In 2003 the Eller College of Business and Public Administration achieved:


- **14th in graduate, 11th in undergraduate Entrepreneurship programs** (U.S. News & World Report, Best Graduate Schools and Best Colleges, 2003) advancing at both each year since 1996

- **21st among all U.S. undergraduate business programs; 14th in undergraduate business programs at public universities** (U.S. News & World Report, Best Colleges, 2003)

- **23rd among public universities** (U.S. News & World Report, Best Graduate Schools, 2003)

- **Top-50 MBA programs** (U.S. News & World Report, Best Graduate Schools, 2003)

- **45th among top-50 business schools in return on investment; years to payback: 3.0** (Forbes, 2003)

**Recognition for Disciplines:**
- Top 30 U.S. management schools in research productivity
- 14th in Information Systems
- 21st in Organizational Behavior
- 24th in Accounting
- 25th in Economics and in Management Science
- 28th in Marketing

“Business Research in Eight Disciplines,” by Roy D. Adler and Larry M. Robinson. Among 22 out of 51 schools surveyed to rank in the top 30 in 6 disciplines based on number of citations achieved by full-time faculty members

**Other Honors:**
- **Dan Dhaliwal**, Accounting, will be named Outstanding Educator of the Year at the American Accounting Association annual meeting, 2004

- **The Economic & Business Research Program** received the Excellence in Publications Award from the Association for University Economic and Business Research, October 2003

- **The “Mr. Rootbeer” entrepreneurship program student team took 1st Place in the business division, UA Graduate & Professional Students Showcase, November 2003**

**Dean:**
Mark Zupan

**Associate Director of Advancement:**
John-Paul Roczniak

**Publications Coordinator:**
Marsha Dean

**Editor:**
Carol C. Shuherk

**Editorial Assistant:**
Edie Trimble

**Design and Production:**
TBRich Design

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In his 2001 best-seller, *Good to Great*, Jim Collins looked at all companies publicly traded for the last 50 years to find those who transitioned from “good” to a sustained period of “greatness.” “Great” was defined two ways: beating the overall market by at least 3.1, and significantly beating rival firms in one’s industry. Only eleven passed both tests. In examining the eleven, Collins found four characteristics that I think apply to all organizations, including the Eller College. As one whose honor it’s been to serve as Dean for seven years, I’d like to use my final letter to say why.

**Getting the Right People on the Bus**

The importance of getting the right people on board and in the right seats is manifest at Eller. The profile of our full-time MBA classes has improved dramatically since 1995—an increase of 50+ points in average GMAT scores and a near doubling of work experience. Undergraduate students admitted to Professional Admissions reflect similar increases in GPA and communication skill since we adopted the first admissions interview requirement in the country. This year we became an early mover to Professional Admissions reflect similar increases in GPA and communication skill since we adopted the first admissions interview requirement in the country. This year we became an early mover.

Collins notes that senior managers at companies successfully transitioning from good to great had both personal humility and a passion for improving: they accepted blame when things went wrong and credited others with success. The not-great firms were led by people good at taking credit and quick to place blame.

**Commitment to Continuous Improvement**

Collins notes that companies making the successful transition from good to great found a way to escape the tyranny of the quarterly report in order to invest in the future. I am humbled, knowing that the accomplishments of the past seven years would not have happened without the sustained effort of those who came before me and continue to give today. Karl and Stevie Eller have given for over 20 years, roughly $30 million to date. The Berger Foundation has given every year since the 1980s, nearly $10 million in total. The McClendon family made possible the space within which we work and most recently provided funding for 7 endowed professorships. My predecessor, Ken Smith, began building a world-class community of scholars in 1982. He established the National Board of Advisors in 1983; 20 of the original 40 members remain. Distinguished senior faculty across our seven academic units continue to write and teach and serve their professions with an energy befitting their years. Throughout McClelland Hall, staff members... keep giving their best every day.

In 2002 all eight business plans showed in national competitions finished in the top three, and Program faculty are playing central roles in tech transfer throughout Southern Arizona. Our MIS department is one of three to place in the top five each year since the inception of the U.S. News & World Report rankings, a credit to the vision of founder Jay Nunamaker and the superior scholars the MIS faculty continue to attract. Our Finance department, one of the smallest faculties, is among the University’s largest majors and consistently leads new course introductions in the College. The pro-
The search is on...

The search for the next Eller Dean is underway, as the College seeks continuing leadership of the enterprise and innovation that distinguish our departments and programs. It is a momentous time, as we near the goals of our capital campaign and continue to rise in stature. With Dean Zupan’s December departure nearing, plans are in place to move quickly on a national search and ensure ongoing progress.

A University-appointed committee, headed by UA College of Engineering Dean Tom Peterson and including faculty, staff, students and National Board of Advisors members, began its work in September, assisted by the national search firm A.T. Kearney. A genuine friend of the College, Dean Peterson has nurtured partnerships between Eller and Engineering faculty in research and curriculum development and co-sponsored the annual Technology and Management Awards Luncheon. The committee will welcome input and assistance from all Eller stakeholders throughout the search, and aims to conclude by August, 2004.

Distinguished Professor of Economics and former Dean Ken Smith will serve as Interim Dean, from January 1 until the successful conclusion of the search. As a senior faculty member, former Dean, and member of the National Board of Advisors, Smith brings a wealth of College knowledge, involvement with strategic initiatives and experience with external constituents. He and Dean Zupan are collaborating to ensure a smooth transition.

