

Eller College of Business

and Public Administration

The University of Arizona

Tucson Arizona

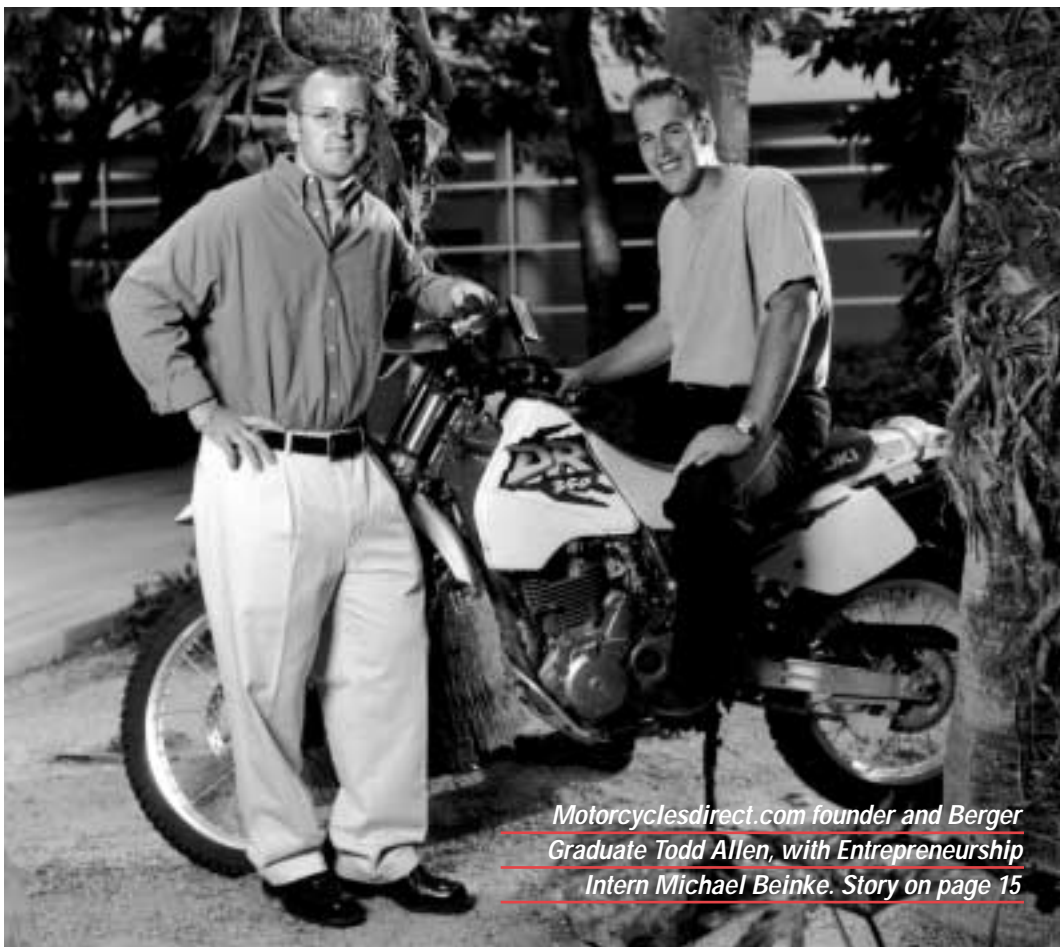
Enterprise

THE ARIZONA VENTURE COMPETITION

Inspiring Entrepreneurship

Education and Awareness

"Education is not filling a bucket but lighting a fire" wrote the English poet William Butler Yeats. "Those words virtually capture the philosophy behind the Arizona Venture Competition—a new program inaugurated last year by the Karl Eller Center to ignite entrepreneurship education, awareness, and opportunities. Entrepreneurship education benefits from greater awareness among the population—and it benefits from the (continued on page 3)



Motorcyclesdirect.com founder and Berger Graduate Todd Allen, with Entrepreneurship Intern Michael Beinke. Story on page 15

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THE UNIVERSITY OF
ARIZONA[®]
TUCSON ARIZONA

Director's Message



*Gary D. Libecap, Director
Karl Eller Center
Professor, Economics & Law*

We always knew that entrepreneurship education was worth doing, but until our recent study, there was no supportive quantitative evidence of the impact of entrepreneurship education. There had been a few studies at various universities that examined the average salaries, participation in new ventures, and likelihood of adoption of new technologies of entrepreneurship graduates relative to other graduates. The results generally were very positive, but these studies could not control for differences in the students themselves that might account for the results. That is, entrepreneurship students rather than the programs might be the source of differential effects. What was important, then, was to isolate the separate effect of the entrepreneurship curriculum.

Last year, we received a grant from the Kauffman Center for Entrepreneurial Leadership in Kansas City to conduct such a study. With 15 years of data on our alumni as well as comparable data for UA non-entrepreneurship business graduates, we could statistically control for differences in graduates and identify the extra contribution of the college's entrepreneurship program. Over the summer of 1999, surveys were sent out to 2,484 Eller Center and Eller College alumni from 1985-1999 (2,024 non-entrepreneurship and 460 entrepreneurship graduates). 406 non-entrepreneurship alumni and 105 entrepreneurship alumni responded, for a total of 511—an overall response rate of approximately 21 percent. Our survey included a variety of individual, specific characteristics, such as year of birth, gender, ethnicity, high school graduation year, and educational and employment history, as well as entrepreneurial accomplishments.

After receiving the completed surveys last fall, we analyzed the responses during the winter and submitted the results to the Kauffman Center in May. The results, released to the media, major universities, and government organizations by the Kauffman Foundation, are striking. Here are the key results of the study.

There is strong evidence that entrepreneurship education contributes to risk-taking and the formation of new ventures. On average, entrepreneurship graduates are three times more likely than non-entrepreneurship business graduates to start new business ventures. Entrepreneurship education increased the probability of an individual being instrumentally involved in a new business venture by 25 percent over non-entrepreneurship graduates. Similarly, entrepreneurship graduates on average are three times more likely to be self-employed than are general business graduates. Entrepreneurship education increases the likelihood that a graduate owns his or her business by 11 percent, relative to non-entrepreneurship graduates.

Entrepreneurship graduates have an average annual income that is 27 percent higher than that of non-entrepreneurship graduates, and entrepreneurship graduates are more likely to be employed full time. Further, they have 62 percent more assets than do their counterparts. Entrepreneurship education increases the annual income of graduates by \$12,561 beyond that of other business graduates.

Entrepreneurship education contributes to the growth of firms, especially small firms. Small firms, employing entrepreneurship graduates have greater sales, growth in sales, and employment growth than do those that employ non-entrepreneurship graduates. Larger firms pay entrepreneurship graduates \$23,500 more per year than they do non-entrepreneurship graduates. Firms owned by entrepreneurship graduates also appear to be larger and have more sales than do those owned by non-entrepreneurship graduates.

Entrepreneurship education also promotes the transfer of technology from the University to the private sector and promotes technology-based firms and products. Entrepreneurship graduates are more likely to be with firms that use licensed technologies and with firms that license technologies to others. They also are more likely to be involved with high-technology firms than are non-entrepreneurship graduates. Among self-employed entrepreneurship graduates, nearly 23 percent own a high-technology firm, compared to less than 15 percent of non-entrepreneurship graduates.

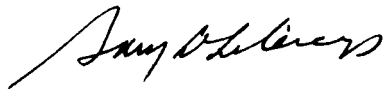
Entrepreneurship program graduates also are more apt to be instrumental in developing new products. Further, entrepreneurship graduates spend more time in R&D, work with products that have shorter life spans, and are more apt to work in high-tech industries. Entrepreneurship education increases the graduate's probability of being with a high-tech

firm by close to 13 percent and of developing new products by almost 9 percent. Analysis of business plans written in the Berger Entrepreneurship Program since 1985 indicates a growing trend toward more technical products and services, with 50 percent of all 1999 business plans involving innovative technologies.

Finally, surveys of 27 deans, department heads, and development officers at the University of Arizona strongly indicate that pedagogical innovations in the entrepreneurship program have improved the curriculum in other business disciplines and the MBA program. Moreover, the success of the entrepreneurship program and its tangible, real-world approach to business education have resulted in greater financial contributions to the College and University from the private sector. Estimates indicate that the Eller College of Business and Administration received 34 percent more outside funding due to the existence of the Berger Entrepreneurship Program. The University of Arizona was estimated to have received an average of \$14.2 million more in private support because of the reputation of the program.

The survey results strongly support the investments that have been made in entrepreneurship education. We are proud of your achievements and you can be pleased with your Berger Entrepreneurship Program. ■ ■ ■

Gary D. Libecap
Director



ARIZONA VENTURE COMPETITION (continued from page 1)

competitive environment that the Arizona Venture Competition promotes," states Karl Eller Center Director, Gary Libecap."

An annual statewide intercollegiate competition supported by the Coleman Foundation and Cracchiolo & Feder Investments, the Arizona Venture Competition affords both graduate and undergraduate entrepreneurship students an exciting opportunity to present their innovative ideas. Designed to provide business leaders and potential investors with a preview of new enterprises, it enhances the entrepreneurship education process from academic concept to realistic implementation—awarding \$12,000 in prize funds to the most extraordinary business plans.

In March, 2000, student teams from four Arizona business schools—the Berger Entrepreneurship Program, University of Arizona/Tucson, Northern Arizona University/Flagstaff, Arizona State University/Tempe and Thunderbird Graduate School of International Management/Glendale—were invited to participate in the first annual Arizona Venture Competition. Over 15 new ventures spanning a wide array of industries were presented with the purpose of actual business launch, reflecting cross-college collaboration within each university in fields such as science, medicine, business and engineering.

Committed to purpose, competence and risk, these students integrated the innovation and creativity involved in the entrepreneurial process as they addressed today's needs with sometimes daring solutions.

VISION, INNOVATION, RISK, DETERMINATION

The Arizona Venture Competition echoes the legacy of the Coleman Foundation, which renders these attributes paramount to the development of entrepreneurs. Dedicated to the principles of "self-determination, self-reliance, self-respect and individual initiative," the Foundation supports programs like the Arizona Venture Competition, advocating self-employment through entrepreneurship awareness and education.

Since 1981, the Coleman Foundation has granted in excess of \$24 million to advance the concept of self-employment in educational and community programs. In addition,

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*Arizona Venture Competition
Graduate division winners—
Thunderbird's TaxReclaims.com*

the Foundation embarked on an aggressive national outreach mission to introduce entrepreneurship as a curriculum, from inner-city grade schools to post-graduate institutions.

"This is the age of entrepreneurship," declares Coleman Foundation president Michael Hennessey. "It's now considered a legitimate field of study whose time has come. The new generation recognizes that opportunity involves calculated risk—and that means putting fate in their own hands instead of merely anticipating downsizing and layoffs."

RISK

Bradley Feder, president of Cracchiolo & Feder Investments—the competition's new title sponsor—needs no introduction to calculated risk. When he and his partner Joe Cracchiolo graduated from the University of Arizona in 1987 with business degrees, they searched for work as computer consultants. With most job offers located in distant metropolises, they simply decided to create their own business niche in Tucson.

That risk, coupled with their vision to design advanced fax server software, led to the evolution of RightFAX which quickly developed into the leading line of advanced electronic document delivery solutions for corporations worldwide. In 1999, Fortune Magazine ranked it as "America's 34th Fastest Growing Company," and that same year it was named the "7th Fastest Growing Company in Arizona."

A privately held company until early 1996, RightFAX now offers a line of products from the publicly-traded AVT Corporation, designed to help companies manage every aspect of their communications and employing 450 people worldwide. In addition, the entrepreneurs have created Cracchiolo & Feder Investments, a company chartered with investing in a wide range of opportunities. Continually searching for great ideas and companies, they have invested in more than a dozen start-up companies to date.

"We felt that sponsoring the Arizona Venture Competition for the next five years was in the true vein of showing our support for something we believe in," Feder says. "We're both entrepreneurs at heart so it only seemed natural to establish an affiliation with this exciting program."



Undergraduate division judges and Entrepreneurship Hall of Fame Members Britton Dornquist, Hear's Music; Gary Thacker, Pagasus Machinery; and Francie Merryman, Northern Trust Bank



Graduate division judges Philip Wickham, JAFCO American Ventures; Kathryn Munro, BridgeWest, LLC; Peter Ax, SpinCycle; and Chris Webster, The FINOVA Group



Awards luncheon emcee Mark Zupan, Eller College Dean, addresses competition guests.

TEAMWORK

When Napoleon Hill said "Your associates can be priceless," he could have been referring to the Thunderbird Graduate School team participants in the Arizona Venture Competition. For Conrad Meub, a member of that team, those words hold particular meaning.

Currently director of finance for TaxReclaims.com, a one-stop-source of withholding tax reclaim strategy for foreign investors, Meub fondly recalls his experience with the Arizona Venture Competition last spring.

In what looked like the beginning of a disastrous day, Meub's car broke down in the middle of the desert en-route to the competition from Phoenix. Miraculously, an airport shuttle appeared, offering a ride directly to Tucson. Turning to his teammates, Meub declared, "Go win that competition," as he remained behind with the disabled vehicle.

Meub's team heeded his command, taking first place in the Graduate Division for TaxReclaims.com. The aspiring entrepreneurs proposed an Internet technology that facilitated the processing of tax rebates on interest income from foreign investments. Dr. Paul Johnson, Thunderbird's Distinguished Professor of Entrepreneurship, recognized the uniqueness of the plan and served as faculty advisor to the winning team.

"It was amazing," Meub explains. "The implications of the Arizona Venture Competition gave us a tremendous amount of credibility and opened up so many doors for us as entrepreneurs." According to Meub, the competition's format provided a powerful format to carry their business plan to actualization—from concept to presentation. "It gave us feedback, validation, team spirit and exposure," he reports. "I highly recommend all entrepreneurship students to participate."

