophecy seminars and writes Biblical novels. bortolazzo@msn.com
Jim McGregor MPA '75 is retired after 25 years with the City of Tempe, Arizona and five with the City of Tucson, Arizona. He also served as a Peace Corps volunteer in Liberia from 1968-1971.
Todd G. Handy '79 is the chief financial officer for La Familia Medical Center in Santa Fe, New Mexico. Todd.Gilless@yahoo.com

1980s
Oscar R. Miranda '80 is director of sales for Robert Bosch Access Technologies in Naperville, Illinois.
Mark Dinkel MBA '84 is owner and president of MD Tax, Insurance and Financial Services in Tucson, Arizona. mdbaqa@msn.com
Karen Ford Manza MPA '84 is executive director for NAMI Kansas, a mental health advocacy in Topeka, Kansas. kfmt@passoverde.com
Raja Zaidy MBA '94 is a manager at asset allocation of Guest Communications pension assets in Denver, Colorado. raja.zaidy@guest.com
David H. Sheen MBA '85 is director of marketing, currently focused on increasing international presence for Global Gumball in Gilbert, Arizona. davidhshen@aol.com
Jennifer Alley '86 worked for the aviation industry as a operations/supports manager and is now pursuing a second degree in mathematics at the University of Southern Maine. allexe92@hotmail.com
Whitney Blodgett '88 is director of human resources for The Meadows Drug and Alcohol Rehabilitation and Mental Illness treatment center in Wickenburg, Arizona.
Robert Newport MPA '88 is a risk management coordinator for the State of Colorado Youth Correction Division in Denver, Colorado. robert.newport@state.co.us

1990s
Venkat Badineni '92 is director of investment banking for Merrill Lynch in New York City, New York.
Joshua M. Jacoby '92 is client service manager for Fidelity Investments in Merrimack, New Hampshire, where he manages defined benefit plan relationships. jmj@chohuajacoby.com
Andrew Jones '92 is vice president of sales and marketing for LifeCare Solutions, home medical equipment and services in San Diego, California. ootcheejon@san.com
Mark Dinkel MBA '94 is owner and president of MD Tax, Insurance and Financial Services in Tucson, Arizona. mdbaqa@msn.com
Karen Ford Manza MPA '84 is executive director for NAMI Kansas, a mental health advocacy in Topeka, Kansas. kfmt@passoverde.com
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Santa Clara University

“...you have to differentiate yourself, create a unique reason for people to want to talk to you. You've got a great education from a great school but you have to face reality. Brand management companies recruit at brand name schools. If you're not from a top-10 you have to make yourself stand out to get your foot in the door.”

Kim Whitler returns to the Eller College annually to counsel MBAs aspiring to careers in brand management. Having landed offers from brand management legends Pepsi Co. and Proctor & Gamble she is in a good position to do so. “I tell them they have to go the extra mile,” she says. Whitler literally went the extra mile to get her Pepsi offer. When she learned Pepsi recruiters would be visiting ASU but not coming to Tucson, she called them to ask if they would talk to her if she would drive to Phoenix. They did. She credits its Marketing Professor and MBA Director Chris Puto with opening the door at P&G. “He sent my resume and about thirty others, promoting us for internships.” She got one, and was given the "smallest hand” in a project working with Harvard interns who played the larger role. She spent the summer demonstrating that her attitude and work ethic were second to none and when she accepted their offer of full time employment one year later was given the "biggest hand" of all new P&G recruits.

Whitler stayed with Proctor & Gamble nine years, developing markets for their cleansing products in Eastern Europe and across Asia. She moved from P&G to a small catalog company and then back to big business as Aurora Foods' vice president and general manager for their $1B breakfast lines. Today, as vice president of marketing at PetsMart's Phoenix head-quarters, she is thrilled to be back in the Arizona desert and working for a company that "really cares about pets and the people who love them.” A "crazy pet parent" to her toy poodle Squirt, Whitler has found harmony between her personal and professional lives. “Everyday around me loves pets as much as I do. More associates in our stores donate dollars to PetsMart charities than to their 401Ks. This is a shining star, a unique place to work. This company donates space, time, and money to making the world better for pets.” Doubled in size from 1998 to 2003, from a $1.7B to a $3B company, PetsMart is poised for greater growth. Its ability to attract world class people is any indication, great things lie ahead. “I love this company,” says its VP of Marketing, “it is my privilege to work at driving a preference for this brand.”

She calls it “a responsibility” to share the good fortune of her career with people preparing for theirs and the passion in her message is palpable. “I tell them, once you get in the door your job is to get the offer. Over prepare! Nine out of ten don't prepare at all. Visit their stores, talk to employees, look at their catalogs, get annual reports, go in with a full page of questions, show the diligence in your decision process. I recently wanted to work here because the salary would give his family a better standard of living. The other said 'This company excites me. You've doubled in size. I can help you grow more. You need me. Which one do you think I should hire?'”

Profile | Kim Whitler MBA '91
Vice President of Marketing, PetsMart

"I tell them once you get in the door your job is to get the offer. Over prepare! Nine out of ten don't prepare at all."
Kirchoff Embodies Enterprise
Paul Kirchoff, BSBA Entrepreneurship '93

Professor, Vice President, Marketing and Business Development, United Devices

just as artists must express their inner vision, true entrepreneurs are compelled to be enterprising, Paul Kirchoff defines the type. In the decade since graduating with a degree in entrepreneurship, he has courted venture capitalists in Hollywood, led a zero-to-$1B-in-eleven-months start up at Dell Computers, launched his own venture, earned an MBA and self-published a corporate thriller. Always knowing he had "two sides, the artist and the entrepreneur," he also recalls his flagstaff, Arizona childhood as leaving a social conscious in his heart. German on his father's side, Hispanic on his mother's, he was "exposed to things other people weren't." Fair haired and light complexioned, he "...moved through life looking like the one world, while being part of both" and says, "It opens your perspective. You are majority and minority," seeing history, culture, and prejudice from both sides.