Undergrad Leaders Dedicate New Home

How do you achieve continuous improvement in an organization? Management experts say you continuously involve the people who are the organization. At the Eller College, 26 professional associations involve 2,000 undergraduate business students in leadership activities ranging from career development to community service.

In April 2003, they acquired a new, state-of-the-art home in McClelland Hall, gift of the H.N. and Frances C. Berger Foundation aptly christened Berger Student Leadership Center. The Center is a communication and planning hub for association activities, providing meeting space and technological support for promotions, web development, training and daily business needs. The Center supports each of the 26 groups making contributions inside the College and beyond, including Eller Ambassadors, involved in recruiting new students from throughout the nation; Alpha Kappa Psi, bringing business executives and students together on campus; and Eller Scholars, sponsoring community service.

Soldwedels Make Room for Grad Students

They’ve done it again. The family whose ties to the University of Arizona are long and deep, and who’ve given back in so many different ways, have made another improvement to life on campus. The Soldwedel Family Graduate Student Center, dedicated April 2003, offers a comfortable and well-lit space for reading, group meetings, picking up mail and getting online for 300 Eller MBAs, Masters and Ph.D. students. Standing amid MBEs and masters students celebrating their new digs, family patriarch Don Soldwedel responded to a query about why he gives. “Many people believe that a relatively low-level gift, like the one that remodeled this 3-room suite, is hardly worth giving. But my family, and our company, Western Newspapers, think that creating a private space for graduate students to meet and study, makes a real difference to them while they’re here. A lesson I learned a long time ago is that no gift is too small!”

New Associate Dean Takes Charge

Eric LaBrent (Brent) Christie took the helm at the Eller Graduate School of Management in August, bringing to a successful close the two-year search to fill the Associate Dean and MBA Program Director seat. Distinguished among a field of strong candidates by the quickness and clarity with which he saw our critical challenges, he’s now fully engaged in tackling them. In his first 90 days he has narrowed the range of MBA initiatives and focused attention on a comprehensive review of full time and working professionals curriculums. A Michigan native, and graduate of both the University of Michigan (Ph.D., Higher Education) and Michigan State (BA, Community Health Services), Brent also holds an MS in Health Care Administration, Finance, from the University of Missouri. He comes to the Eller School after ten years of leadership in overseas initiatives at the University of Michigan, most recently as Managing Director of the Business School.”

Eller Mission

We will make our vision manifest through systematic integration of our core endeavors to: Discover—Educate—Serve—Inspire

5-Year Goals

• Build intellectual base: increase retention and add 20 distinguished faculty
• Achieve academic excellence: improve student and learning quality, and stakeholder satisfaction
• Model community involvement: create socioeconomic benefit and facilitate technology transfer
• Enhance reputation: raise awareness among stakeholders, peers and the general public
• Strengthen resource base: increase annual operating budget by $10 million

AACTSB: Yes on Re-Accreditation

A funding commitment from University Provost George Davis made all the difference in re-accreditation by the American Association of Collegiate Schools of Business for a college strong on quality research and academic programs but dangerously low on faculty. Deans from the Universities of Washington, Colorado and Wisconsin voted “yes,” concluding the peer review conducted every five years for all AACSB schools, after receiving assurance that faculty levels would not be allowed to fall below the critical mass required to serve the College’s mission. Provost Davis agreed to support 3-4 new faculty positions each year for the next three years, and to a similar commitment beyond that, preserving the ratio of students to full time faculty required by the AACSB.

The review team lauded Eller’s strategic planning, faculty strength, undergraduate innovations, and enterprise reflected in the fund-raising success of its research centers. They also noted the severity of our competitive pressure and emphasized the need for state and university leadership to increase funding and allow the College flexibility to act entrepreneurially, using the funds it generates to fulfill its vision.

Topping their recommendations: increase faculty by 20-25 and raise salaries to competitive levels, underwriting the cost by pricing the MBA program at market level and negotiating vigorously to keep tuition revenues for growth and improvements.

Students, staff and donors celebrate the Berger Student Leadership Center grand opening.

Strategic Plan 2003-2007

Building consensus while charting the future, Vice Dean Stephen Gallihall led Eller’s first joint planning process to a successful conclusion with the December 2002 ratification of the Strategic Plan 2003-2007. A committee of faculty, staff, students and National Board of Advisors members labored six months, benchmarking, data crunching and vetting the developing plan in public forums around the College. The result is both lofty in aspiration and practical in execution. To see the Plan in detail, visit www.eller.arizona.edu.

Eller Vision

We aspire to be a top 5 public school of management. We will achieve our vision by leveraging our ability to identify and develop emerging areas of significance, as we have in entrepreneurship and information technology, and will add social responsibility to these distinctions.