Still, Meub attributes winning to "a comprehensive skill set as a management team" that included 4 nationalities, 9 languages, and over 5 years of business experience. In addition, all had worked overseas and were comfortable in cross-cultural environments. "The

University of Arizona provides a wonderful education in entrepreneurship," he says, "and the Arizona Venture Competition truly supports those educational goals."

INNOVATION

What distinguishes a presentation from so many outstanding ones? The difficult process of selecting the final winners was conducted by Entrepreneurship Hall of Fame members for the undergraduate teams, while business leaders well-versed in new venture development served as judges for the graduate division.

One of those experts is Chris Webster, a member of the Eller College's National Board of Advisors and Senior Vice President of The FINOVA Group in Phoenix. FINOVA provides a wide range of commercial loan products and services to middle market companies.

Webster found each of the teams so well-prepared that selecting the final winner represented somewhat of a challenge. However, he says the winning team demonstrated the ability to grasp a really viable business opportunity while presenting a clear strategy on how to develop it and bring it to market.

"They had really done their homework in fully analyzing the product," he notes. "We selected the winning team because their strategies best reflected the foundation that the competition is based on—namely, vision and innovation."

In particular, TaxReclaims.com swept the judges off their feet. "It was a compelling idea for both individual and commercial investors who continually lose valuable claims due to a lack of foreign tax law knowledge," Webster explains. "The plan was very empowering in terms of finances and represented a valuable contribution for investors."

Webster believes that the Arizona Venture Competition provides an excellent means of preparing students for the "real" business world. The teams relied on a healthy combination of classroom information and actual work experience to develop the plans. By allowing students to "showcase" their ideas to an experienced panel of judges, the forum creates an opportunity to push new business ideas along a path to reality.

"I fully expect a few of the entrepreneurial ideas we saw to become real companies at some point in time," he claims. "Each presentation was unique and I was impressed by the detail, knowledge and business acumen demonstrated by the students."

DETERMINATION

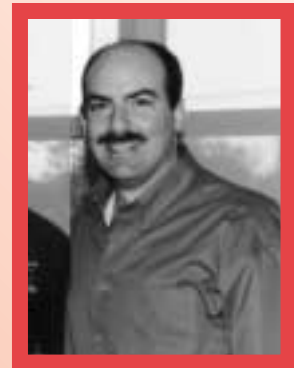
Every competition has its unsung heroes, and the role of faculty advisor often goes unheralded for its behind-the-scenes coaching and mentoring. Thomas Emerson, director of The Donald H. Jones Center for Entrepreneurship at Carnegie Mellon University, attended the competition as faculty advisor to the second and third place graduate teams. A former head of entrepreneurship activities at Arizona State University, he also serves as Entrepreneurial Fellow of the University of Arizona's Berger Entrepreneurship Program.

"The Arizona Venture Competition provides an effective focus for the students' business planning efforts," he declares. "They also prepare a stand-up presentation of their plan, very much like the one they would make to potential investors."

Emerson first conducted an internal competition, judged by a panel of Phoenix-area business people to pick the best teams. The two winning teams then participated in the statewide competition, placing 2nd and 3rd respectively—thanks in part to his expert coaching efforts.

"With entrepreneurs leading the way in creating wealth and jobs in the new economy, the importance of entrepreneurial education is increasingly being recognized," Emerson declares. "The programs at the universities participating in the Arizona Venture Competition are leaders in this emerging field. Their effectiveness and the resulting student enthusiasm bode well for Arizona's future economy."

Nothing ventured, nothing gained. And with the Arizona Venture Competition, there's everything to gain. ■ ■ ■



Bradley Feder.

RightFAX founders

Brad Feder and Joe Cracchiolo's

new investment firm

will sponsor the

statewide competition

for the next five years.

Alumni Update

AVERY MOON

CEO, Infotone Communications

Emeryville, California

Class of 1998

NET PROFITS

One small step as an Eller Center student paved a giant leap for Internet infrastructure technology when Avery Moon founded Infotone just prior to his graduation in 1998.

A by-product of his academic experience in the Berger Entrepreneurship Program, Infotone's business model and technology were formulated while Moon diligently focused on a rigorous academic program of quantitative economics, strategic technology management, applied mathematics, and new venture development.

"The Internet explosion coincided nicely with my education," says Moon, explaining how he devoted almost 70% of his senior year to initiate the business. "The entrepreneurship program's diversity and flexibility definitely contributed to my success."

Moon recognized a need to integrate the various existing Internet technologies—plus the business value of Internet infrastructure services. Thus, he designed a system that would allow them to work together. The challenge, he says, was to complete the technological advances while raising the seed capital.

He began by developing a technical and business development plan—an extraordinary time commitment of 120 hours per week. The results of his leap of faith were equivalent to a lunar landing as Moon successfully established Infotone and its eight-member advisory board all before graduation from the entrepreneurship program.

Moon lauds the "tremendous" faculty support he received during that time. "The University of Arizona's Eller College is unique because it facilitates student growth in such a diversity of top-ranked programs—from entrepreneurship to



*1999 Berger Entrepreneurship Graduate
and InfoTone founder, Avery Moon*

what makes it so much richer."

The Internet represents such a great embodiment of this principle, he maintains, because it embraces a wide spectrum of so many diverse skills: marketing, spread sheets, Internet coding, finance, and customer relations. This "multiple perspective," according to Moon, is precisely the key that the Karl Eller Center instilled in him. But, he points out, until you can replace yourself with others in those positions of expertise, you must provide all the skills.

Many entrepreneurs have come and gone like comets in the Internet gold rush, yet Moon continues to thrive, solidly planted on terra firma. "While the perception exists that Internet entrepreneurship is easy, the fact remains that few really endure," he comments. What lies ahead for Moon after such stellar success?

Despite Infotone's positive revenues, Moon doesn't regard this as a profit stage. "After the bubble, real opportunity exists for developing long-lasting Internet-centric businesses," he states. Moon is now dialoguing with multinational corporations as Infotone embarks on a rapid growth development plan—including expansion in Tucson where he already has two employees.

"Tucson is the ideal destination for growth for any Silicon Valley technology firm," he says. "It offers a unique combination of untapped talent and an optimal economic environment."

While establishing that symbiotic relationship between Infotone and Tucson, Moon also faces the challenge of integrating the Internet's newly-emerging technologies. "There's a lot of non-Internet businesses that need to make this transition," he explains. "We're providing the tools and services to make it possible." Yet with all that ground to cover, he's not shooting for the moon. For now, he's simply taking life one step at a time. ■■■

MIS," he observes.

"So many people are trying to find anything that can create a dot-com enterprise, yet they remain so unaware of the corporate and technical challenges."

Moon emphasizes the need for entrepreneurs to set realistic goals. "Delivering upon expectation is essential," he declares. "If you guide your professional and personal life like that, you'll always be a success."

Moon also believes that a "clear, laser focus" on business fundamentals is paramount to developing an effective business along with an understanding of what creates true value. Entrepreneurship, he claims, is often perceived merely as a time investment. "It's not only time, it's your emotional existence that your company will also portray. The corporate identity becomes the shared consciousness of all of its employees," he adds. "And that's precisely

THE INNOVATORS OF EDUCATION

It could be an entrepreneurial lesson in itself: How does an organization that is already a national leader in its field stay at the top of its game? Innovate!

That's what the Berger Entrepreneurship Program is doing. Already a national leader in teaching entrepreneurship skills, the program could be resting on its laurels. Instead, instructors tore a page from their own lecture notes and met at the end of last semester to find ways to make their good product even better. The result is a new curriculum, begun this fall, aimed at increasing student-faculty interaction, improving students' communication skills, and reducing lecture time.

"We wanted to maintain the personalized nature of the program, and we also wanted to get away from the lecture format and put students into a position where they have to present more frequently to smaller groups," said Mike Arnold, the Berger Entrepreneurship Program's associate director. "We just want to make it a little bit more relevant and involve a lot more participation."

"The main changes will occur in the program's signature course, New Venture Business Plans Development. Previously, all students—some 70 to 75 annually—generally met as a group for one weekly lecture, followed by a guest speaker. Other time during the week was set aside for individual work on business plans and supporting coursework, although teams were often limited to meetings with one adjunct faculty member," Arnold said.

Under the new curriculum, teams of two or three students will be assigned to weekly panels, or workshop-style meetings, comprised of students, faculty members, and community or alumni business leaders. Each panel will focus on a specific business plan feature, such as company valuation and exit strategy, with students required to make short presentations and respond to questions on that portion of their business plan. "Although some lectures still will be conducted on topics of general use, such as business law and ethics, most sessions will consist of these smaller panel discussions running concurrently with different teams of students and faculty," Arnold said. Grades will be based not just on faculty evaluation, but also on feedback from other student teams listening to and participating in the panel discussions.

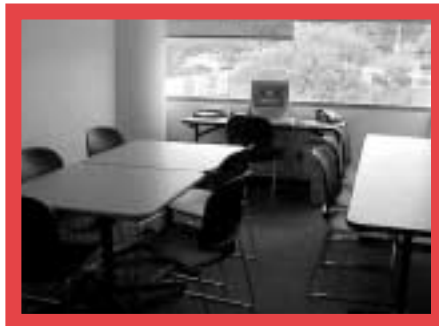
Although most of the program's other coursework will remain unchanged, reworking the venture development course represents "a pretty big change" for the entrepreneurship program, said Gary Libecap, director of the Karl Eller Center. "It's an innovation for us. There are 300 universities, colleges or community colleges in the country that have an entrepreneurship program, but there aren't very many that have a curriculum like we do," he said.

The changes resulted partly from Libecap's one-on-one survey of last year's students. "I interviewed every team as to what they liked and didn't like. We're constantly in communication," he said. "One of their suggestions was fewer lectures."

Libecap and other faculty members concurred. "You can present broad conceptual issues in lectures, but our students typically are less in need of the broad concepts and more in need of how to implement some of these techniques or solutions or research



To support the new curriculum and its physical requirements, Berger Entrepreneurship Program alumni contributed new state-of-the-art computer lab, design, and meeting facilities



methods for their specific business plan," Libecap said. "The needs of each team vary so much that a lecture just can be too broad and not that useful; whereas, if they're in a small group session with a faculty member or a panel, they can tailor the presentation of the material to the teams in that meeting."

"Smaller group sessions also will enable faculty and students to put more emphasis on writing and public speaking, two issues that are key in business plan preparation and presentation," Libecap said.

Putting students in charge of essentially defending their own business plans in these smaller groups means that "we've converted from a lecture to a case-study approach," Arnold said, "where the case studies are the students' own plans."

Jim Jindrick, an adjunct instructor with the program for the past 11 years, said elements of this new curriculum have been used to some degree in the past, but now "we're just emphasizing things that we think have worked well and have generally the most benefit to the students' plans."

He expects that students will get more and more detailed feedback on their business plans from the small-group structure and the wider array of faculty and business leaders participating in it. He also views the increase in participation and de-emphasis on lectures as more representative of the business world. "There's learning by sitting and listening, and there's learning by doing, and the learning by doing is really more beneficial," said Jindrick, a former vice president of Intelligent Instrumentation, a Burr-Brown spinoff, and current senior partner for technological consultants Wencil Research LLC. "That's really what we're trying to do, is to get them as close as possible to what their experience would be in the real world."

Ultimately, program leaders promise to take their own advice and survey their customers—students—again to see if their innovation is succeeding. "We've put a lot of thinking into this new educational approach," Arnold said. "Only time will tell whether we seem to understand our market." ■ ■ ■

2000 SKIVIEW

BUSINESS PLANS

COMPETITION FINALIST

What's the Big Idea?

Students have big plans, high hopes, great expectations

Entrepreneurship students are thinking big these days. Big as in bulldozer. Big as in brewery. Big as in billions of angry bees, brilliant streetlights, and baby-boomer budgets. Big as in bountiful returns.

Among six unique startup concepts—the best of the 31 student business plans developed in the 1999-2000 Berger Entrepreneurship Program—the big winners were Antaris Corporation and InstaCap. Antaris, the street-lighting innovator, captured first place in the graduate division. InstaCap was named the best in the undergraduate division at the April 21st SkiView Business Plans Competition Finals at Tucson's Westin La Paloma Resort.

Presenting their business plans were entrepreneurship undergraduate and graduate students as well as Associates in Technology Transfer—students from science—and technology-related disciplines across the UA campus. The undergraduate seniors whose plans (summarized below) made it to the April 21st finals were Paul Marchese, Rich Pingel, Michelle Lozier, Joan Warner, Robyn Risner, and Lindsay Watson. Graduate-student finalists were Luis Garcia, Chad Souvignier, John Boone, Trevor Hare, Danielle Benard, and Sofia Johnson.

The judges were Karl Eller, Christopher McGuire, John Buttery, Kathy Reynolds, Matt Williams, and Rhonda McKenzie. McGuire (representing the H.N. & Frances C. Berger Foundation) and Eller are longtime Karl Eller Center backers and regular business plans competition judges, as is program alumnus John Buttery, whose company, SkiView, underwrote the event. Successful entrepreneurs Reynolds, of EDUCAP; Williams, of Amazon.com; and

McKenzie, of Clear Communications, are also friends of the program.

Here's a synopsis of the plans, some of which are already in operation.

WORKING A LOAN

It's not just regular folks short of cash before payday who patronize pawnshops. Businesses do too, and their collateral can be a lot bigger than a wristwatch or a boom box.

Students Paul Marchese and Rich Pingel founded InstaCap as a way to make it easier for businesses such as general contractors to pawn equipment and other unwieldy collat-

eral. Many pawnshops are mom-and-pop operations without sufficient assets to make big-ticket loans on, say, bulldozers. Other pawnshops might have the money but lack the means of storing and securing such collateral.

InstaCap was formed to specialize in "high-dollar pawns," said Pingel. Working through existing pawnbrokers, InstaCap would (a) handle the logistics so that pawn shops could accept collateral such as cars, boats, and, yes, bulldozers, and (b) evaluate and then broker the deal with a loan company, which would pay InstaCap a 5-percent commission. The entire transaction—from request to payout—could take as little as 20 minutes, Pingel added.

