

Eller College of Business  
and Public Administration

The University of Arizona

Tucson Arizona

# Enterprise

## THE 2001 SKIVIEW BUSINESS PLAN COMPETITION

### You CAN get there from here— Business plans map the possibilities

Got a problem? Can't see a way to get from Point A to Point B? A business plan in the hands of a few bright and creative Berger Entrepreneurship Program students can open up a world of possibilities. Spectators at the program's Class of 2001 SkiView Business Plans Competition got a glimpse of that world when undergraduate and graduate students presented the six finalist plans.

Whether you're trying to get beef cattle to market... or get money from your cash-value life insurance... or get your business online... when you've written a good business plan, you're halfway there.

#### *Take stock of things...*

Sometimes it makes sense to change your destination.

Cattle ranches, situated in America's wide open spaces, are a long way from their customers—feedlots and processors. Getting the cattle to the market has been a longstanding problem. The colorful cattle drives of history make good film footage but not economic sense. Modern transportation is faster but costly, and it entails "shrinkage," explained CFO David Lukkes, one of three graduate students who created RidingFences, Inc.

(continued on page 3)



*Hats off to the Berger Entrepreneurship Program class of 2001, pictured with entrepreneurship education pioneer, Karl Eller (front, far left), and the program's associate director Michael Arnold (front, far right) at the 2001 SkiView Business Plans Competition*

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THE UNIVERSITY OF  
**ARIZONA**<sup>®</sup>  
TUCSON ARIZONA

## DIRECTOR'S MESSAGE

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### Going the Distance

*Students far and near want what the Berger Program offers.*

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*The broad appeal of the Karl Eller Center's Berger Entrepreneurship Program continues to grow.*

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*Anheuser Busch Professor and  
Professor of Economics and Law,  
The University of Arizona  
Director, Karl Eller Center,  
Eller College of Business and  
Public Administration  
Research Associate,  
National Bureau of Economic Research*

*Dr. Libecap received his Ph.D.  
in economics from the  
University of Pennsylvania.  
A world renown scholar, researcher,  
and educator, Libecap rings in his  
18th year as director of the  
University of Arizona's Karl Eller Center.*

In an uncertain economy, entrepreneurship education helps students think creatively, preparing them to respond with well-reasoned agility when the market presents new challenges and opportunities, as it does today. While many larger firms are cutting back in production and employment, small and midsize entrepreneurial firms, by and large, are more active than ever. Having invested in new products and services, in their employees, and in hard-won new markets, they have been unwilling to jettison these gains even as the economy struggles.

Business students at the Eller College—whether pursuing undergraduate or MBA degrees—observe the trends and see the Berger Entrepreneurship Program as the ideal training ground for the competitive marketplace. Full-time student applications for this academic year were more plentiful than ever before, increasing more than 20 percent over last year.

Part-time MBA students, including those in the ECMBA (electronic classroom) and WEMBA (Weekend MBA) programs, share the mounting enthusiasm for entrepreneurship education. Over the years, part-time students have been among the Berger program's most successful. They enrich the learning environment by contributing experience, an informed perspective, and practical motivation, often entering the program with mature ideas or promising technologies as the focus of their business plans.

Of the three part-time students enrolled this year, one is in the ECMBA program—the first such student to select entrepreneurship as a concentration. Employed at the Silicon Valley's Oracle Worldwide Alliance, Ravi Mikkilineni is working with two other students on a plan to create efficient groundwater management through the use of breakthrough computational neural-network-based technology. The enterprise, called WaterOptimal Consulting, is based on a UA-developed technology. The team members communicate with the adjunct faculty by e-mail, in conference calls, and through a particularly dynamic new medium—the Eller College's E-Classroom. Launched two years ago for use with MBA students in Silicon Valley, the E-Classroom replicates a live classroom experience via the patented TeleSuite Conferencing technology.

The E-Classroom is serving ECMBA students as a vehicle for classes, adjunct-team consultations, case critiques, and business plan presentations. No other entrepreneurship program offers this remarkable tool. It represents just one of the ways the Berger Entrepreneurship Program in the Karl Eller Center is responding to nontraditional students, and their preference for business education that emphasizes entrepreneurship.

A handwritten signature in black ink, appearing to read "Gary D. Libecap". The signature is fluid and cursive.

Gary D. Libecap, Director

The company is a "service integrator" developed as an alternative to dealing with auction yards, cattle brokers, and video auctions. Lukkes cited problems with each of these systems and explained how RidingFences offers the ideal alternative—which will both generate profits and support the "strong tradition of family-owned cattle ranches in this country."

By negotiating cattle transactions online, producers and buyers save time and money. Here's how it works: RidingFences' field representatives go to the producer's site. After they assess and photograph the cattle, RidingFences posts the photos online and facilitates the bidding.