New 5-Year Goals

Achieve academic excellence:
Model community involvement:
Strengthen resource base:
Enhance reputation:
Build intellectual base:
5-Year Goals

Eller Mission

We will make our vision manifest through systematic integration of our core endeavors to:
Discover—Educate—Serve—Inspire

3-5-Year Goals

• Model community involvement: create socioeconomic benefit and facilitate technology transfer
• Enhance reputation: raise awareness among stakeholders, peers and the general public
• Strengthen resource base: increase annual operating budget by $10 million

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Discover—Educate—Serve—Inspire

5-Year Goals

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We’re Pleased to Announce...New Faculty 2003

Daniel A. Ackerberg
Associate Professor of Economics
Ph.D., Yale University, 1997

- His research focus is industrial organization and applied econometrics and his work appears in leading journals such as RAND Journal of Economics, Journal of Political Economy and International Economic Review.
- He is Associate Editor, International Journal of Industrial Organization. He is also a gifted teacher, recipient of distinguished teaching awards from Boston University and UCLA.

Martin Dufwenberg
Professor of Economics
Ph.D., Uppsala University, 1995


Miguel Angel Quiñones
Associate Professor of Management & Policy
Ph.D., Michigan State University, 1993

- Quiñones has been recognized for excellence in both teaching and research. He is a three time recipient of Rice University’s George R. Brown Award for Superior Teaching, in 2000, 2001 and 2003, and was ranked #10 most published author in the 1990s in The Industrial and Organizational Psychologist, for work published in the Journal of Applied Psychology and Personnel Psychology.

Aleksander P.J. Ellis
Assistant Professor of Management & Policy
Ph.D., Michigan State University, 2002

- Ellis’ research focuses on team effectiveness, stress, impression management, and training. He has published in a number of journals, including The Journal of Applied Psychology, Industrial and Organizational Psychology, Psychology, Organizational Behavior and Human Decision Processes, and The Journal of Applied Social Psychology.

Kathleen M. Kahle
Associate Professor of Finance
Ph.D., Ohio State University, 1996

- Kahle’s research interests include corporate finance, capital structure, securities issues, repurchases and insider trading. She was a 2001 recipient of the William F Sharpe Award for Scholarship in Financial Research and a co-author that year of Best Paper in Journal of Financial and Quantitative Analysis. Also in 2001-2002, she was a visiting economist at the U.S. Securities and Exchange Commission.

William F. Maxwell
Assistant Professor of Finance
Ph.D., George Washington University, 1998

- Maxwell’s research focuses on corporate bond markets. His work on the agency conflict between stockholders and bondholders as it relates to spin-offs and repurchases and on the long-run stock performance of firms increasing R&D, is published in Journal of Finance. He is co-editor and contributing author to High Yield Bonds: Market Structure, Portfolio Management, and Credit Risk Modeling, 1999. In 2002 he received Texas Tech’s Alumni Association New Faculty Award, bestowed annually on its Business School’s outstanding Assistant Professor, for teaching and research.

Narayan Janakiraman
Assistant Professor of Marketing
Ph.D., University of North Carolina at Chapel Hill, 2003

- Janakiraman’s dissertation, The Psychology of Consumer Time Budgeting, explores how people make recurring decisions requiring choices among options that pose tradeoffs between time and reward under fixed time constraints. His other research interests include the psychology of donation behavior and the role of satisfaction in consideration sets. Prior to beginning his doctoral studies, he was a Product Manager, Fragrances, for Dragopec India and Senior Research Executive for Gallup India, where he was a two-time recipient of the All India Researcher Award.

Jesper Holmgaard Nielsen
Assistant Professor of Marketing
Ph.D., University of North Carolina at Chapel Hill, 2003

- Nielsen’s primary research interest is in low-involvement and unintended processing of marketing stimuli. His dissertation investigates automatic responses to advertising headlines and slogans in a newspaper environment, specifically, the effect of differing attention-elicitng strategies on readers not directly attending to the ad in question. Dr. Nielsen is a highly rated teacher of Marketing Principles and Research. His business experience includes marketing management and sales in the software and automotive industries.

Photos: Thomas Veneklasen
Eller Partners in Excellence

What does it take to build excellence in a $30 million enterprise, when “direct sales” account for just 50% of the budget and the cost of “manufacturing” rises 4% per year? For Eller, it requires the merging of public and private resources, and a legion of givers with a passion to build.

Bruce Halle founded Discount Tire with six tires and some miscellaneous parts in an otherwise empty storefront in Ann Arbor in 1960, four years after graduating from Eastern Michigan University. He relocated the company to Phoenix in 1970, after his wife fell in love with the desert on a 3-day vacation. By 2001 he had built his company into the biggest independent tire retailer in the world, with over a billion in annual sales. Famous for its customer service, Discount Tire faces flak for free whether or not they sold the tire—the company is also known for a professional look and feel uncommon in tire stores. Long-time supporters of health care, child development, the arts, and education, Bruce and his wife Diane’s gift of $2.5 million endows the Bruce and Diane Halle Endowed Leadership Chair and Halle Leadership Professors in Marketing and in Management.

Jim Muzzy is a co-founder and managing partner of Newport Beach based Pacific Investment Management, or PIMCO, now the largest bond fund company in the world. PIMCO serves over 1,600 institutional clients including charities, foundations, and a third of the nation’s 200 largest corporations. Born to a Wildcat family—their father and stepmother attended the UA, as did his wife Pam—he holds two UA degrees, a BS in Finance, ’58, and an MBA, ’63. The Muzzy gift, the James and Pamela Muzzy Chair in Entrepreneurship, provides a $1.5 million endowment to support a preeminent scholar in entrepreneurial studies, the first of whom will bring expertise in e-commerce ventures.