Initially locating in the Phoenix metropolitan area, where there are some 120 independent pawnbrokers, InstaCap would be the only business of its kind. Marchese and Pingel said they need \$265,000 in startup capital, anticipating profitability by the eighth month of operations and projecting an IPO or acquisition by the end of year three.



*2000 SkiView judge, Karl Eller
Center newcomer Kathy Reynolds,
CEO, Educap*

LODGING IN LUXURY

In another galaxy, far, far away, an upscale boutique called Suite Repose is putting together funding and furnishings for its planned opening in Tucson. Michelle Lozier and Joan Warner envision a retail business that emulates the "relaxing, soothing ambience" of a European hotel room and features comparable fine linens and master-suite accessories, explained Lozier. The company will acquire the down comforters, aromatherapy oils, elegant sleepwear, and cushy towels from small, independent importers.

"Luxury spending increased 26 percent in the past year," said Warner. Many, but by no means all, of the big spenders are baby boomers. The Suite Repose customer base would include not only affluent 30- to 75-year-old married Tucson homeowners but also thousands of well-to-do Mexican shoppers who flock to Tucson malls and specialty stores.

Suite Repose future plans include going online but, at least at first, using the Web only "as a promotional tool," said Lozier. She and Warner plan to "create customer value" through "uncompromising quality, extras and complimentary services, and a design-consultation service" for shoppers who want "a customized retreat in their master suite."

Lozier and Warner put up \$20,000 apiece and have qualified for a \$100,000 Small Business Administration loan. Investors would provide the additional \$260,000 required to start the business. Long-term plans include expanding to Scottsdale, east of Phoenix, and eventually to the Pacific Northwest.

TAPPING THE COLLEGE MARKET

As college students, Lindsay Watson and Robyn Risner know, in addition to academic success, a healthy social life is essential to the college experience. Their startup, "Brew of...," "understands the importance of the social side," said Watson.

The concept—a chain of microbreweries customized for different college campuses—would be introduced with the inaugural pub, "Brew of A," in Tucson, to be followed by

“ASBrew” in Tempe, “BrewCLA” in Los Angeles, and eventually locations further east, such as “Brew of N” in Nebraska.

Nationwide, the college-theme taverns would “provide students (in the \$5.6 billion college-bar marketplace) with a social environment that exceeds their expectations for an entertainment destination,” Watson said. She and Risner envision ivy-covered brick stores that accommodate a “high-energy, festive” atmosphere. Possible expansion could include retail sales of bottled beer and college memorabilia, Risner said.

Margins would be high, since the business could charge \$3 for a pint of beer costing 20 cents to produce, said Watson. She and Risner were seeking \$2 million in investment capital for the first year and an additional \$1.5 million for later development. They anticipate net income of \$5.5 million after five years, when they expect to be in eight locations.

Well-planned employee training and incentive programs will provide a competitive advantage, said Risner, as will “performance tools” other microbreweries aren’t using—such as a \$300 I.D. scanner. That’s “a small investment,” she said, that could produce big benefits.

Stingers from “killer bees”—Africanized honeybees that escaped from a Brazilian laboratory in 1957 and have been dominating bee populations in a steady sweep northward ever



*2000 undergraduate division finalist Brew of... ,
Lindsay Watson and Robyn Risner*



*Entrepreneurship Program leaders
Gary Libecap and Michael Arnold
celebrated the culmination of the year's
activities at the SkiView finals*

ILLUMINATING IDEA

Street lighting is the number-one contributor to greenhouse gases. A “truly global industry,” street lighting exists in every city in the world and uses similar technology in all of them, explained Chad Souvignier, who, with Luis Garcia, has developed the Antaris Corporation to create cost-effective street-lighting regulators.

The Antaris introductory product, Limit-Cost, promises to improve lighting efficiency while reducing energy consumption, expense, and environmental pollution. Limit-Cost manages a lighting system’s power supply according to the amount of traffic at any given time, always remaining well within safety guidelines. Current systems function with consistent illumination all night, said Souvignier, resulting in a waste factor of about 40 percent. Limit-Cost is an innovative electric/electronic controller that reduces

power during low-traffic periods, cutting about 20 percent from the cost of operation. Municipalities, Souvignier said, would break even within three to four years, even including the cost of maintenance.

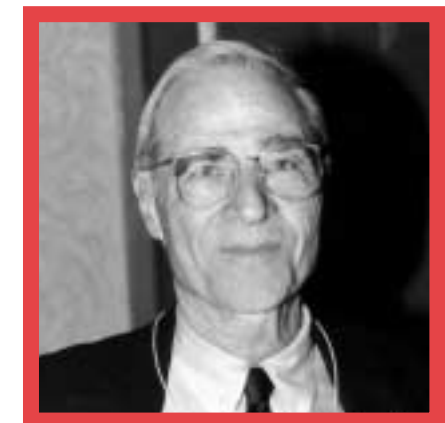
The company handles engineering, installation, and maintenance of the product, which can be installed on light poles or underground. A patent is pending in Mexico.

Garcia is an electronics-engineering student who also holds an MBA and a master’s degree in Latin American business. Souvignier is a materials engineer now earning his MBA.

Antaris Corporation is unique in more ways than one. “We’re the only company here today,” Garcia pointed out, “that can see all of its customers from space.”

CREATING A BUZZ

In ten years, “killer bees” have genetically replaced more than 90 percent of the honeybees in areas of the southwestern United States. John Boone and Trevor Hare formed SafeLife to produce and distribute personal-safety and first-aid products. Their first offering, called “BeeSafe,” will protect victims of killer-bee attacks—not by repelling the bees or preventing their stings but by saturating victims with a foam that shuts down the pumping of venom.



*Karl Eller,
Entrepreneur, Visionary, & Education supporter*

since—continuously pump venom. That, and the bees’ tempers—“anything can set them off,” said Boone—are what distinguish them from ordinary bees. There’s nothing you can do during an attack except wait for rescue,” he added. Latin America has seen 1,500 deaths and tens of thousands of attacks, and in the U.S. there have been about a hundred attacks on humans just in the past year.

The product—“a high-end impulse purchase”—would sell for \$35 per unit, said Boone. There is no comparable

product, Hare added. An ordinary fire extinguisher would kill the bees but wouldn't stop the pumping of venom, he explained, and an effective dose of DEET, a powerful insect repellent, would be lethal to humans. Antivenin is a last-ditch measure that can be administered only after a victim is hospitalized.

Hare and Boone are seeking \$5 million in startup capital. "We are looking to set up as an acquisition target from day one," said Boone, predicting \$18 million in sales by year four.

GETTING A BOARD

Its creators characterize Living Design LLC as "the company that looks to its customers to find out what they want and then give it to them."

Furniture customers haven't been able to do that in the past, said co-founder Sofia Johnson, claiming shoppers find "limited style and selection, inconsistent quality, and the inability to personalize (their choices)." Living Design's answer is solid wood modular components—legs, tabletops, doors, and drawers—that shoppers can customize to their liking, choosing the wood, the design, and the finish. Interactive software enables customers to "preview and embellish" their selections. Customers will be able to order online, by phone, or on-site at a cooperating retail store.

Living Design will be the first online furniture customizer. Johnson and her partner, Danielle Benard, are pursuing a target market of 35- to 55-year-old college-educated homeowners earning at least \$60,000 per year. They plan to focus on the southwestern marketplace—California, Arizona, and Nevada—contracting with retailers and appearing at home shows to display sample pieces.

Johnson emphasized the furniture's quality, pointing out that the current niche includes "people with an aversion to particleboard." The company anticipates spending \$60,000 on marketing the first year and seeks \$2 million—for 30 percent equity—in initial funding. Living Design anticipates \$20 million in sales by year five. "We'd be a perfect acquisition for an existing retailer or online retailer," Benard said. ■ ■ ■

ENTREPRENEURIAL FELLOWS

The Karl Eller Center annually recognizes individuals who are accomplished entrepreneurs in Arizona by awarding them the status of Entrepreneurial Fellow. This distinction honors the individual's success and innovation in the growth of an enterprise or organization as well as their role in the economic development of Arizona.

We are proud to announce the 2000 Entrepreneurial Fellows:



Kerstin Block

Founder

Buffalo Exchange

Buffalo Exchange, first established in 1974 as a single store next to the University of Arizona, celebrates twenty-five years of buying, selling, and trading clothing and accessories directly to the public. With 270 employees and approximately \$20M in annual sales, Buffalo Exchange has 16 stores and five franchises in the United States.

Swedish born entrepreneur Kerstin Block opened the first Buffalo Exchange after losing her job in furniture display. Block recalls offering clothing to buy-sell-trade

that was gathered from thrift shops and swap meets, or donated by friends who were happy to clean out their closets for what they thought was a cock-eyed retail idea. Buffalo Exchange opened for business with about 40-50 items hung on racks made from old bicycle rims. Her husband, Spencer, joined her six months later; and within a year of opening, their need for space doubled. That was the beginning of a growth pattern that continues today. Buffalo Exchange has remained a family-owned business, although 1999 saw the introduction of an employee ownership plan for Buffalo Exchange staff. Although a fraction of the retail clothing business, sales of used and vintage gear have more than doubled in the last ten years as resale crosses all levels of fashion. Included in the list of celebrity shoppers of Buffalo Exchange stores are Goldie Hawn, David Cassidy, and Sean Lennon.



Shaun Kirkpatrick

Director, Commercialization,

Research Corporation Technologies

Shaun Kirkpatrick is a director at Research Corporation Technologies where he evaluates, creates and manages new ventures for developing early stage life science technologies. Kirkpatrick integrates his experience and training in economics, molecular biology and patent law to commercialize a range of nascent biotechnologies. During Shaun's tenure at RCT he has been involved in creating numerous start-up companies and in acquiring core life sciences technologies for commercialization

within RCT. Currently, he serves as chairman of Sertoli Technologies, Inc., a company developing an artificial pancreas for diabetic patients, and as chairman and CEO of Prolifia, Inc., a company developing protein therapeutics for cancer, wound healing and neurodegenerative disorders. Additionally, he heads a joint venture with Abgenix, Inc. to clinically advance a new antibody therapy for transplantation and autoimmune diseases called CD45RB. Within RCT, he oversees a portfolio of technology investments in cancer diagnosis (new diagnostics for prostate cancer), cancer therapy (cell based vaccines for melanoma and other tumors), inflammation (novel inhibitors of complement for arthritis),

and neurological disorders—new therapies for spinal cord injury, trauma, stroke and Parkinson's disease. Shaun has B.A., Biology and Economics, University of Arizona; M.A., International Economics and Science/Technology in International Economics, Johns Hopkins University, School of Advanced International Studies.



Donald Martin
Owner & President
Competitive Engineering, Inc.

Don Martin is the owner and president of Competitive Engineering, Inc., which has been in business since 1986. During that time, the company has grown expansively from a job shop/machining operation to a manufacturing company. CEI's Competitive Global Sourcing company was recently designated a Tier 1 company by Honeywell Aerospace, a \$15 billion corporation. The first of what will eventually be 10-15 Tier 1 companies, CEI will co-locate on site with Honeywell's purchasing department to

manage a broad-based machine supplier group. CEI is in the process of opening an operation in Guadalajara, Mexico, as part of the development of a Competitive Global Manufacturing Company, with core competencies including: precision machining manufacturing engineering; design engineering; Tier 1 Supply-Base Management; International Information Technology.

In addition to his role at CEI, Martin plays a key leadership role in the Tucson High-Tech Manufacturing Industry, serving as Chairman of the Machine Tool Technology Advisory Committee at Pima College; on the Advisory Committee for the University of Arizona's Aerospace & Mechanical Engineering School; as President of NTMA (National Tooling & Machining Association); as Chairman of the High-Tech Committee for the Southern Arizona Leadership Council; and as committee member for Tucson's Aerospace Cluster. In 1998, he was named the Tucson Chamber of Commerce "Small Business Leader of the Year."



Jonah Shacknai
Chairman & CEO
Medicis Pharmaceutical Corporation

Jonah Shacknai, founder, Chairman and Chief Executive Officer of Medicis Pharmaceutical Corporation, has an extremely well-diversified corporate and public service background.

From 1977 until late 1982, Mr. Shacknai served as chief aide to the House of Representatives' committee with responsibility for health policy, and in other senior legislative positions. During his service with the House of Representatives, Mr. Shacknai drafted significant legislation

affecting health care, environmental protection, science policy and consumer protection. He was also a member of the Commission on the Federal Drug Approval Process and the National Council on Drugs.

From 1982 to 1988, as senior partner in the law firm of Royer, Shacknai, and Mehle, Mr. Shacknai represented over 30 multinational pharmaceutical and medical device concerns, as well as four major industry trade associations. Mr. Shacknai also served in an executive position with Key Pharmaceuticals, Inc. prior to its acquisition by Schering-Plough Corporation. Mr. Shacknai was recently selected to serve on the Listed Company Advisory Committee to the New York Stock Exchange (LCAC). The LCAC was created in 1976 by the NYSE board to address issues that are of critical importance to the Exchange and the corporate community.

Mr. Shacknai is a director of Delta Society, a public service organization promoting animal-human bonds, and the Whispering Hope Ranch, a foundation that fosters animal-assisted therapy for special needs children and adults. He is also a director of the Southwest Autism Research Center and a member of the Board of Trustees of the National Public Radio Foundation. In 1997, he received the Arizona Entrepreneur of the Year award, and was one of three national finalists for that award. Mr. Shacknai has served as a member of the National Arthritis and Musculoskeletal and Skin Diseases Advisory Council of the National Institutes of Health, and currently serves on the U.S.-Israel Science and Technology Commission, both of which are federal cabinet-appointed positions. Mr. Shacknai obtained a B.S. degree from Colgate University and a J.D. from Georgetown University Law Center. ■ ■ ■

Alumni Update

LEA MARQUEZ-PETERSON

President, American

Retail Corporation

Tucson, Arizona

Class of 1991

FUELING HER WAY TO THE TOP

Working day and night paid off for Lea Marquez-Peterson, Arco AM-PM service station owner. Such persistence and determination, she claims, coupled with the entrepreneurial skills learned at The Karl Eller Center, accelerated her business enterprise to include five Tucson gas stations, all within a two-year span.