Relationships and strategic partnerships support RidingFences' competitive advantage (the company has already formed alliances in the targeted states of Montana, Wyoming, South Dakota, Colorado, and Nebraska). Another plus is "supplemental services" such as optimizing the breeding and birthing schedule.

Dale Lin, vice president of corporate strategy, predicted a net loss during the company's first two years but forecast net profit of \$7.3 million in year 5. RidingFences is seeking \$500,000 in investment capital.

Another company founder, Billy Watenpough, is vice president of marketing.

### *Then charge ahead...*

Maybe you're not trying to move a mountain of cattle to market. You might just want to move some of your assets into your checking account. A duo of undergraduate-student competition finalists has come up with a way to help you do that... conveniently, and at a low interest rate to boot.

Brice Rhee and James McDonald have invented the "I" Card. It's better than a credit card, Rhee explained, because it's "linked to the untapped cash value of your life insurance." For customers, that means low interest, no late fees, no credit checks, and no hidden charges.

Rhee and McDonald plan to distribute the "I" Card through major insurance companies—for whom participation is virtually risk-free, since charges are secured by the purchaser's life insurance.

McDonald estimated that some 200 million Americans and 800 million people throughout the world are credit cardholders. Most of them will eventually be targeted by the company, Rhee said, along with 20 life insurance companies and more than 100 million merchants.

Rhee and McDonald are seeking a \$17 million initial investment. McDonald confidently projects \$200 million in net revenue by year six, derived from financing and transaction fees, affinity revenues, and a \$20 annual membership fee. Rhee, equally assured, pointed out that "everybody needs credit cards these days."

### *Get the bugs out...*

How about moving to a drier climate? Yes, even in Arizona there's a humidity problem.

The AZaire dehumidifier removes bacteria and dust from the air, produces beneficial negative ions, and produces cheap distilled water. But its biggest advantage, explained Chris Novak, one of the four undergraduate students who developed AZaire, is drying out humid air using just one-eighth the electricity of conventional systems. AZaire was the winning undergraduate business plan at the SkiView competition.

"We take moisture out of the air!" Novak exulted, describing the revolutionary technology that uses electrostatically charged needles to reduce a room's humidity from 85 percent to 20 percent. Other systems use an agent such as freon to "freeze



Berger Program alum  
Matt Williams (1993)  
brought his keen entrepreneur's eye  
as he judged undergraduate and  
graduate business plans  
in the 2001 SkiView finals.



*Undergraduate winning plan AZaire  
founders Jeff Paro, Chris Novak,  
Rob Bessett, (not pictured) Eric Ross,  
pictured with John Buttery (far left)  
and Christopher McGuire (far right)*



*Winning graduate business plan authors  
Brent Linnenkamp and Rachel Chen  
(co-author Howard Huang not pictured)*

water out of the air," said fellow student Rob Bessett. Not only is freon an environmental hazard, it achieves only a 40-percent humidity level, and systems using freon require the same maintenance as air conditioners. AZaire units, by contrast, have no moving parts other than a fan blowing across the grid of needles.

Humidity encourages the growth of mold, which can wipe out a farm's entire harvest. Thus AZaire's marketing will initially target agriculture, a fertile marketplace with nearly two million farms and crop-storage sites in the U.S, according to student Jeff Paro. At an average price of \$2,000, said Paro, 30,000 units will be sold during the first five years at 28-percent net profit. AZaire will bolster the efforts of 20 sales agents with a print-advertising campaign.

AZaire's Eric Ross said the company needs \$1 million in equity capital in exchange for 49-percent ownership. After a year, he added, AZaire plans to develop products for residential customers; after five years, investors can expect an annualized return of 65 percent.

### *Get connected...*

Ready to move online? E-commerce isn't dead, just resting up, and partnerships are the key to renewed energy and resounding profits. Small and midsize businesses still need to establish a tactical online presence, but many are put off by the costs and complexity of setting up and managing a Website.

ESP, the brainchild of entrepreneurship undergraduates Ryan Neuweg and Hitesh Raval, is targeting companies that have shied away from marketing and selling their products and services on the Web. "The Internet is here to stay," declared Neuweg, who expects ESP to "revolutionize the e-commerce industry" through strategic alliances with ISPs—internet service providers.

The "e-commerce equation," said Neuweg, includes small and midsize businesses, ISPs, Web designers, and e-commerce software. Getting established online is often expensive and complicated; it requires programming, graphic design, and integration with other software (including customer databases, inventory managers, and more). Even for a small business, the process can take six months and cost up to \$15,000.

ESP is "the e-commerce solution provider," Neuweg said. It offers a "one-stop shop" for the online storefront. ESP customers who shell out \$900 can expect to have their five-page site up and running within seven days. Additional ESP revenue comes from creating additional pages at \$100 each, consulting at \$75 an hour, and securing service contracts.