Unique among gifts this year, that of the Brown Family Foundation nourishes the relationship between Eller and the College of Engineering, with nearly $1 million to foster partnerships through Thomas R. Brown Chairs in Management and Technology. One distinguished and collaboration-minded faculty member from the College will occupy the Chairs. The Browns also gave $100,000 in new scholarships for three years, for engineering undergraduates and MBAs. The gift honors Tom Brown, who founded Burr-Brown Research Corporation in his Tucson garage in 1956 with his friend R. Page Burr, and sold it to Texas Instruments in 2000 for the highest price ever paid for an Arizona firm. “My dad was a very smart man,” Sarah Brown Smallhouse, President of the Foundation, told Enterprise magazine last year, “but he had a simple philosophy—put yourself in a position to be lucky and then persevere and work hard.”

And work and perseverance are by-words by which Arizona’s most famous entrepreneur and the College’s most steadfast friends, Karl and Stevie Eller, are known. Karl’s rise from newspaper boy and hash slinger to outdoor media giant, and presidencies at Combined Communications and Columbia Pictures, as well as his spectacular failure at Circle K, followed by the rebuilding of his communications empire, are legend. His passion for growing entrepreneurial leaders through education was served again this year when he and Stevie committed a $3 million gift in unrestricted funds, to support entrepreneurial internships, junior faculty research, MBA scholarships and College marketing.

The result: $10 million in new unrestricted funds, to support a preeminent scholar in entrepreneurial studies, the first of whom will bring expertise in e-commerce ventures.

In the same meeting, the Board approved a $500 per semester business program fee, with Eller students making the case for the increase. Andrew Collins, Eller Student Council President, explains: “When Dean Zupan came to the Council with the idea of differential fees, students were skeptical. But he presented the need clearly and fielded all our questions. A majority came to feel it was necessary. Knowing we needed the student body’s support, we visited classes, detailing the situation and the plan, and held two open forums. I think reaching out to students before passing the plan really helped. No one likes to pay more, but students understand the importance of a good education and as long as they see improvements in the College and the value of their degrees, they’ll tolerate the fee.” Many parents agreed. Skip Rimsza, father of Eller senior Jenny, said, “You cannot short-change education. If a first grade classroom is understaffed and undersupplied the year your child is in first grade—they’ve missed their only chance at that educational asset. This is true at every step of the process, including the University experience. A slightly increased financial stale for a better educational experience is a very good trade-off.”

It’s been a year in which Eller has been many times blessed. Excellence is our privilege to return.
Mark Zupan got hooked on hockey when three of his top economics students starred on their college team, leading Harvard to an Ivy League championship and earning one a berth on the Olympic team. 

Hockey's rapid speed of play, its dynamic shifts in advantage, and the focus required to score, suggest a metaphor for the tenure of a dean who has the ground running on arrival in 1997 and is still driving the goal in his last months at Arizona. "I was struck by how a player had to know and anticipate both the location of this 4-inch, careening disc and the movements of all the other players on the ice," Zupan remarks on the game. "It's a useful concept for work." Asked how he would want his years as Dean of the Eller College to be recalled, Zupan borrowed words from hockey's "Great One," Wayne Gretzky, on what it took to be great. "He said the secret of greatness is 'skating to where the puck will be.' "

Interviewed for Progress, in his first month on campus, Zupan shared his vision of what will characterize great business schools of the future and his aspirations for the Eller College: In sum: • Increasing private sector support  • Engaging alumni  • Successfully competing with the best schools for faculty  • Continuously improving academic programs  • Attracting top students  • Building community within  • Creating ties to other colleges  • Conducting long-range planning

On Mark Zupan and Skating to Where the Puck Will Be: 

"I still remember the first time I met Mark, at the Dean's International Dinners: he opened the door for me and showed me around his home. He smiled constantly and was so hospitable that I could hardly believe it. He made me feel comfortable and I remember everyone's name at the dinner—72 students. I was lucky to be one of the students who Mark helped. He opened a great opportunity for my future career from which I will benefit over my lifetime."  

—Jian Sheng, MBA '02

Looking down the list from January 1997 to January 2004 tells the tale of a Dean who moved with alacrity, maintained advantage and relentlessly navigated the puck to the goal. 

PRIVATE SUPPORT

1995-96 Century II Campaign: $11 Million
1997-98 Eller Commitment: $3 Million
2002-03 Overall Participation: 95%
Annual Fund going: $250,000
Alumni Giving: 6

COMPETING FOR FACULTY

$1.5 Million Endowed Chairs: 1
$300,000 Endowed Professorships: 5
$20,000 Junior Faculty Fellowships: 0

IMPROVING PROGRAMS

Undergraduate: U.S. News Ranking, Top 25
MBA: U.S. News Ranking, Top 50
McGraw Entrepreneurship Program: U.S. News Ranking, Top 25

ATTRACTING TOP STUDENTS

MBA Scholarships: $10,000
MBA Scholarships: $400,000

BUILDING COMMUNITY

Regular Meetings for Department Heads, Program Directors, Staff and Students
Celebrating People: on Birthdays and Holidays, Eller Notes Online Newsletter
Science: Business Basics for Science Majors
Engineering: Technology & Management Awards, Joint MBA/Engineering Courses

1st Strategic Plan Completed: 2003

January 1997

January 2004

Mark has been aware of our fiscal problems and our need to improve student services and he has seen the way and lent his support to addressing both. He recommended we adopt a tuition surcharge and personally met with students and faculty to help them accept it. We used the funds to hire an MPA program coordinator and improve student services. He has worked with TeleSuite, showing special care to our major benefactor, Lionel Rombach. Mark comes to all our official activities: graduation, orientation, conferences and community programs. His participation demonstrates support for what we do."  