"I've always believed that I could accomplish whatever I set my mind on," she declares. "I try not to focus on the obstacles."

Entrepreneurism runs in the family,

The Associates Programs...

The 2000-2001 class welcomes six **Associates in Technology Transfer** Students. These students, teamed with business MBA's & undergraduates, will work on the development of a technology based product or service for actual launch.

Future students of the **Associates in Borderlands Business Development** Program will benefit from a \$100,000 scholarship grant provided by the William Randolph Hearst Foundation. This endowment will support scholarships for two associates students and promote the development of borderlands business.

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instilling a strong work ethic in Marquez-Peterson at an early age. "I grew up with some excellent mentors," she explains, describing parents and grandparents who ran their own businesses from insurance agencies to tortilla factories. This inspired an interest in marketing and eventual enrollment in the Berger Entrepreneurship Program, which she completed with her trademark determination while still an undergraduate.

But Marquez-Peterson didn't just step on the gas to acquire her five service stations overnight. She began as a business consultant for Shell Oil Company in Los Angeles, designing marketing promotions for gas station owners. At night, she worked on her MBA, slowly devising a business strategy for her own eventual gas station acquisition.

While soliciting investors in Los Angeles, she spent weekends exploring business opportunities in Tucson with her entrepreneur husband Dan, eventually landing a site and a Small Business Administration loan. After designing the facility and placing a bid with Chevron, the Petersons opened their first gas station at Grant and Stone in April, 1998.

"We thought we'd operate just one station for about five years, yet opportunities just kept pouring in," Marquez-Peterson says. "It was really exciting."

But her challenges had just begun. Shortly after opening her second Chevron station, Marquez-Peterson discovered she was about to launch yet another unexpected operation—motherhood. There were many financial hurdles, she admits, but adhering to the business principles fostered by The Karl Eller Center pulled her through.

"Watch your finances meticulously," she advises other entrepreneurs, "and follow the advice of your lenders." Marquez-Peterson believes that there are two keys to business success: careful accounting and a realistic business approach. "So many entrepreneurs have great ideas but they may not understand how to properly implement them," she says. "The Eller Center taught me how."

This savvy led to the acquisition of three more gas stations and the establishment of American Retail Corporation and ultimately, Arco's 1999 White Glove Award, given to only five of the company's 1,500 national service stations. In addition, Marquez-Peterson received the 2000 Small Business of the Year Award, bestowed by the Small

Business Development Council for the positive growth and image of her operation. She attributes this entrepreneurial success to her academic studies at The Karl Eller Center and her active involvement in the local business community.

"Always keep your eyes open and visualize where you'll be in five years," she suggests.

Where will that be for Marquez-Peterson? Her ultimate goal is to operate twenty-five regional gas stations within the next ten years. For now, she's focusing on the day-to-day marketing and operations while her husband manages finances and acquisition. This dynamic partnership, she claims, serves as a vital component to their business success.

"The people who get on in the world are those who get up and look for the circumstances they want," Marquez-Peterson concludes. "And if they can't find them—they make them." ■ ■ ■



*Lea Marquez-Peterson pumping the profits at one of her
and husband Dan Peterson's five retail gasoline stations.*

ENTREPRENEURSHIP

INTERNSHIP

PROGRAM

Berger Entrepreneurship Program students may not have their venture capital in place yet, but they do have something money can't buy—an opportunity to experience the real challenges and triumphs that new businesses face during their start-up phase. Continuing a tradition of excellence in entrepreneurship education, the Karl Eller Center introduced a first of its kind, Entrepreneurship Internship Program this year, matching the unique skills and interests of 20 students with the needs of several emerging enterprises for a mutually rewarding summer.

With over \$100,000 funding provided by the Karl Eller Center, the program provides a transcendent learning experience, affording interns the chance to strategize business solutions from the start-up perspective. The Karl Eller Center sponsored internships with emerging operations to enhance the educational process while providing companies with entrepreneurially-minded students. "Few new starts have the resources to hire interns; yet these firms offer the greatest opportunities for entrepreneurship students to learn about the process of new venture creation," says Karl Eller Center Director, Gary Libecap. "Our program is designed to provide this experience. With it, students should have a head start in the launching of their business plans."

"Start-ups offer new entrepreneurs the experience of participating in rapid company growth," says Michael Arnold, Associate Director of the Berger Entrepreneurship Program. "Long-established companies have many, if not most, of the systems in place for managing business along with extensive financial resources."

Arnold believes that interning in the start-up environment complements entrepreneurial education because it offers exposure to issues already overcome in more established companies. "Working with start-up host companies (continued on page 14)

TUCSON TECHNOLOGY INCUBATOR

HATCHING INTERNS INTO ENTREPRENEURS

Two million square feet, 6,000 employees, 1,340 acres—and infinite possibilities. The University of Arizona Science and Technology Park not only provides a unique research and development facility where tiny start-ups rub elbows with hi-tech giants, it also houses Tucson's greatest ally in its pursuit of high-growth industries—the Tucson Technology Incubator.

Dedicated to strengthening the region's economic base, TTI facilitates the expansion of technology-based companies by providing strategic planning services to entrepreneurs, innovators and researchers. The non-profit corporation offers an endless array of diverse resources—from office space and equipment, to research facilities and teams of expert consultants. TTI's website boasts itself as "a shoulder to cry on, someone who will listen and a place to vent your entrepreneurial frustrations—a real partner." And then there are the other partners—the Berger Entrepreneurship Program Interns.

Ask Jason Martin, Bu Fang, or Chandra Dulam about a day in the life of an intern at the Science and Technology Park and you'll get some fascinating revelations. While assisting TTI President Carl Russell with business plan analysis, graduate student Dulam learned that a potential startup needs to have more than just an innovative idea. "It is critical to understand the market potential for the idea, the validity of the expense and revenue projections, and the underlying assumptions," he observes. "I realized that while an incubator such as TTI would provide resources to obtain funding, it is the hard work and vision of an entrepreneur that will ultimately make or break a start-up."

Martin, on the other hand, conducted market analysis for TTI's management team under the guidance of Bruce Wright, Director of the UA Science and Technology Park and Vice President of Economic Development. "My mentors really opened my eyes and provided excellent insight, criticism, and feedback," says Martin, who plans to launch an agricultural seed enhancement venture. "I really gained a greater sense of how much work these collaborations entail while receiving actual business exposure in addition to my academic concentration. I'm amazed at how the TTI is enhancing the local job market by bringing so many companies to the area."

TTI attracted Protein Therapeutics, a pioneering pharmaceutical research venture, as its first enterprise in 1997. Founder Leon Barstow, an associate of the U of A's Chemistry Department, needed a helping hand with a strong accounting background—someone who could assist him with the tedious process of registering a new drug for the treatment of auto-immune disease. Barstow hit the internship lottery with the arrival of Bu Fang, a graduate student from China who provided financial analysis via the Internet, gathering detailed pricing information on competitive products.

"It's a great asset for young companies to access TTI's expertise and interns willing to accomplish the necessary tasks," he says. "Both the U of A and TTI are providing an exceptional service that usually isn't available to businesses during their start-up phase—and a tremendous opportunity for interns to forge their entrepreneurial plans."



Entrepreneurship interns Chandra Dulam, Bu Fang, and Jason Martin (Martin not shown), worked with UA Economic Development Director Bruce Wright, Tucson Technology Incubator director Carl Russell, and Leon Barstow, TTI occupant Protein Therapeutics founder

dispels many of the myths associated with entrepreneurship," he observes. "It reinforces the concept that success is achievable in a somewhat ambiguous and chaotic environment."

Regarded more like colleagues rather than trainees, entrepreneurship interns conducted meaningful assignments while serving a vital role in start-up operations. Establishing a climate of trust with their protégés, mentors encouraged creative exploration to innovate business solutions. This heartfelt corporate stewardship fostered the interns' own vocational clarity and sense of leadership—encouraging them to trust their own instincts, develop their own ingenuity and forge their future dreams.

INTERNS—RESEARCHING NOVEL SOLUTIONS

Every day Shaun Kirkpatrick, Commercialization Director for Research Corporation Technologies, deals with the multi-faceted challenges confronting a venture capital and technology management firm in its earliest growth stages. With a mission to commercialize novel technologies that arise from ongoing research at universities, hospitals and other institutions around the world, RCT strives to provide business, scientific and legal management as well as seed capital for start-up companies.

"How can one manage a start-up pharmaceutical company if one doesn't understand biochemistry?" Kirkpatrick comments. "It is very hard to integrate all the aspects of running such a business within a few years of education. Under the direction of Gary Libecap, the Karl Eller Center has started an excellent program to promote exchange across all disciplines—engineering, science, law and business."

Through his interactions with the internship program, Kirkpatrick emphasized the importance of technical and legal training to the students—besides just finance, economics, and marketing. He advised interns on how to write a business plan, determine a commercially valuable idea, patent ideas, finance a venture and assemble a management team for a company, among many other aspects.

Kirkpatrick enjoys working with the internship program because he finds that students want to learn, while possessing the motivation and enthusiasm to implement their ideas. "Most of them are in the program to acquire tools and skills that will make them better entrepreneurs," he notes. "They need to complete the process by experiencing what cannot be taught in the classroom—the success and failure of being an entrepreneur."

Kirkpatrick believes that the entrepreneur takes risks, the scientist creates knowledge, and the professional uses knowledge, but finds its advancement too risky. "I always learn something from the dialogue and discussions with the students," he says. "Their appetite for risk and unbridled enthusiasm for new ideas reminds me of the important 'forces' behind entrepreneurship."

Graduate intern Marie Girard demonstrates that unbridled enthusiasm. Working under Kirkpatrick's guidance at RCT last summer, she completed scientific due diligence for invention disclosures. The process required evaluation of the content and quality of the science, estimation of the market potential, investigation of intellectual property, report writing and presentations to her colleagues summarizing her findings.

"I learned about patent law, market analysis, and venture capital finance," Girard reports. "Not only did I gain additional tools and skills to add to my 'business toolkit,' I also acquired an understanding of how the business of venture capital is conducted."

But Girard wasn't the only one on the learning end. "In order to share this information with my colleagues, I taught them about the science underlying the inventions," she says. "In addition, I supplied information about the markets for the products that could be produced from these inventions."

That experience changed her professional goals to pursue a career in venture capital. "The single greatest advantage of the program is that it offers students an opportunity to work in internships that are directly related to entrepreneurship," Girard concludes.

INTERNS—STRATEGIZING PARTNERSHIPS

A prominent attorney specializing in capital formation, Larry Hecker also serves as chair of the Greater Tucson Economic Council's Strategic Partnership for Economic Development task force for capital formation. Integrated into GTEC's website, the task force supplies adequate links to funding sources for local start-ups.

"We welcomed the opportunity to have an intern as it gave us access to a very talented individual who provided a detailed work plan," he comments. "We needed someone who understood both technology and finance, as venture capital is often so dependent on Internet technology."

Graduate intern Vijay Sundharam filled that need, providing both technological knowledge and Internet savvy. Together, he and Hecker developed a plan with the goal of identifying the community's technological strengths and what it needed to do to attract venture capital.

"I got to know more about the characteristics for a successful entrepreneur and a successful venture," he claims. "This was a great experience for me as I learned directly from the venture capitalists themselves." Sundharam then implemented the plan, analyzing all of its strengths and weaknesses and eventually formulating a resource directory. GTEC was so pleased with the results that it has asked him to present his recommendations to a committee of industry leaders this fall.

"He's a real self-starter who picked up the ball and ran with it," Hecker says. "The internship program represents an incredible resource for the business community. It's a win-win situation for everyone involved."

INTERNS—DISCOVERING SOLUTIONS

A pharmaceutical research company, SIDDCO—Systems Integration Drug Discovery Company—focuses on the bio-technological initiation of the drug discovery process. Its sixty employees

use innovative, high-tech approaches to synthesize, screen and detect new drugs for the pharmaceutical industry. Its medicinal chemists have developed three marketed drugs, 18 compounds in clinical testing and five chemical series subject to patent applications.

SIDDCO has successfully established a "critical mass" of medicinal chemists and a broad technology platform. Its management team encompasses leaders with world-class pharmaceutical, biotechnology and combinatorial chemistry experience plus a record of success in finding new drugs for testing and marketing.

Bruce Seligman is one of those leaders. As President and CEO, he believes in "the lasting contribution" of the internship program. "It provides a learning curve for all of us," he declares. "The interns bring a new, creative perspective to the business while we help them understand the reality of small company life."

Two Berger Entrepreneurship interns, Kasey Davis and Holley Huang, collaborated their efforts to enhance SIDDCO's web pages. Davis worked on materials for describing the MAPS (multi array plate screening) technology and developed marketing tools for promoting it to the scientific community.

Huang focused primarily on web construction, helping SIDDCO to market its products electronically. "It was a challenging, rewarding, and exciting experience," he says. "While I became aware of the many issues facing start-up companies, I discovered that I still have lots to learn."

INTERNS—BIG PLANS

Wencil Research has big plans for small businesses—including its own. As a consulting service for new start-ups, Wencil specializes in the development of business plans and marketing strategies for new ventures. Wencil's own strategy included the creation of a new website to promote its extensive services.

That's when graduate intern Dale Lin stepped in with his software savvy, designing a website that would serve Wencil's needs. He spent most of his summer testing the software to ensure that it was user-friendly to the start-ups that would be perusing the company's site, providing ongoing suggestions for how it could best be utilized.

Lin still works part-time, exploring opportunities for the site's commercial potential, collecting information from a variety of publications for use by entrepreneurs with innovative ideas. He expects the site to be fully running by the end of the year.

"The process of testing software and then using it to build a website was most interesting," says Lin, who claims the project has inspired him to generate his own business ideas for future development—"down the road when there's more time."