Art, heart and entrepreneur melded the summer before his senior year when he heard filmmaker Spike Lee tell an interviewer his first movie was financed by "maxing out my friends' credit cards." Filmmaking suddenly looked possible. The idea sent Kirchoff to the UA library and an industry friend to learn all he could about the art. The result was "Leapfrog," a software producer of virtual communications. But his desire to do something good for humanity is his current passion. "After graduating Kirchoff moved to LA, getting halfway to the $16M bankroll for a new film before deciding he needed more business training. Completing his MBA at UT-Austin in 1996 he began a four-year "fairly tale career" at red-hot Dell Computers where he was a ground floor player on Inspiron, a portable for consumers who want the latest technology. "We devised a development model, the fastest introduction process in the industry, defined the market right, priced it right and it just exploded. Again I saw the power of imaginative leaps combined with business discipline." Leaving Dell he launched Yehti, a software venture whose architecture automatically trans- forms plain text emails into intelligent, interactive communications. Selling that in 2003, he joined United Devices, a producer of virtual super-computing grid software. But his desire to do something good for humanity is his current passion, embodied in his novel Leapfrog, a story of corporate greed and moral dilemmas in the cutting edge world of drug discovery.

Dedicated to the memory of his pharmacist father, Leopold's profits will go to helping find a cure for cancer. "Living both the best of the tech boom and the struggle after the bust gave me new clarity on what it means to leave a mark. Pouring my business skills into something where the metric isn't money, connecting to people for a cause, its addiction." Kirchoff's enterprise just keeps percolating. "This could be a business-American Idol for Writers, looking for the next big name-winners who give their first book's proceeds to charity. I'm actually talking to potential investors...hearing real interest." Those interested in a good read and a good cause can reach Paul Kirchoff at kirchoff@uss.com.
Davidson Manages Willcox
Gilbert Davidson,
BSBA Human Resources Management/BS Public Administration ’98
MPA Public Administration ’04
City Manager, Willcox, Arizona

Improving on the existing landscape is becoming the DNA of Gilbert Davidson’s career, starting with his work as President of the Associated Students of the University of Arizona and now in his role as Willcox, Arizona, City Manager. Calling the student body presidency “hands down, the best possible training” for a life in public leadership, he draws on its lessons of experience, “…the importance of adapting to your constituencies, of choosing your battles wisely, of figuring out what to make your cornerstone,” as he works to leave Willcox with enhancements as tangible as those he left here.

Davidson made replacing the venerable, but dilapidated UA Memorial Student Union his presidency’s cornerstone and before he left the university saw its doors open on a new, 405,000 square foot state-of-the-art facility. “Students were adamant about wanting a new union and at the time, it looked like the only way to finance its $60M cost was a direct student fee,” he recalls. The proposed fee, $40 per student per semester, was put to a vote in fall, 1997 and soundly trounced. But what appeared a failure became the critical incident propelling the project forward. “It put the issue on the front pages of the state’s newspapers and got administration’s attention. They got behind it, devised a creative financing strategy to fund it and in the end, we not only built the Union but won students a greater voice in the University’s operation. It was the first time students had been at the table on a major capital project.” Davidson’s work so impressed UA Senior VP for Business Affairs Joel Valdez that he created an assistant project manager position for him, giving him a lead role in the union’s construction.

Invited to apply for the city manager job, Davidson says he never expected to land it but was delighted to try. He grew up in Willcox after his parents relocated from Phoenix to raise their family in a small community and says, “I always knew I wanted to come back, be part of making Willcox better.” On June 10, 2002 he became its first native city manager in almost 30 years. “My goal is to move the community forward, build a solid foundation for competing to attract new families, new businesses.” Initiating code enforcement and beautification projects, floating bond measures for utility systems and public safety facilities, seeking state and federal grants to offset taxpayer burden, Davidson daily applies his management education to civic development… and finds politics at the local level “fascinating.” “Technically I report to the City Council but the public, hundreds and hundreds of citizens, gives me constant feedback. It’s very personal, very direct. You hear immediately from your constituents.” Leading change can be challenging among rural, western individualists. “When we sought to establish business permits for the first time the apprehension was intense. One rumor circulated that the permits gave the city license to raid businesses.” Cited as one of Arizona’s twenty “young motivators” to watch in December, 2003, by the Arizona Republic, Davidson ticks off his lessons, sounding like a primer on leadership: recognize that dealing with people is the biggest part of any job; develop thick skin… and get out there, among the people…”

Gilbert Davidson
The Eller College of Business and Public Administration is pleased to honor

L. Ben Lytle
Chairman Emeritus and Presiding Director, Anthem, Inc.

2004 Executive of the Year
Awarded
Friday, April 16, 2004
Loews Ventana Canyon Resort
Tucson, Arizona
Sponsored by Wells Fargo

A leader in the health insurance industry for over 25 years, L. Ben Lytle led Anthem, Inc. from an Indiana subsidiary of Blue Cross Blue Shield to a publicly traded company. He began there as chief information officer in 1979 and served as CEO from 1989 to 1999. He stepped down as chairman in 2003, but continues to serve on the board as presiding director.

Through its subsidiaries, Anthem provides health care benefits to more than 11.9 million people and is the fourth largest publicly traded health benefits company in the U.S.

Lytle is known as a champion for affordable health care coverage.

He is an active member of the Eller College National Board of Advisors, has served the College as Executive in Residence, and is a frequent guest lecturer to both students and faculty.
Eller leaders leave a legacy in UA student government

Achieving Leadership
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