—Art Silvers, Associate Dean and Director, School of Public Administration and Policy

"When I think of Mark I think of TeleSuite, our classroom using high speed internet transmission to link students in different locations via video and audio— it is the closest thing to (very expensive) full motion video that TV stations use. Distance learning was a hot topic in the Governor's 1999 Arizona Partnership for a New Economy Task Force. With TeleSuite, Eller College was more than just a player—it was a leader. Mark's recognition of the need for 'face time' is a facet of distance learning yet to be fully appreciated by most providers."

—Marshall Vest, Director, Economic and Business Research Program

"Mark impressed me early on with the value he placed on people and relationships. We needed a leader who cared about the College's people. Mark said this and acted on it. In my mind, Eller community development is among his greatest legacies. He opened up direct lines of communication, developed our first alumni team—now over 600, regularly asked for feedback and made our continuous improvement the focus of the course he taught. He has followed up on many of his recommendations. Each year at the McKale graduation ceremonies I witness the feelings students have for Dean Zupan. When he stands to confer degrees, 600 students rise in an ovation 5 minutes long. That gave them the pleasure of knowing him personally and so strongly supported his program, made him among the most loved UA deans."

—Pam Perry, Associate Dean, Undergraduate Programs

PHOTO: Thomas Veneklasen
celebrating 50 years of MBA education at the UA.
The Eller Graduate School of Management honored six of its finest at the October 10th Alumni Achievement Awards...

50 Year Graduate: Tom Rogers, MBA ’53

A member of the first MBA class, Tom Rogers cut his managerial teeth in industrial food services at Philadelphia-based Slater Systems. In change of new acquisitions, Rogers mastered the art of the turn-around in commercial kitchens—applying controls, reorganizing staff and improving profits in operations throughout the east and mid-west. Three years later, his love of the desert drew him back to Arizona and a career in technology management, starting with IBM. After nine years he joined Greyhound Computer Corp., a division of Greyhound Lines, to develop a marketer in computer leasing, rising from Regional Manager to Regional Vice President to President of Canadian operations. Returning again to the southwest, he launched a third career, in financial advising with Prudential Insurance, from which he retired in 1994. Tom sponsors the Rogers Community Service Award.

Tom Rogers, MBA ’53

In Tucson for Alumni Weekend, Rogers looked back on the MBA and its impact on his career. Fifty years after, his story resonates for today’s students. Frustrated by the opportunities available to a college graduate with a general degree, he recalls, “I worked for a year after graduating, processing credit cards. I said to myself, ‘This is ridiculous. I went to school for four years and got a degree to become a clerk?’ So I came back, to focus on computer technology.”

Finishing, he discovered the value of networks. “I was doing my thesis on food cost control so my mentor introduced me to his uncle, who was in the business and agreed to help me. His name was John Slater, founder of Slater Systems. He said he’d like to hire me when I finished. It was the best offer I got.” Long-term, the MBA provided both a specialization and the flexibility to switch careers. “I had aptitude, but the education gave me the tools to grab opportunity. At Slater I had immense responsibility... the best learning opportunity imaginable. My first title at Greyhound was just a big fancy name for salesman. But I saw that we could create a business that didn’t exist before. Then financial advising... a whole new thing.” His advice for MBAs: “Specialize. You need a clear idea of your vocation and what you offer. You’ve got to target in on something.”

The 2003 Eller Distinguished Alumni:

Claire Genser, MBA ’85
Chair, Angel Charity for Children
Retired Vice President, Northern Trust Bank

- Led Angel Charity for Children in its 20th Anniversary year, raising $725,000.
- Named Arizona’s Outstanding Producer as Northern Trust VP.
- Led Bank of America’s southern Arizona business development 9 years.
- Named Boy Arizona’s most successful business development officer.
- Member of community boards including Tucson Symphony, Tub Nidito, Tucson Parks Foundation (Chair, LPGA Tournament), and Tucson Junior’s League.

David Goldstein, MBA ’79
President, Diamond Ventures

- Leading one of the Southwest’s largest diversified real estate and investment companies.
- CPA formerly with Ernst & Young and Coopers & Lybrand.
- Active in local land use and preservation initiatives.
- Board member, Greater Tucson Economic Council, National Bank of Arizona, Tucson Airport Authority, Tucson Jewish Community Center, United Way.

Thomas Kalinske, MBA ’68
President, Knowledge Universe

- Grew LeapFrog revenue from $11 to $532 million 1997 to 2003.
- Built Worlds of Wonder revenues from $0 to $328 million in two years as Vice President of Sales.
- Launched Sony Playstation as Executive Vice President of Sony Computer Entertainment.
- Named 1996 Marketing Executive of the Year by Brandweek/Adweek magazines.

T he Eller MBA Alumni Weekend II offered twice the opportunity and double the fun for returning alumni and their guests, adding a half-day executive education seminar and the Eller Cup to its roster of reunion and recognition events. Alumni re-connected, refreshed their toolkits and gave career advice to current MBAs before fetting the 2003 honorees Friday evening. Saturday saw sport uniquely Tucson: golfing at Omni Tucson National, tailgating on the Mall and a showdown at Arizona Stadium between the Wildcats and UCLA. Conceived to showcase the impact of Eller MBAs, Alumni Weekend is on its way to becoming an autumn tradition.