"It's fascinating to create something new from scratch and then receive exposure to all of the business issues—the legalities, funding, marketing and so forth," he explains. "This internship affords you the opportunity put it all together. You find yourself actually working in a real entrepreneurial experience!"

Perhaps Confucius best summed up the essence of internship thousands of years ago when he said: "Tell me, I'll forget. Show me, I may remember. But involve me and I'll understand." ■ ■ ■

MOTORCYCLESDIRECT.COM

DRIVEN TO SUCCEED

Eller College alum Todd Allen has one driving passion: motorcycles. That fervor, combined with the similar ambitions of two fellow University of Arizona graduates—Rudy Gofman and Jed Brezer—accelerated the start-up of an innovative new website strictly geared for the motorcycle industry.

The trio pooled their entrepreneurial skills to launch Motorcyclesdirect.com, a comprehensive "e-tailer" of products and services for cycle enthusiasts. "The site utilizes a 'Click and Brick' business model to create the perfect shopping environment for its clientele," Allen says. "Our inspiration comes from a passion for the product and the fact that the motorcycle industry is underserved in multiple areas—so we decided to do something about it."

The three mavericks share another common denominator: mentorship. In that vein, they welcomed Berger Entrepreneurship Program intern Michael Beinke—also an automotive enthusiast—for the ride of his academic career. During his internship, Beinke embellished the company's website with his vast MIS and Internet background, producing a competitive Internet service while conducting extensive market research.

"Working with Todd Allen on his start-up has been a great learning experience for me," Beinke claims. "It will help me to survive the tough process that is involved with any start-up and has been a great motivator. I have always wanted to be an entrepreneur and this was a

major stepping stone in that path to success."

Allen expresses equal enthusiasm for the intern's contributions.

"Michael has assumed the role of an employee with an open mind, dedication



and the willingness to offer insight," he notes. "He has definitely enhanced the development of our business."

While there's still plenty of blood, sweat, and gears ahead for Motorcyclesdirect.com, the start-up's engines seem to be revving smoothly—thanks in part to a Berger Entrepreneurship intern.

Berger Entrepreneurship Alumni Notes

1999

Laura (Holloway) Jewett is Event Coordinator with Tempe, Arizona's Fiesta Bowl

Jason Rutka is Chemical Engineer with Chromalloy Arizona, located in Phoenix

1998

Rebecca Williams is President of Portland, Oregon's Wallnutz, Inc.

Jeremy O'Day holds the title Internet Architect at e-phi-bian, located in Tucson

1997

Lisa Hay is Account Manager—Lead Generation with NBC Internet, based in San Francisco

Matthew Mertel is attending the University of Chicago's Graduate School of Business

1996

Bridget Fox heads up direct marketing for seeUthere.com, located in Mountain View, CA

Sam Valenzuela is eCommerce Senior Manager, Sprint PCS, in Kansas City, Missouri

1995

Matthew Wild is President of Tucson's Taza.net

Elizabeth Slocum heads New York City based ECONSULTS.COM

1994

Alek Vila owns Racing Heart Entertainment, headquartered in Los Angeles

Christy Dickson is Vice President of Des Moines' Dickson Industries, Inc.

1993

Kathy Cleere owns Tucson-based Sabino Consulting

Annalisa Moore is partner in Moore & Moore, Attorneys at Law, Tucson

ADVANCES IN THE STUDY OF ENTREPRENEURSHIP, INNOVATION AND ECONOMIC GROWTH

An annual series

This series, developed and edited at the Karl Eller Center by Gary Libecap, is aimed at presenting the latest research on entrepreneurship and innovation and the impact on economic performance. Research topics covered include all aspects of entrepreneurial behavior—the determinants of research and development, intellectual property concerns, innovation within and across firms, the effect of government regulation and tax policies, patenting and other property rights issues, organizational factors, market structure effects, marketing strategies, entrepreneurship programs and other educational activities, and the relative performance of entrepreneurial firms. The disciplines covered include economics, marketing, management, finance, and history. The target audience includes both academics and practicing entrepreneurs. The overall objective is to disseminate research in a clear and effective manner to promote communication between the business and academic communities and to foster entrepreneurship within the society. A volume is published annually.

This year's volume, number 12 in the series, entitled **Entrepreneurship and Economic Growth in the American Economy**, includes a series of papers that examine the contributions of entrepreneurship in the American economy. The first chapter reports the strong results of the Karl Eller Center's recent survey of entrepreneurship education and the performance of graduates. The paper provides a framework for studying technological change historically, focusing on the computer industry. Other chapters examine the development of property rights in the computing industry

with an assessment of the special problems of the Internet; the broader questions of the bases for entrepreneurial behavior within firms and presents survey data from South Africa and the U.S.; and examine specific marketing issues for entrepreneurial firms.

For more information on this publication or series, please contact the Karl Eller Center at 520.621.4823. ■ ■ ■

ENTERPRISING

STAFF—

the newest additions

to one of the

oldest programs

When asked to describe the most vital component of their businesses, most Berger Entrepreneurship Program graduates reply without hesitation: "our employees." Karl Eller Center administrators couldn't agree more, attributing its operational synergy to a dynamic team of multi-faceted personnel. Whether project coordinators or administrative support, all provide an invaluable service to ensure the institution's ongoing development and success.

This year, the staff proudly welcomes its newest members:

MICHAEL SENG is bullish on entrepreneurship education. Shortly after launching his own event development company specializing in bullriding shows, he was appointed as the Karl Eller Center's new Entrepreneurship Education Coordinator.

Just months before his graduation from Eller College in May, 2000, Seng took the entrepreneurial bull by the horns and created Underdog Productions—catering to the second fastest-growing spectator sport in the nation. His first event drew over 6,000 attendees.

Seng accepted the education position so that he could share his expertise with aspiring entrepreneurs. While serving as a liaison for students and adjunct faculty, he coordinates syllabus development, schedules guest speakers and participates in academic counsel. "I believe in taking risks and I love a challenge," he says. Obviously, someone who rides bulls on the side has a lot to offer aspiring entrepreneurs.

BONNIE ARRIAGA wears many hats. As the newly-appointed Office Manager, she serves the integral role of orchestrating every detail—large and small—that keeps the Karl Eller Center humming smoothly.

The Idaho native joined the University of Arizona Registrar's Office over a year ago after a long tenure in human resources management, including nine years at Tucson Electric Power. She eventually opted for a career in education and, after working as an Amphitheater School District administrator, brought her talents to the University of Arizona. This environment afforded her the flexibility to devote more time to her family. Best of all, she claims, Karl Eller Center regards her as a total professional.

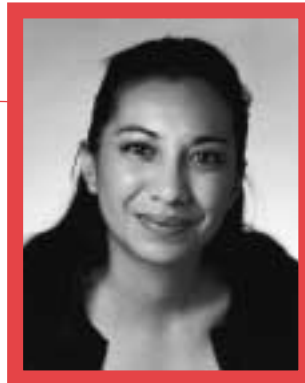
Among Arriaga's various day-to-day hats: coordinating meetings, mailings, and luncheons while assisting students and faculty with faxing, copying, directions and computer operations. She's the one you want when that report gets jammed in the copy machine. "I'm a jack of all trades," she quips. "I always hold down the front line." Arriaga could also be described as the Karl Eller Center's diplomat—she's the first person you'll see as you enter the center and the last one as you exit. And each time you do, she'll probably be wearing a different hat.



Michael Seng



Bonnie Arriaga



Marisol Diaz

There's something special about **MARISOL DIAZ**. Not only is she a full-time student at the University of Arizona, she also coordinates Karl Eller Center's Special Projects along with her studies. The Tucson-born literature major manages a wide spectrum of diverse tasks, from producing the labor-intensive Alumni Networking Guide—which keeps Berger Entrepreneurship alumni connected—to overseeing many details of the center's outreach functions and events.

Diaz, who worked at the College of Medicine's Rural Health Office before joining the Karl Eller Center staff as a student worker in 1997, maintains the school's vast database—an ongoing process of updating vital contact information. Her attention-to-detail ensures the effective operational communications that the Eller Center prides itself in.

"Everyone here is efficient and organized," she declares. "We have an excellent reputation for getting things done as a team." ■ ■ ■

Berger

Entrepreneurship

Alumni Notes

1992

Steven Miner is partner in Vision7 Software, Tucson

Prakash Sundaram is Vice President, Sundaram Builders, Gallup, New Mexico

1991

Janette Hunter is Director of Finance at Tucson Arizona's Perpetua, Inc.

Kevin Newman is Vice-President of Corporate Banking at the U.S. Bank of Washington, Bellevue, Washington

1990

Ronald Jandrlich is President & CEO of Irvine, California based Strategic Business Services

Jill Munding Walton is Director of Client Services at Health Hero Network, Mountain View, California

1989

Dale Deming is Owner of Coyote Stone, LLC, Tucson

Vonn Logan is Program Coordinator at Brigham Young University-Hawaii, Laaie, Hawaii

1988

Jay Fenello is President of Iperdome, Atlanta, Georgia

Lisa (Leftault) Norton is Sales Representative with Houston-based Solvay Pharmaceuticals, Inc

1987

Sean Furrer is Vice President of Tucson-based Furrer's Western Tire Centers

Linda Wenglikowski is DB Services Manager of H.D. Vest Financial Services, Irving, Texas

1986

Glenn Berkley is Senior Vice-President of Scottsdale's Paine Webber

Joseph Dorgan works with the University of Arizona's Prevention Center as Program Coordinator

1985

Steve Taylor is owner, partner and in charge of business development of the Antique Presidio in Tucson

Michele Vallenilla is Market Trainer with Houston's AMC Theaters

Alumni Update

JOHN BUTTERY

President, SkiView

Tucson, Arizona

Class of 1989

REVISITING ENTREPRENEURIAL SUCCESS: THE "SKI'S" THE LIMIT

There's just no stopping John Buttery. By the time he turned thirty, *Success* Magazine featured him as the entrepreneurial zeitgeist of his industry. That same year, his venture—BLR Data, which specialized in advanced geographic information products—was named among the top 100 marketing information sources by the editors of *American Demographics*. Shortly after that, the University of Arizona's Karl Eller Center inducted Buttery into its inaugural Entrepreneurship Hall of Fame class.

"I always knew that I wanted to start my own business," he says. "I saw the Berger Entrepreneurship Program as an opportunity that couldn't be missed. It provided me with the skill set necessary to understand how all the disciplines—marketing, finance, accounting, etc.—blend together to form a company."

Recognizing the demand for a scientific method that could identify business locations, Buttery developed a computer model that mathematically determined the optimal geographic destination for new ventures.

"We found that we could make more money and grow faster by providing the data for site selection versus doing the actual study," he explains. By changing the venture from a consulting business to a product company, BLR Data surpassed \$5 million in annual sales. Buttery successfully sold the business less than ten years after graduation.

Still, that wasn't enough for this entrepreneurial maverick who launched his first enterprise—selling worms—when he was only eight years old. Instead of resting on his laurels, Buttery just kept going.

Six months after selling BLR, he decided to blaze new trails—on the ski slopes—by joining SkiView, an outdoor advertising company that targets skiers and snowboarders. SkiView's partners recruited Buttery to transform the fledgling enterprise into a flowering one. It didn't take him long. Within a short time, SkiView became one of the nation's largest outdoor advertising networks.

"It looked like an interesting challenge," comments Buttery, who claims to have never lost a game of Monopoly. His illustrious clients now include Sprint, AT&T, Chevrolet, Kellogg's, and Nations Bank, who all use SkiView as a primary advertising vehicle to reach over 38 million affluent snow sport enthusiasts at 150 popular ski resorts.

What's Buttery's secret? "I'm a salesman at heart," he declares, explaining that he's happiest when working out in the field with prospects. "I think spending time with your clients not only allows you to better understand their business requirements but also provides an opportunity to look at your own business from the outside in."

That, he claims, ultimately positions a company as a more effective competitor in the marketplace. "I try to build companies from the demand side perspective," he says.



1989 Berger Graduate Entrepreneur, John Buttery

"This keeps us in touch with the market changes."

Buttery also keeps in touch with entrepreneurship education by sponsoring the Karl Eller Center's annual business plans competition, which provides an opportunity for Berger Entrepreneurship Program students to showcase their innovative business expertise and demonstrate entrepreneurial leadership. "Each year the plans get better," he notes.

Buttery's advice for aspiring entrepreneurs: "Concentrate on the fundamentals that make new ventures succeed and wait until the right opportunity comes along. Then focus on sales, not expenses," he suggests.

What's next for an entrepreneur who's already snowboarded his way to the top of the mountain? For Buttery, the sky still remains the limit. "I love to run companies and I will continue to do so," he declares. "I don't see any change in that."

There's no change in the Monopoly winning track record either. "I constantly re-deploy assets to capture potential opportunities and manage cash flow very carefully," Buttery confesses, revealing how he moves between cash and property depending on the position of his fellow players. "It's a lot like business," he says. "When you're out of cash, you're probably out of the game."

Not bad for a kid who started out selling worms. ■ ■ ■

KARL ELLER CENTER

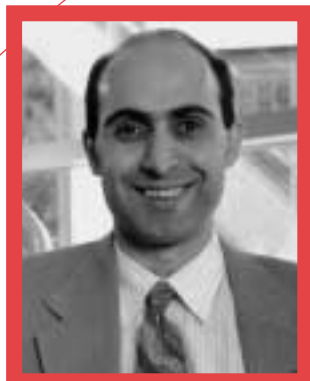
Faculty Scholars

The Karl Eller Center lauds the Finance Department's contribution to the Berger Entrepreneurship Program through the Eller Faculty Scholars Program. This program recognizes and supports three dedicated finance faculty members and their outstanding research.

Assistant Professor Walid Busaba's research encompasses the issues new ventures face when going public. "The connection between the field of finance

and entrepreneurship education is fundamental," he says. "The support of the Karl Eller Center is important, mainly because it conveys to me the message that they care for good, creative research work." As Finance Honors advisor, Busaba continues to share his expertise on investments, international finance and the theory of corporate finance. "I assist students who want to undertake a learning experience beyond the regular courses," he explains. "I help them identify real questions, locate sources of information, and organize and present their research work."

Assistant Professor Laurie Krigman, widely recognized by the Wall Street Journal and the New York Times for her work in corporate finance, joins Assistant Professor Charles R. Schnitzlein, whose research includes financial econometrics, investment banking, market microstructure and experimental economics. Together, these Karl Eller Center Faculty Scholars enhance the Karl Eller Center's mission of entrepreneurship education and research. ■ ■ ■



Finance Professor, Walid Busba



Finance Professor, Laurie Krigman



Finance Professor, Charles Schnitzlein



*2000 Fathauer Lecturer Harvard University's
Morris Kahn Associate Professor
of Economics, Dr. Caroline M. Hoxby*

Harvard Economist to Deliver Fathauer Lecture in Political Economy

Does school choice affect your income and the value of your house? How does it influence which colleges accept your child? And why is it of consequence to the teaching profession?

Harvard University's Morris Kahn Associate Professor of Economics, Dr. Caroline M. Hoxby, will address "School Choice: An Economist's View" during the 2000 Fathauer Lecture in Political Economy on January 29, 2001.

Hoxby pursued her Masters Degree in Economics at Oxford University after graduating summa cum laude from Harvard. She subsequently

earned a doctorate in Economics from MIT. Recipient of many distinguished awards, grants, and fellowships, and author of numerous published papers, Hoxby remains a widely recognized authority in education economics.

Hoxby discovered her life's work in 7th grade. "My first economics project was related to education and I just haven't been able to break the habit ever since," she proclaims. That awareness sparked a quest for academic achievement and—an illustrious career of research and scholarship in the economics of education.

While Hoxby attended three of the world's most prestigious universities, she recognized much disparity surrounding the issue of school choice. "It coerced me to apply all of my skills from many different areas of economics at once," she claims. It also combined two of her greatest interests—education and market forces—providing the ideal arena for her

as an economist. Thus began her work in labor, public, and education economics with a focus on class size, peer effects in the classroom, teachers' unions, school finance equalization, and other issues. Her conclusive findings offer compelling solutions to some of today's toughest educational challenges.

"I want to make the economics of education one of the key areas of innovative research among economists and other social scientists," she says. "There is a tremendous need for good research on issues of educational policy."

The Karl Eller Center and the Eller College of Business and Public Administration are honored to continue the tradition of excellence and dialogue, made possible through the insight and generosity of Walter Fathauer and Isabel Shattuck Fathauer for over 15 years. Don't miss this exciting presentation and the rare opportunity to meet Caroline Hoxby as she shares her profound insights.

If you would like information regarding this lecture, or the lecture series, please contact the Karl Eller Center at 520.621.2576. ■ ■ ■

Alumni Update

MICHAEL WILLIAMS

President,

Mesa Communications

Falls Church, VA

Class of 1989

TOWER OF POWER

For Michael Williams, climbing the entrepreneurial ladder meant scaling a tower, as he built the eighth largest communications tower company in the nation from ground zero. Whether running a lawn mowing service as a young boy or operating a painting business in college, Williams knew at an early age that he was a born entrepreneur. "I always had a burning desire to start my own company," he explains. "That's why I was attracted to the Karl Eller Center."

Williams completed his undergraduate degree in business and economics at Brown University before entering the Berger Entrepreneurship Program and he attributes much of his success to this combination of "exceptional academics." The rest, he claims, is "part fate and part luck."

Both evidently played a role when Williams was hired shortly after graduation by the consulting firm of Malarkey-Taylor Associates—long-considered the early pioneers of the telecommunications business. While working there, he enjoyed plenty of mentoring interaction with both Malarkey and Taylor who had previously been founders of the nation's cable TV business.

Williams experienced another dose of fate as a large company transaction led the members of his division to start-up their own business—MTI Capital, an investment banking company aligned with the growing telecommunications industry. After two years of raising funds for various broadcast and cable ventures, he saw an opportunity to create his own enterprise in the radio tower business.



1989 Berger Entrepreneurship Graduate,

Michael Williams

Applying the skills he learned at the Karl Eller Center, Williams wrote a business plan to launch Telecom Towers. "It was then that I faced the hardest obstacle all entrepreneurs encounter—raising the capital," he says. "There was plenty of risk and very little security."

The same spirit that unleashed a lawn-mowing operation in his youth ushered in, and by 1993 Williams found himself in business with four partners. Telecom Towers grew quickly, bestowing him with the vital experience of raising tower acquisition capital in an ever-changing communications industry. Taking an "immersion approach" in the venture, Williams managed every aspect of day-to-day operations, from installing control mechanisms to overseeing the daily facilitation of towers in the field. This tactic paid off as Telecom became the fourth largest communication tower company in the nation.

"It's important for entrepreneurs to recognize that you can't be an expert in all aspects of running a business," Williams emphasizes. "Learn to ask for help—there's plenty of pros out there willing to offer advice."

Telecom's partners eventually faced the decision of going public. "Everyone refers to this as the benchmark of a company's success," Williams observes. "But they fail to recognize that there can be serious drawbacks." With those in mind, he and his partners sold Telecom to a larger company. Then, tapping into that famous entrepreneurial vision, Williams began yet another tower company—Mesa Communications Group—along with members of his former management team.

Today, Mesa Communications has grown to become the eighth largest tower company in the country. How does Williams do it? "With patience and by not rushing," he replies. "And remembering that even as an entrepreneur, you always have to answer to someone, whether an investor, a customer, or an employee. It's not as much freedom as some might envision—you still have to work harder than a salaried employee."

Most importantly, he contends that there are two basic principles for conducting a thriving business. First, keeping a close watch on your funds is so critical that "you should either do it yourself or rely on someone you trust with your life." Second, realize that each and every employee is vital to a company's growth and success. "Recognize them and make them feel important," he emphasizes. "Whether it's the receptionist or the restroom attendant." That, he concludes, is the formula for becoming a towering success. ■ ■ ■

ENTREPRENEURSHIP HALL OF FAME

The Karl Eller Center's Entrepreneurship Hall of Fame was established in 1998 to honor graduates and associates of the Karl Eller Center and Berger Entrepreneurship Program who have achieved excellence in entrepreneurship either by individual accomplishment, or through contributions to entrepreneurship promotion, awareness, and education. This year's inductees walk an impressive path.



For Outstanding Achievement-Corporate Institution
Tawn Albright
Manager
Corporate Business Development-Latin America
The Coca-Cola Company
Class of 1990

Tawn Albright's work at Coca-Cola is certainly no soda break. Working as part of the team that determines the strategic and financial feasibility of moving into proposed new market segments, he diligently focuses on new beverage and e-commerce opportunities. After receiving the green light, Albright then executes by making acquisitions or developing partnership arrangements.

Albright describes his employer, The Coca-Cola Company, as one that empowers employees to act quickly and respond to market forces. He appreciates the Berger Entrepreneurship Program's recognition of graduates who act in an entrepreneurial fashion while working within corporations.

While earning his Master of International Management degree at Thunderbird (the American Graduate School of International Management), Albright realized how much he enjoyed working with students when he served as a graduate assistant in an accounting class. His dreams for the future include teaching at the university level and eventually returning to the Southwest.

Albright's personal life remains an active one. His daughter Alix, who turned a year old in June, is walking and beginning to understand both English and French—Albright's wife Christele's native tongue. This past summer, Albright enjoyed his passion for the mountains and climbed Mount Harvard, Colorado's third highest peak. Weekends at home are often spent playing competitive Ultimate Frisbee, his other favorite outdoor activity, and perhaps taking a moment out of his busy life for "the pause that refreshes."



For Outstanding Achievement
in Business Development
Scott Pollov
President
BizPlanIt.com
Class of 1994

Success often lies in giving something away in order to experience a far greater return. Perhaps nobody understands this principle better than Scott Pollov, who successfully applies it to marketing business plan services over the Internet.

"We use the web to give away free advice which has attracted the attention of search engines that publicize our website," he explains. "We offer 75 pages of tips, articles, plus a virtual business plan that takes viewers through the basic sections and helps them understand common mistakes people make during the process."

Pollov's company, BizPlanIt.com, also offers a free, online, monthly newsletter to subscribers. With more than 8,000 people on the list to date, his sound advice appears along with the company's name before thousands of viewers each month. Not everyone buys the company's services, but the potential for referrals grows as the subscriber list expands.

What kind of clients does BizPlanIt.com attract? Pollov's list includes sophisticated entrepreneurs and executives who seek his innovative services to raise their capital. In addition to website referrals, many venture capital firms, investment banks, and e-incubator companies recommend BizPlanIt.com to their potential clients.

"We try to go above and beyond our customers' expectations," Pollov comments. "A business plan that exceeds the requirements expected by readers and potential investors is the end result, but equally valuable is the process we put our clients through. We really push them to the next level," he adds.

The 28-year-old maverick claims that his youthful age hasn't discouraged clients. Rather, it's his performance that counts. BizPlanIt.com is itself in the process of redesigning its own business plan with the goal of providing a greater variety of consulting services for its clients.

Recently engaged, Pollov makes his home in Phoenix, Arizona, also the location of the company's headquarters. He and his nine colleagues surprisingly travel little, opting to do most of their business via phone, fax and email. "Most of our clients work with their customers this way, so they are very comfortable working with us in similar fashion," he says.

What's in a name? Obviously plenty, as BizPlanIt.com continues to successfully attract web surfers—and new clients for Pollov.



Outstanding Entrepreneur Award
 Matt Williams
 Director-Live Auctions
 Amazon.com
 Class of 1993

While enrolled as a student in the Berger Entrepreneurship Program, Williams faced a huge decision: choose between his love of competitive diving and his eagerness to dive into the world of business. If he continued as a member of the University of Arizona diving team, it would take five years to complete his undergraduate degree. Instead, Williams chose to manage the team and graduate in three.

That spirit has led Williams, now at age 27, to volunteer his time helping other entrepreneurs learn from his successes and mistakes. Those lucky enough to hear what he has to say about the enterprise he co-founded several years ago walk away with sound advice from a savvy pro.

In 1996, Williams and three others founded Innerlinx Technologies, a high-end database and Web technology systems integration company. They built their portfolio of expertise in the broadcasting, health care, financial markets, banking and auction industries. One year later, Innerlinx decided to specialize in auctions, launching a joint venture with one of their clients and renaming the new enterprise LiveBid.com.

LiveBid.com became first on the scene with live on-line auctions, several years ahead of any competitors. Amazon.com purchased LiveBid.com last year and now employs the young entrepreneur. He continues his involvement with the auction end of the business by integrating a number of new initiatives that bring buyers and sellers of products together. "Amazon.com is always looking for new businesses and product lines that allow individuals to interact with businesses," Williams explains.

He continues his involvement in the diving world by volunteering to help Seattle high school students interested in the sport. Both Williams and his wife, Kim-An Lieberman—newly-wed this year—enjoy working with young people. They apply the same approach to life as they do in business: just dive right in.



Supporter of Entrepreneurship Award
 Timothy Tegeler
 Chairman & CEO
 The Siboney Corp and
 Managing Trustee
 The Tegeler Foundation
 Class of 1964

The launch of the Berger Entrepreneurship Program always intrigued one particular Tegeler Foundation trustee and University of Arizona alumnus. Sixteen years later, Timothy

Tegeler found himself inducted into its Hall of Fame for his long-time support of entrepreneurship education.

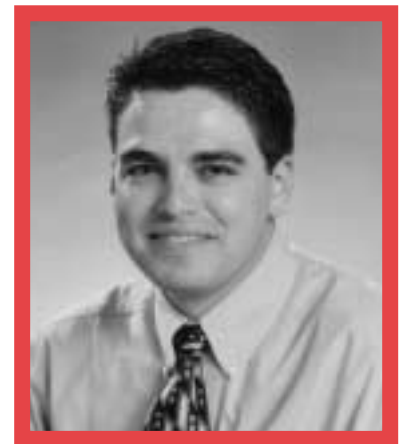
"The program is very well run and they do a great job of keeping in touch with their donors," says Tegeler, one of three trustees who directs the family foundation's grant-making efforts in the areas of education and health care. Tegeler assumed the responsibilities of running his 40-year-old family foundation in the early 1980s, and a decade later he was at the helm of the business his father founded—The Siboney Corporation.

Established in the mid-1950s to purchase seven oil exploration companies in Cuba, the company now focuses on educational software in math, reading and language arts for ages kindergarten through grade 12. With Tegeler and his late father as investors, The Siboney Corporation owned or invested in at least 20 different companies during the

past 40 years. "Starting or improving so many businesses fueled my interest in entrepreneurship," he explains.

Tegeler and his wife, Nancy, call St. Louis, Missouri home where both the foundation and the company remain headquartered. He returned to Tucson for a visit to his alma mater twenty years after his graduation in 1964 from the College of Business & Public Administration. Delighted to visit three or four times since then at the invitation of the Karl Eller Center, Tegeler declares: "I'm proud to be part of this program."

For Outstanding Contributions to
 Entrepreneurship Education
 Luis Trujillo
 Student/Academic Coordinator
 Karl Eller Center-
 Berger Entrepreneurship Program
 1996-2000



To some people, Luis Trujillo may have appeared as just another academic coordinator. But to most students at the Berger Entrepreneurship Program, he became a role model devoted to the fulfillment of their highest dreams.

An employer once told Luis Trujillo that he possessed a talent for developing rapport with people and maintaining good relationships. He recognized the individual and demonstrated genuine interest in his associates, bringing an innate curiosity and amiability to the job. These trademark qualities are precisely what made a difference in the lives he touched during his years at the Karl Eller Center.

The needs of the students in the Berger Entrepreneurship Program always remained Trujillo's priority during the time he was affiliated with the Karl Eller Center. "Entrepreneurs are unique and no two students were the same during the three and half years I worked with them," he says. "It was interesting to be part of their lives while they were in school and to learn about their accomplishments after they graduated. I especially enjoyed the students' determination to build their own businesses," adds Trujillo, who served as a liaison between students and the adjunct faculty.