Sarah Brown Smallhouse, MBA ’88
President, Thomas R. Brown Family Foundation
- Played key role in creating the Brown Foundation’s nearly $1 million gift to promote collaboration between Eller and the UA College of Engineering, funding faculty positions and MBA and Engineering scholarships.
- Co-founded Cool Tower Systems, a passive evaporative cooling technology enterprise, while a student in the McGuire Entrepreneurship Program.
- Launched Mexico real estate ventures, introducing professional standards and offering clients bilingual services in negotiations, legal document preparation and escrow.
- Active in community organizations including League of Women Voters, Planned Parenthood, Amigos de Educación.

Jim Whims, MBA ’80
Managing Partner, TechFund
- Founded and led high growth companies in Silicon Valley, including Worlds of Wonder, Software Toolworks, and Sony Computer Entertainment.
- Built Worlds of Wonder revenues from $0 to $328 million in two years as Vice President of Sales.
- Active in community organizations including League of Women Voters, Planned Parenthood, Amigos de Educación.
- Named 1996 Marketing Executive of the Year by Brandweek/Adweek magazines.

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INNOVATION

Negotiating Truth

In a College known for its quantitative slant, Eller faculty also bring rigor and relevance to the "softer" side of the management education equation. Management and Policy professors Barry Goldman and Russ Cropanzano, discuss negotiation teaching and research...

Q: Can you teach negotiation? Isn't it something people have to do to be skilled?
Goldman: Well, skill is our focus and you can build skill in the classroom. We start from a conceptual base—the psychology of negotiation and dynamics of conflict—and put people in multiple practice situations, teaching them to analyze the bargaining process and assess their personal style.

Q: What's the mindset of a good negotiator?
Goldman: People come in thinking negotiation is a function of personality. If you're charismatic you can charm your way into getting what you want; if you're an SOB you bully people into concessions. In fact negotiation is a function of preparation. It's diagnosing the opponent, setting your personal style. It's diagnosing the opponent, setting your personal style...

Q: How do you teach different from negotiation advice you find on the shelves at Barnes & Noble?
Cropanzano: The difference is in the way the knowledge is developed. We create controlled circumstances for testing ideas, using methods that can be repeated over and over again. We've altered the digester experience of many—trying to get general-izable claims. Popular books on negotiation tend to be one person's experience, translated to advice. And there's much good advice there. I get skeptical when I see a "negotiation to do" list for all occasions. Like, "wear blue suits to real estate negotiations."

Q: Would you call your approach "win/win"?
Goldman: No and neither would I call it "winlose." Negotiation gets defined two ways what we call integrative—parties to the negotiation try to integrate both sides' needs into a solution, and distributive—the outcome is measured by the distribution of gains and losses on each side. Negotiations between spouses—hopefully—are integrative, as in working out vacation plans. Buying a car is a distributive negotiation. Buyers want the lowest possible price; sellers want the most possible profit. Our approach is to look at context—the importance of the relationship, the nature of the issues, and make strategic choices that may be integrative or distributive.

Q: What is your current research?
Cropanzano: We're collaborating on an international project. We have people in eight nations—Belgium, The Netherlands, Singapore, Australia, New Zealand, Korea, Tunisia and the U.S.—engaged in an Internet-based bargaining simulation. They have a distributive task—negotiating cost, delivery time, discount rate—for which an integrative solution is possible. We've paired people within and across countries and we're speculating that they'll know better how to get to a win-win resolution within their own systems, that things will break down outside it—

Q: How difficult is it to organize a research project on four continents?
Cropanzano: It's complicated. We first conceived the project as "global" negotiation. But we found the word global defined everywhere—evokes images of American dominance. We planned to run the project in spring semester. But our spring is Australia's fall. Which currency to use, how to alphabetize—our United States is France and Belgium's Easts-Unis. Little details that, left unintended, interfere with results.

Q: So are there generalizable truths in negotiation?
Goldman: We do know some things. We know integrative bargaining works in the right context: you can maximize outcomes for both sides if you increase options—expand the pie. We know biases matter: if you are risk-averse, for example, or if you are over-confident, your preparation and the outcome will be affected. We know there are gender differences—that women in general, unfortunately, achieve lesser outcomes. Reputation matters too—the negotiations you conducted today affect the way you are seen tomorrow. I have my students calculate a reputation index for their peers—they go to a chat room and give anonymous feedback. I don't want our graduates to be the sort of negotiators who never know the deals that won't come their way for having "killed" their opponents the previous day.

Q: Have you taught negotiation to some of these situations?
Goldman: I have taught negotiation to some of these situations. I have taught negotiation to some of these situations...
o the geeks and nerds inside ivory towers ever affect the lives of the rest of us? If you’ve ever signed on to the Internet, washed down a Gatorade or booted up a Dell computer, you’ve been touched by the work of scientists at UCLA, the University of Florida, and UT Austin, in that order. Someday, thanks to the collaborative mindset of the folks in the Karl Eller Center, you may find yourself using a household product with its roots in scientific discovery at the UA.