He established systems, processes and communications that enhanced the lives of entrepreneurship students, thus creating a niche of academic student service. His position then evolved into the Entrepreneurship Education Coordinator. Pleased with the Hall of Fame award, Trujillo says he is honored by the recognition from his former colleagues and the opportunity to join the ranks of other dedicated pioneers in entrepreneurship education.

Although he loved the university setting and working with entrepreneurs-in-training, the 28-year-old Tucson native wanted to pursue another professional interest—in private industry. In June, he took an inside sales position with a Tucson-based industrial products company, Winn-Marion Summit. "I'm on my toes, staying very focused and learning a lot of new things," reports Trujillo. "This industry is so different from higher education."

What remains unchanged, however, is the unique personal touch he extends to meeting the needs of the company's existing customers, surely bestowing his signature style to each and every interaction. ■ ■ ■

ERNST & YOUNG ENTREPRENEUR

OF THE YEAR INSTITUTE

Arizona Venture Forum

Presents:

INNOVATIVE PRACTICES IN
SOUTHERN ARIZONA BUSINESS

November 14, 2000

McClelland Hall, The University of Arizona

This fall, a cross section of Southern Arizona's business will address findings of the recent SURVEY OF INNOVATIVE PRACTICES, conducted by Ernst & Young, LLP, and the Kauffman Center for Entrepreneurial Leadership—and share how these practices can impact your success in today's—and tomorrow's—Tucson business economy.

ABOUT THE SURVEY

Each year, the Kauffman Center and Ernst & Young join to administer the Survey of Innovative Practices. The survey is designed to capture unique and innovative strategies that distinguish superior competitive and financial performance among entrepreneurial firms. Companies are selected from among the membership of the Entrepreneur-of-the-Year Institute—companies recognized for outstanding entrepreneurial achievement in categories across industrial and geographical boundaries. They represent the "best of the best" in terms of growth, profitability, job creation, and potential economic impact.

ABOUT THE FORUM

Each year since 1984, the Karl Eller Center at the University of Arizona has addressed one or more critical issues facing Southern Arizona business through the Arizona Venture Forum, bringing together insights and perspectives of business leaders with specific experience in the focus area and in the business economy unique to Tucson.

The Karl Eller Center is pleased to join with Ernst & Young to bring the most innovative and compelling information to aide in the growth of enterprise in Tucson's fast changing business climate. This partnership is unmatched in its ability to address what is important for today's business and tomorrow's dreams.

ABOUT THE GUEST SPEAKERS

Tucson-based business leaders representing five key business segments will share their thoughts and direct experience with the INNOVATIVE PRACTICES OF HIGH GROWTH FIRMS. Learn how they adopted these practices and tailored them to fit, and succeed, in the Tucson business arena—and beyond.

TECHNOLOGY

PRODUCT DEVELOPMENT

HIGH-TECH

Steve Pagnucco, CEO
Universal Avionics

SERVICE CONSULTING

CONSUMER

Bob McMahan, CEO
Metropolitan Restaurants

REAL ESTATE DEVELOPMENT

CONSTRUCTION

Peter Aronoff, President
A.F. Sterling Homes

RETAIL

Kerstin Block, CEO
Buffalo Exchange

OPTICS

Michael Voevodsky, Vice President
Business Development
Hextek Corporation

Alumni Update

JANE LARSON

Business Reporter

The Arizona Republic

Phoenix, Arizona

Class of 1991

An old adage in writing says to write what you know. For journalists, it also helps to know what you write—to understand the jargon, the formulas, the plans used by the people you are writing about.

That can be a tough job when dealing with finite math and small business plans, but Jane Larson has more preparation than most business journalists. Every time she interviews a new CEO, she says she can still see her former Berger Entrepreneurship Program instructors “pounding at us every week: ‘What is the problem out there that you are trying to solve, and what is going to make you different than everyone else?’ I use those questions when I interview people: ‘What sets you apart from the competition? What is your niche? What are you doing that is different than anybody else?’ And it also taught me that you can have a great idea but you also have to have the management skills to back it up. So when I interview people I look for that.”

Larson is no less tough on herself. A Chicago native, she earned an undergraduate journalism degree at Marquette University in Milwaukee, Wis., before taking several editing positions at newspapers including the *Arizona Daily Star*. While working there full time, she enrolled part-time in the MBA program at the University of Arizona and was later admitted as a full-time student to the Berger Entrepreneurship Program. “I thought that would be a really well-rounded education in business, where even if you didn’t go off to be an entrepreneur, you could go be an ‘intreprenuer’ within a large company, which I thought would be good for either newspapers or some other industry,” she said.

The newspaper business apparently thought it would be good for them, too. After graduation, Phoenix Newspapers Inc. hired Larson as managing editor of the weekly *Arizona Business Gazette*. In 1995, she moved into the reporting side of the business at *The Arizona Republic*, where she is one of only two among the paper’s 15 business reporters holding a master’s degree in business. In 1997, the International Center for Journalists in Washington, D.C., selected her to participate in a two-week, all-expenses-paid reporting fellowship in Japan where she focused on entrepreneurship and its role in revitalizing that country’s economy. “I doubt I would have gotten the fellowship or been able to do that kind of reporting if it hadn’t been for the business school,” she said.

It was a simple philosophy—“you can do it”—that Larson says got her through those graduate school days, even as she worked a demanding full-time job. The same motto also fuels her activities outside the office, including a cycling hobby that recently led to her first complete El Tour de Tucson. “Don’t ask my time,” she says with a laugh. “I got in before dark.”

At the *Republic*, Larson recently started a new coverage area focused on “the next level of small business... the dot-coms, the venture capital, the guys who want to be the next Bill Gates.” Through each new story, her backstage knowledge of the field continues to get noticed. “I’ve actually been on interviews where the company president stops the interview and looks at me and says, ‘How did you know to ask that question?’ And that’s great, because I say, ‘Well, I went to the U of A.’ That’s a good feeling.” ■ ■ ■



1991 Berger Entrepreneurship Graduate,
Jane Larson

NEW ADJUNCTS

Been there, done that! More than just four walls and a flip chart, the Berger Entrepreneurship Program offers students a realistic, hands-on approach in the formulation of their business plans through the support of its adjunct faculty.

This year, four new members join the award-winning program’s team of experts who serve as adjunct “point persons” in mentoring students toward their goals. Instructors help students determine business plan strategies and appropriate contacts. They also provide the guidance necessary to fine-tune plans, ensuring the clear definition of outlined concepts and their subsequent presentations.

This year, the adjunct faculty will continually evaluate the progressive development and grading criteria of student plans, ultimately setting the standard—and the springboard—for budding entrepreneurs to bring their dreams to life.

JAN HARDESTY

An independent marketing consultant with over twenty years of sales and marketing experience, JAN HARDESTY knows all about risk. After working as the director of marketing for several entrepreneurial ventures, she made her leap of faith from the corporate world, inspired by a desire for greater flexibility, variety, and balance in her life. “I have always been the type of person who seeks challenge and opportunity,” she declares. “I also possess a lot of self-confidence and a very positive, ‘can-do’ attitude”.

That attitude is precisely what Hardesty offers students in the Berger Entrepreneurship Program. A 1990 MBA graduate of the Eller School, she looks forward to sharing her wisdom and experience with entrepreneurship students. “As an adjunct faculty member, I now have the opportunity to duplicate some of the positive influence I received at my alma mater,” she comments with her trademark enthusiasm.

Hardesty’s involvement with education began five years ago. Since then,

she served as an adjunct at both Pima Community College and the University of Phoenix, discovering in the process that she enjoys the interaction with students and the opportunity to ignite intellectual curiosity. "I believe that with my diverse business background and expansive experience, I bring a unique perspective to the classroom that enables students to see the real-world aspects of business," she says.

Hardesty believes in the many values of student team mentoring—among them, providing accessibility to experience and reality-based knowledge. She also fosters viability, thoughtful planning based on research and attention-to-detail in student business plans. Her gift lies in her high energy level, optimism, and diverse business background.

"I will positively impact the future of the students by providing a professional role model," Hardesty says. "I'm thrilled to be back on campus and working with the students. The entrepreneurship program has always been an elite component of the business college offerings and I'm absolutely so excited to be a part of it."

Hardesty cites the characteristics she considers vital to entrepreneurial success: vision, high energy, the need to achieve, self-confidence, creativity, optimism plus tolerance for both failure and ambiguity. "Of these, vision, energy, creativity, self-confidence, and optimism are my personal favorites," she admits. "But if I had to choose one, I'd go for vision."

JOHN NIGHSWANDER

JOHN NIGHSWANDER always liked the excitement and camaraderie of start-up operations. As Regional Administrator and VP of Operations for a small assisted living company, the upstate New York native was instrumental in the conversion of Adult Care Management Corp. from five hotels to 15 assisted living facilities. Still, he never considered himself an entrepreneur.

After receiving masters degrees in political science from the Graduate School of Public Affairs, SUNY Albany and Education and Sociology from the State University College at Buffalo, Nighswander taught at Trocaire College where he developed an interest in aging and healthcare issues. That led to a position at Adult Care Management—started by what he describes as an entrepreneur who had no money, a bankrupt nursing center, plus lots of drive and ambition. "Assisted living was a completely new concept and we developed everything from scratch," Nighswander recalls. From there he joined The Fountains at La Cholla in Tucson, contributing to the team that grew from a single Tucson community, to eighteen communities in eleven states.

Currently, The Fountains is ranked as the 19th largest provider of independent living, assisted living, Alzheimer's care, and nursing care in the country. Under his direction, The Fountains won numerous national awards including "The Order of Excellence" for high quality management by Long Term Care Magazine, "The Small Business of the Year" from The American Society of Aging and recognition as one of the "Best Buys in Retirement Living" by Money Magazine.

"My uniqueness is that I come from a business that has traditionally been dominated by non-profit or governmental entities," Nighswander says. "I have seen how entrepreneurial approaches in these areas have allowed the two companies I've been associated with to prosper through the growth cycle from a start up to very successful businesses. The Fountains grew from three people in 1968, to three thousand employees today."

Nighswander admires the "can-do" attitude of those in the private sector and the creativity it generates. In addition, he is well-acquainted with the stress that new companies experience: the difficulties of having no money, the challenges of making budgets work and organizational growing pains. Herein lies the treasure chest he offers



Jan Hardesty



John Nighswander

budding entrepreneurs at the Karl Eller Center.

As an adjunct faculty member, Nighswander believes he can strike a balance with the enthusiasm students bring to their plans and the roadblocks they face. "I would like to blend their energy with the lessons from 'hard knocks' I've received along the way," he declares. "The Berger Entrepreneurship Program gives students a wonderful opportunity to launch a real world business plan, bringing together the academic skills and the practical experience of both faculty and mentors."

Nighswander looks for practicality in student business proposals since few have access to venture capital at the onset. He looks forward to helping students find creative niches in the marketplace with a realistic plan to fill them. "The greatest value of student mentoring is to provide insight to the transition from idea to reality," he says. "I think having mentors who have done this and who can encourage and provide guidance is invaluable for those starting their first business venture." According to him, the single greatest attribute for an aspiring entrepreneur is integrity, because it spawns other necessary attributes like courage, commitment, sweat equity, and endurance.

DAVE NOTT

DAVE NOTT believes that when students succeed, everyone succeeds. "Successful student writers and speakers help all of us meet our educational goals and—

when in the work force—they enable our democratic institutions to function at high levels," he claims.

That's where Nott comes in—helping students improve the writing of their business plans and verbal presentations. As a professional educator, he has taught Business Communication at the university level for 36 years—34 of



Dave Nott

them at the University of Arizona. Nott developed the Business Communication Program for the Department of Speech Communication, extended the internship and professional development program for the Department of Media Arts, and later taught Business Communication in the MBA and Berger Entrepreneurship Programs.

Prior to that, Nott taught debate and directed forensic activity for several years, coaching one University of Arizona team to the national championships in 1969. He devoted his interests to business communication shortly after earning his Ph.D. "My communication and media training provided me with an opportunity to help students communicate their thoughts in a visual format—one that meets the standards for successful information transmission and a high level of audience acceptance," he says.

Nott intends to help students meet their goals and progress to a higher than anticipated level via team mentoring. "Cooperating with others on common issues usually raises standards and improves the quality of the work," he observes. What does Nott look for in a student business plan? An understandable position, clearly structured thoughts, warranted conclusions, and a readable format remain the key ingredients.

According to Nott, student writers and speakers must meet several criteria when persuading others to believe in their product or service. First, the students must have a passion for what they're undertaking. Second, they must demonstrate the willingness and competence necessary to carry out the mission of their plan. Above all, he believes that credibility—a combination of trust, competence and integrity—represents the single greatest attribute for any entrepreneur and a quality he hopes to instill with his communications mentoring. And why Nott?

LOIS PEEL EISENSTEIN

LOIS PEEL EISENSTEIN has had the time of her life. During the years she spent as part of MTV Network's new business development team, the former attorney and entertainment executive devised business models for producing some of the company's first original programs like "Rugrats" and "The Real World."

Entrepreneurial, opportunistic, and innovative, her division—which included the MTV, Nickelodeon, and VH-1 networks—dreamed up theme parks, interactive studios and other new businesses built upon the networks' strong brand identities. In addition, the team launched new cable networks like "Comedy Central" and "Nick-At-Nite's TV Land" while introducing MTV and Nickelodeon in 77 countries around the world.

"We had small budgets but huge creative energy," she claims. "It was fun finding ways to debunk older and wiser network execs who said, 'You can't do that on television!' — and going ahead and doing it." Eisenstein says that business and creative decisions at MTV Networks were always grounded on a firm understanding of each network's specific audience. "Because we understood the needs of our key demographics, we were able to reach our viewers in ways that traditional television did not," she says.

After working as the Senior Vice President of Business Affairs and General Counsel for the MTV Networks division of Viacom for over 11 years, Eisenstein left New York and headed for Tucson. In 1997, she and her husband started a company called Sage Entertainment Consultants, offering business affairs services, and acquiring music and video footage licenses for entertainment industry companies. Electronic communications enabled the Eisensteins to locate their business outside the entertainment centers of Los Angeles and New York, she says, while still providing high quality services and quick response time to clients. Eisenstein looks forward to contributing her unusual expertise to the Berger Entrepreneurship Program. "These students have the creative energy and passion to make new ideas a reality," she says. "Their business plans are exciting. They identify underserved niche markets in so many diverse areas of business. Hopefully, my own experiences will enable me to provide useful feedback, and to assist and encourage them as they shape their plans." Undoubtedly, Eisenstein and her students will have the time of their lives. ■ ■ ■



Lois Eisenstein

ADJUNCT UPDATE—

Morgan Henika

MORGAN HENIKA claims he was never an entrepreneur. Yet from 1986 to 1994 he imparted to Berger Entrepreneurship Program students the tools paramount to entrepreneurial success. Applying the wisdom he acquired from his long corporate sales experience in New Business Development at Union Carbide, "Morg" brought a different measure of experience, maturity and motivation to student business plan writing and presentation.

"Our new products were often unique and unusual. I took those wonderful 'answers' to labs, development centers and factories in search of the 'questions' these materials might answer" he says, referring to his years at Union Carbide. Subsequently, Morg translated this same approach to aspiring entrepreneurs at the Karl Eller Center, accenting face-to-face selling and the importance of knowing customers' needs. "Ask for the order!" he advised students.

Morg injected his values of encouragement, commitment and enthusiasm into the Berger Entrepreneurship Program. One challenge was to convince students that if they couldn't envision having fun running their projected business, it probably wouldn't be successful. "Seeing students create a going business and then being able to buy something from them or use their service" was always a great reward.

Morg and his wife, Smiley, still spend summers in Maine where they enjoy afternoons on the lake fishing, relaxing, and writing a family history. This spring they were part of a three week church mission to Turkey. He remembers fondly his days at Eller College and the many colleagues who still remain his friends.

2000-2001 BERGER

ENTREPRENEURSHIP

PROGRAM

STUDENT BUSINESS

PLANS

Students in this year's program will develop business plans for actual launch ranging from private aircraft cuisine to international business translation services

Pyramine Associates

Steven Reichling & Michael Boyless
Recent graduates of foreign technology schools will attend prestigious entrepreneurship programs in the United States through direct sponsorship from private investors. Pyramine will accept equity in these students' ventures as payment for services received.

Business Translation Services

Bu Fang, Adina Raban, & Holly Huang
Anticipating an increase in demand for translation services and web localization services, Business Translation Services will offer translation services for US companies that want to expand into emerging market economies in Eastern Europe (Romania), Asia (China), and France.

OneStop.com

Andrew Ainsa & Robert Peters
A "veritable one stop supermarket" of mortgage origination, settlement, and convenience services.

MEDirect

Jamshid Sorooshian & Craig Kleinman
A software/on-line venture designed to revolutionize the medical community by providing an alternative to medical management through an on-line service. This service will create a potential worldwide database of medical information for people all around the world and help save lives.

V & V Ventures

Misty Vaught & Celeste Vizmanos
V & V Ventures will own and operate state-of-the-art laundromats and will lease laundry equipment to apartments, dormitories, and hotels/motels. These facilities will utilize V&V's innovative computerized locking systems designed especially for washers/dryers.

The Fountain Quarter

William Anthony & Michael Siegel
The Fountain Quarter will be a walking district in a culturally rich area, and will include entertainment, retail and specialty stores, along with fine dining. The atmosphere created by the architectural style and landscaping will provide the feel of early 20th Century Tucson.

Instant Portfolio

Billy Watenpugh & Chris Pershing
An easy to use, client friendly portfolio management software program for stock brokers. This customer focused software program has already been created and is ready to market to major firms.

Plane Tasty

Andrea Brooks & Cory Chiovari
Plane Tasty is a catering service for privately owned jets—offering gourmet food for private aircraft flying out of Phoenix, Tucson, and Scottsdale airports.

Autoscan

Michael Beinke & Brian Rowe
Autoscan will create a hand-held unit, similar to a Palm Pilot, that will assist salespersons on the lots of automotive dealerships. These units will have a barcode scanner and a driver's license swipe included in them to help in the sales and inventory tracking of vehicles.

Skystone, LLC

John Matter & Elizabeth White
Skystone LLC will link existing websites to the online "yellow pages." These directories organize businesses in a directory, similar to that of tangible phone books—the optimal strategy for organizing information and websites for small businesses on the Internet.

RidingFences

David Lukkes & Dale Lin
A cattle industry service providing technology to facilitate online auctions and cattle placement services. RidingFences will help small and midsize ranchers improve profit margins by eliminating the middleman, eliminating transportation costs, and reducing opportunity costs.

Managed Care Solutions

Jennifer Egolf, David Rakel & Ed Love
Managed Care Solutions provides online services to health insurance companies' clients including patients, health care providers, and health care facilities. Services will include online referral and authorization process for physicians, as well as health tips and account information for patients.

Oasis Development

Gregory Deacon & Jeffrey Stroll
Oasis Development is a real estate development company specializing in affluent, active adult/retirement communities. Developments include large lots, championship golf courses, clubhouse, restaurant, and custom homes—all within a master-planned, gated community.

AgroAccess

David Larios & Ka-in Chan
A brokerage and trading company designed to serve the marketing needs of agricultural product exporters in reaching and exploring new emerging markets.

Impressive Competitors— Intercollegiate Business Plans Competitions

Eleven undergraduate and graduate student teams in the Berger Entrepreneurship Program competed in nine intercollegiate business plans competitions in spring, 2000. Of these events, Berger students achieved eight wins or places.

Moot Corp Competition—

University of Texas-Austin

Social Venture Competition—

Cal-Berkeley-

Honorable Mention & Special
Presenter—Grasp the World

Venture Challenge—

2000 San Diego State University

The Venture Adventure—

Colorado State University

1st Place—InstaCap

Lincoln-INACOM Graduate and Donald
Duncan/Duncan Aviation Undergraduate
Competitions—*University of Nebraska*

Venture Capital Competition—

University of Colorado

Enterprise Creation Competition—

Miami & Ball State Universities

2nd Place—InstaCap

New Venture Competition—

University of Oregon

Arizona Venture Competition—

University of Arizona

Undergrad 1st—

Suite Repose

2nd-Titan DVD

3rd-Donum.com.

Grad—Runners up—

Antaris & Grasp the World

Recent program stats are impressive. The most glowing is that Berger student teams have achieved 18 wins or places in 23 events over the past four years:

1997-2000

Teams Competed	25
Teams Won/Placed	15
Competitions	23
Wins or Places	18

Sabino Software

Brent Linnenkamp, Rachel Chen, &
Howard Huang

Creator of bid-tracking and data
warehousing software for the residential
homebuilding industry. Future plans
include refining software to be the
foundation for industry specific ERP
packages.

Night-Flight

Rene Monteverde & Nicholas Argyrides

An elite, European style nightclub
located in Tucson, Arizona, and with
plans to expand into other major cities
across the nation. Night-Flight will offer
the best liquor, music, sound, interior
design, and service, along with fun not
ending at 1:00am.

"ESP" E-commerce Solution Provider

Ryan Neuweg & Hitesh Raval.

ESP will sell customizable e-commerce
software targeting small to medium
sized business e-commerce needs. The
software will be marketed and sold by
Internet Service Providers, who will
work with ESP to provide the most
advantageous E-commerce solutions.

Secured Credit Cards

James McDonald & Brice Rhee

Secured Credit Cards provides consumer
credit financial services based on the
collateral assignment of the cash value
held in an individual's life insurance
policy. By doing this, SCC will create an
advantage by eliminating bad debt
expense from books and therefore,
reducing the rates that are charged to
the consumer for the assumption of that
bad debt risk.

AC Perfections

Ashley Robinson, Christie Fraser
& Aaron Chisena

A womens' professional retail apparel
company providing quality professional
clothing in retail stores along with
services such as image consulting and
on-site customization of clothing.

E&S Enterprises

Stacy Wood & Emily Watson

Service corporation designed to find
solutions for unprofitable companies in
the movie theater industry. E & S
Enterprises will renovate older,
unprofitable theaters, converting
them to multifunctional entertainment
facilities catering to area-specific
entertainment needs.

Ultimate Traders

Michel Stopa & Vanessa Abel

Ultimate Traders is a unique used goods
retail store, targeting college students
and maintaining an advantage over
competitors by guaranteeing payment
in cash for all goods traded or sold.

ECE

Eric Ross, Jeffrey Paro, & Chris Novak

ECE is a technology-based firm
designing and marketing technology
and products that will dehumidify air at
a lower cost than that of refrigeration.

Express Seed Industries

Sam Goodwin, Devon Braun,
& Jason Martin

Express Seed Industries is an
agricultural-technology firm developing
a method to decrease the amount of
time it takes to grow specific species of
vegetables, allowing the farmer to yield
an extra crop per growing season.

Exhausted Resources

Kasey Davis & Robert Bessett

Exhausted Resources specializes in the
development of alternatively fueled fleet
and government vehicles.

Powerleaf Consulting

Marie Girard & Brian Chernauskas

Powerleaf Consulting is a service based
firm specializing in educating businesses
and organizations in electronic data
organization and retrieval.

Auto Embedded

Chandra Dulam, Jeff Pedersen, &
Francisco Rojas

Auto Embedded is a technology
development company producing
microcomputers to be used for
automating complete vehicle
electronic systems.

iBizTools.net

Vijay Sundharam & Scott Lynde
iBizTools.net will provide business students at all levels with a comprehensive suite of business information and application services including news, analytical tools, training and tutorials, technology demonstrations, and community interaction.

Herbal Fortress

Kirk Olson & Brannon Lacey
Herbal Fortress is a manufacturing firm specializing in the production and sale of Chinese tonic herbs. ■■■■

ENTREPRENEUR'S TOOLBOX

The Greater Tucson Economic Council recently launched a website designed specifically for local entrepreneurs, providing a one-stop clearinghouse for start-up enterprises and venture capitalists. Located at www.enet-tucson.com, The Entrepreneurship Network of Tucson offers links to the Karl Eller Center and Berger Entrepreneurship Program, the University of Arizona Science and Technology Park, the Tucson Technology Incubator and GTEC's Capital Network among several other resources.

Designed to connect potential entrepreneurs with funding sources, start-up assistance and a variety of business connections, the site promotes Tucson as a location to get established, and most importantly, to grow profitably.

ELLER ENTREPRENEURSHIP

FACULTY FELLOWS

The Karl Eller Faculty Fellows program welcomes the return of two outstanding Eller College of Business and Public Administration faculty members. Both will continue teaching in the Berger Entrepreneurship Program and contributing to the expanded curriculum.

The 2000/2001 Faculty Fellows:

Assistant Professor Charles B. ("Chip") Ruscher, best known for his expertise in entrepreneurial finance and new venture planning, expands his role this year to include participation in the Venture Development Module of the Berger Entrepreneurship Program. As a faculty panelist, he will evaluate the financial assumptions and projections for each of the business plans in smaller group settings, enabling feedback more specifically geared to individual plans. Ruscher will dedicate more time and energy in helping entrepreneurship students bring their business plans to fruition. While historically exploring the realms of financial institutions, mergers, and pedagogy, Ruscher plans to undertake meaningful research in venture capital.

Assistant Professor of Marketing Jennifer Edson Escalas enters her second year in the program and fourth year of marketing research instruction at the Eller College. Tapping her own entrepreneurial prowess from her competitive swimwear venture, Escalas provides students with a working model of marketing in action. In addition to teaching the undergraduate Marketing Research for Entrepreneurs course, she now evaluates the marketing portion of all business plans. Escalas will also serve as a guest speaker for MBA students in



Marketing Professor, Jennifer Escalas



Finance Professor, Charles Ruscher

the Venture Development Module on the topic of Market Research and Analysis.

According to Ruscher and Escalas, the reformatting of the Venture Development Module by Gary Libecap and Mike Arnold will significantly enhance an already top-ranked entrepreneurship program.

The Karl Eller Faculty Fellows Program was established in 1999 to recognize outstanding Eller College of Business and Public Administration faculty who teach in the Berger Entrepreneurship Program. ■■■■

Leadership Donors

Karl Eller Center for the Study of the Private Market Economy

Gold Leadership Donors

Karl & Stevie Eller
Anheuser-Busch Foundation
H.N. & Frances C. Berger
Foundation
The Coca-Cola Corporation
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Corporate Partners

(gifts of \$5,000 or more)

Allen & Company
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Deloitte & Touche
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Business Owners
National Bank of Arizona
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McKinstry Foundation
MicroAge, Inc.
Motorola
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Phoenix Suns
Seagram & Suns
SkiView
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Additional Corporate Partners

Arizona Business Gazette
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Bar-S Foods Company
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Competitive Engineering
Decagon Devices
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Awarding the Enterprising

Students in the 2000-2001 Berger Entrepreneurship Program will benefit by \$100,000 in combined scholarships. Awards were made to every eligible student to support their participation in this award-winning program. This extraordinary level of support is possible through the generous contributions of many foundations, organizations, and individuals.

Arizona Business Leadership Association Scholarship
Burgess & Patricia Winter—

The Winter Associates in Technology Transfer Scholarship Awards
H.N. & Frances C. Berger Foundation Scholarship Endowment—
Entrepreneurship Scholarships

Karl & Stevie Eller—The Eller Entrepreneurship Endowment—

The MBA & UG New Venture & Entrepreneurship Excellence Awards,
The Stevie Eller Enterprise Creation Awards

National Association of Women Business Owners Scholarship

William B. & Barbara D. McKinstry Memorial Scholarship in Entrepreneurship

Ruben Estrada Entrepreneurship Awards

William Randolph Hearst Foundation—

The Associates in Borderlands Business Development & Dean's Entrepreneurship Awards



*Stevie Eller joined the day's festivities at the
2000 SkiView Business Plans Competition finals
to present the Stevie Eller Enterprise Creation Awards.*

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