The initiative comes at a pivotal time. Since 1996, the McGuire Entrepreneurship Program has been helping to guide UA-generated technology out of the labs and into the marketplace, pairing Eller students with researchers from other UA colleges to develop business plans for projects ranging from medical diagnosis to software development. At the moment, 44 companies have been formed, and $304 million in gross licensing revenue is earned annually, according to a study released by Office of Technology Transfer director Patrick Jones. “The UA is a world leader in optics and innovation into the economy. They would have $16.1 million to UA research this year, signals a need for a conclusive diagnosis. Babies would arrive at hospitals unconscious or in convulsions, to be examined for the signs of brain damage. But shaken-baby syndrome is estimated to injure or kill over 1000 children in the U.S. each year—so McGuire students Conrad and Berger learned in their senior project, developing a business plan for Optica Technologies.

Optica Technologies grew out of the research of two UA faculty members, James Schwiegerling, Assistant Professor of Ophthalmology and Optical Sciences, and Joseph Miller, Professor of Ophthalmology, Optical Sciences, and Public Health. Explains Schwiegerling, “Dr. Miller is a pediatric ophthalmologist, routinely called to emergency rooms to examine children found to be suffering from shaken-baby syndrome. Severely shaken babies will have broken blood vessels in the retinas of their eyes. His testimony is used when police and caseworkers try to remove children from abusive homes, but diagnosis has been based solely on what can be seen.”

In a perfect world, Sara Conrad and Danny Berger would have helped bring a different kind of product to the marketplace. They would have earned the gratitude and respect of scientists, and received stock in a different venture.

In a perfect world, shaken-baby syndrome would not exist. There would be no need for a conclusive diagnosis. Babies wouldn’t arrive at hospitals unconscious or in convulsions, to be examined for the signs of brain damage. But shaken-baby syndrome is estimated to injure or kill over 1000 children in the U.S. each year—so McGuire students Conrad and Berger learned in their senior project, developing a business plan for Optica Technologies.

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To provide conclusive evidence, Miller and Schwiegerling developed an inexpensive lens that attaches to a commercial digital camera and can photograph the inside of the eye. “The system is portable,” says Schwiegerling, “so it can be easily used in an emergency room or pediatric ICU.”

In Spring 2002, the UA Office of Technology Transfer paired the researchers and the two students to take the product to market. ‘Sara and Danny put together a business plan for turning the camera into a product,” explains Schwiegerling. “They performed all the market research, interviewed eye-care professionals, and determined the funding required to launch it.” Their hard work was rewarded at Ball State University’s Creation Competition, where they won top prize.

The Ball State competition and the UA-sponsored Rodel Arizona Venture Competition—where Optica finished third—gave the product “valuable exposure,” says Berger. Shortly after, the scientists were invited to view a more sophisticated, and expensive, retinal imaging system sold by a firm called Inqutek: “I brought along the camera prototype and a copy of the business plan,” Schwiegerling recalls. It piqued interest. Since then, members of Inqutek have bought in to the venture and funding is being secured. We (Schwiegerling, Miller and colleagues Robert Snyder) are still part-owners,” explains Schwiegerling, “and we decided Danny and Sara deserved an equity stake for their enabling work. At the moment, the stock is worth only the paper it’s printed on, but we’re confident... we hope to launch this fall.”

‘Clearly, the discipline of putting the ideas together formally has made a big difference in our perception of those ideas... a framework from which opportunities can emerge,’ says Office of Technology Transfer director Patrick Jones. ‘The business plan was instrumental in helping the group organize their ideas and present them to potential investors.’ Since graduating, Conrad and Berger have gone their separate ways—Sara to Los Angeles, to the Deutsch Inc. advertising agency, and Danny to the Washington D.C. area, to pursue a career in finance. ‘Sara and I gained a tremendous amount of experience,’ says Berger. ‘Danny and I will always have a strong interest in the progress of the company,’ adds Conrad. ‘as we were part of the groundwork... “They can take credit for remarkable success very early in their careers,” says Dean Mark Zupan. “They helped bring a good idea to light.”

Contributed by Mary Campbell
Louise Francesconi, President, Raytheon Missile Systems, Inc. and Vice President, Raytheon Corporation, was named the 2002 Technology & Management Executive of the Year. Francesconi runs the world’s largest missile production operation, overseeing close to 40 missile programs, supporting every mission area of U.S. and allied military forces. In October 2002, Fortune magazine named Francesconi for the second time as one of the nation’s “50 Most Powerful Women.”

The Eller and Engineering Colleges also honored four other executives, all UA alumni, for lifetime achievement and distinguished service throughout their careers.

**Lifetime Achievement Award, Eller College: Robert Eckert, ’74, Chairman of the Board and CEO, Mattel, Inc.**

**Lifetime Achievement Award, College of Engineering and Mines: Craig Berge, ’62, President, Berge Ford and Chairman of the Board, University of Arizona Foundation.**

**Distinguished Service Award, Eller College: Frances McClelland, ’48, Secretary and Treasurer, Shamrock Foods Company.**

**Distinguished Service Award, College of Engineering and Mines: Craig Goehring, ’77, Chairman of the Board, President and CEO, Brown and Caldwell.**

2003 Executive of The Year

James Dimon took over Bank One in early 2000 and has been making dramatic improvements ever since.

He has strengthened the management team, fortified the balance sheet, improved customer service, upgraded technology, restructured the Bank One brand and built a team environment marked by efficiency and high morale. The bottom line has felt the impact. Defying a tough economy, Bank One posted earnings of $3.3 billion in 2002.

Prior to joining Bank One Mr. Dimon was President of Citigroup, Inc., and Chairman and Co-Chief Executive Officer of Salomon Smith Barney Holdings Inc. He started his career at American Express.

A summa cum laude graduate of Tufts University, he holds an MBA from Harvard University Graduate School of Business.

Lloyd Donald Milne ’39 is retired from real estate property management.

Larry Hastings ’62 is the Senior Energy Trader of Sempra Energy, a Fortune 500 Company headquartered in San Diego, trading, buying, selling, hedging energy commodities throughout the western U.S., Canada and Mexico.

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Eddy Cheng ’94 is an I.T. Manager for the Arizona Criminal Justice Commission.

Eric D. Miller ’84 is a Director at the American Stock Exchange in charge of surveillance of confidential information as well as monitoring daily trading for violations of Exchange Rules and Federal Securities Laws in New York City.

Silvya Parra ’85 is Director of Human Services, for the Tolteco Ochihdam Nation in Arizona.

Mark A. Koening ’86 is Manager for internal audit, compliance and HIPAA Privacy Project Manager for Health Net Federal Services in Rancho Cordova, CA.

Frederick Christenson ’87 is Director of Programming, responsible for programming and acquisitions for ESPN Original Entertainment shows and specials. Winner of 4 Sports Emmy Awards, Fred began as a production assistant on Sports Center and then NFL GameDay from 1987-1989. After producing Los Angeles Raiders football broadcast for five years he returned to ESPN as producer of Up Close Primetime, Up Close and Talk 2. In August, 1997 he became senior producer of ESPN’s SportsCentury 50 Greatest Athletes series, as well as SportsCenter of the Decades.

David R. Edstrom ’77 is a Director for MPA Investment Management in Hermadale, IL, managing discretionary investment funds for non-profit organizations, public pension funds, high net worth individuals and corporate retirement plans.

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Dieger Gable ’88 is a Managing Director for Next Step Advisors in Scottsdale, AZ.

Kris Kohloff MBA ’89 is a Contracting Officer with the U.S. Air Force at Chevron AFC, CO.

Michael Wojcicki MPA ’89 is President of Medmediation Forum, a Livonia, Michigan based non-profit trade association for the Manufacturing Extension Partnership (MEP) centers across the country and Puerto Rico.

ModForum provides advocacy and research services to the MEP centers, which are federal state-private partnerships providing consulting services to small manufacturers in the U.S.
Richard Miranda, BS Public Administration ’74
Chief of Police, Tucson Police Department

Inheriting the vision of his mentor, former chief Peter Ronstadt, Miranda has made community partnerships the cornerstone of his administration. “What I’m most proud of, is that when there’s a press conference to announce some new program, or grant, we’ve got citizens there, standing with us, partners.” His resolve to create long term solutions, or managed every unit of the TPD in his nearly thirty years on the force.

The ultimate insider’s chief, Tucson native Richard Miranda has served in the city for over sixty years. And he has balanced his duty to public safety with a keen sense of community and personal involvement. Chief Miranda was both Hispanic Action Committee Man of the Year and Tucson Lifestyle’s Father of the Year for 1998.

Nearly thirty years after completing his Public Administration degree he says, “I still use it. This is basically a business. I got my fundamentals on budgets, on personnel management there. Even the Humanities courses have helped me. My son’s a UA student now. When he complains that reading Dante’s Inferno has nothing to do with her life I tell him that someday she’ll be seated at a dinner somewhere and the subject of books will come up. ‘You’ll realize you’re among well-read, educated people. You’ll want to be well-read too.’ ”

In the 1990s, gangbangers, gun-shots at all hours, girls flashing motorists, cruising. “We can swarm an area, make arrests, but that doesn’t change things. Residents tell us, ‘the parks are a mess, the street lights don’t work, the roads are filthy.’ That’s where I can help. I know who to call. TPD has been instrumental in helping community groups like the Westside Coalition obtain federal “weed and seed” grants, funding to increase police action for weeding out criminal activity, coupled with dollars for seeding improvements like after-school programs or community gardens. I grew up here. I remember the central area neighborhoods, downtown with dollars for seeding improvements like after-school programs or community gardens. I grew up here. I remember the central area neighborhoods, downtown with dollars for seeding improvements like after-school programs or community gardens.”

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John Ramirez MBA ’00 is an IT Business Analyst for The Gap Inc. in San Bruno, CA.

Stacey Smith ’00 is a Senior Associate with KPMG LLP in Chicago, IL.

Rick Beigler ’01 is a Systems Analyst for Fortune Magazine in Alexandria, VA.

Chris B. Lee ’02 is a Software Engineer with IBM, based in Austin, TX.

Stephen J. Schiltz ’02 has joined the certified public accountant firm, Chulson Gunderson in its Dallas audit department. Stephen worked at the firm’s Tucson office while completing his degree.

Jennifer Schwengerd MPA ’02 is a Grants Manager with Pima County, funding nonprofit agencies providing social service and economic development programs.

Samantha Zipp ’03 has co-founded a business in her hometown of Newport Beach, California, providing counseling to prepare high school seniors for the social, psychological and financial challenges of college.
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