The marketplace is vast and growing. Raval pointed out that 98 percent of all U.S. businesses are classified as "small," contributing to a total of 31 million small and midsize companies (according to an SBA-affiliated Small Business Development Center). ESP's competition for this target population—starting with California, Arizona, and Nevada firms—consists of "low-end" software, a "middle layer," and big players such as Blue Martini Software, which touts "eCRM solutions" and counts the likes of Polaroid, Saks Fifth Avenue, Levi Strauss, and Harley-Davidson among its customers.

The ESP advantage is its unique mix of services and simple-to-use software, along with the low cost of distribution through Internet service providers such as Tucson-based Dakotacom.net. ISPs receive a percentage of each e-commerce customer transaction in return for doing virtually nothing.

Neuweg said the company is seeking \$1.15 million for infrastructure, equipment, and employees. He anticipates year six sales to exceed \$40 million.

## *Work smarter, not harder...*

The cheetah moves quickly, but it's not as fast as the human brain. Impulses travel along neurons at a speed of up to 120 meters per second. That's 270 miles per hour, faster than you can say "It's a bird. It's a plane. No, it's Superman!"

But everything the human brain produces can vanish in a heartbeat. Like a speeding bullet, poor document management can vaporize knowledge. In fact, the International Data Corporation predicts that by 2002, U.S. Fortune 500 companies will be wasting \$31.5 billion a year due to knowledge-management inefficiencies, claim the authors of a business plan that aims to fix the problem.

The four business-plan developers—Berger Entrepreneurship Program graduate students Brian Chernauskas, Marie Girard, Scott Lynde, and Vijay Sundharam—created PowerLeaf, Inc., to "make document management seamless, user-friendly, and customized." Existing document-management systems, the PowerLeaf team alleges, are cumbersome, user-hostile, and easy to disregard. Using "integrated template macros," the PowerLeaf system refuses to be ignored.

"PowerLeaf was created to 'unleash the power of knowledge-sharing,'" said Sundharam, the company's director of finance and an experienced consultant to other startups. The concept of knowledge-sharing and its importance are well known in the information-technology industry. But selling the idea to others has been a challenge, said Lynde, the company's director of technology.

"Those who understand our value proposition have offered resounding praise and support," he remarked, "but people [at business-plans competitions and elsewhere] often don't grasp the importance of our products and services. This is a common problem with software, and in particular with knowledge-management software."

PowerLeaf will begin by targeting Research Triangle Park, North Carolina, with its estimated 200 businesses in "underserved" industries—pharmaceutical, chemical, biotech, R & D, cosmetics, and the legal profession. Besides its system's superiority, the company's competitive strategy includes training its clients' employees, establishing a community presence, and publishing articles in national journals.

Initially using the best available "document-management and personalized individual-employee portals... and other custom-made Websites," by its third year PowerLeaf will offer mass-market software and "customizable Internet applications." Year five revenues near \$20 million are forecast.

The PowerLeaf team anticipates using one of two exit strategies: splitting the company into a software entity, which would go public, and a consulting firm, which would be sold; or selling the entire company to a large consulting firm. Valued at a projected \$100 million after five years, PowerLeaf would yield annualized return on investment of about 97 percent.

## *...And keep an eye on opportunity*

Can you track a moving target at a hundred miles or more an hour?

Ted Williams could. The legendary Boston Red Sox slugger, who reportedly had 20/10 vision during his playing days, claimed that when at bat he could see the seam on the fastball spinning toward him.

Few people have Ted Williams's extraordinary eyesight, remarked entrepreneurship graduate student Brent Linnenkamp. For the rest of us, there are eyeglasses, contact lenses, and now laser surgery. But many who might benefit from laser surgery are afraid to take the risk.

With fellow students Rachel Chen and Howard Huang, Linnenkamp created Optical Science, Inc., which captured first place in the SkiView competition's graduate division. The company's OS-100 wavefront sensor is a diagnostic tool that will improve laser-surgery outcomes, Linnenkamp said.



*Eller College dean, Mark Zupan (left) and Karl Eller Center visionary and benefactor Karl Eller, join in the festivities at the 2001 SkiView Business Plans Competition at the Westin la Paloma Resort*



*Business' upper echelon give their time and expertise to review student business plans, provide comments and feedback, and name the winners. Left to right: Matt Williams, Amazon.com; John Buttery, SkiView; Jon Underwood, Desert Mountain Properties; Christopher McGuire, H.N. & Frances C. Berger Foundation; Karl Eller, Eller Media (now Clear Channel)*



*Berger Entrepreneurship finalists present and defend their business plan at the SkiView competition*

## BERGER ENTREPRENEURSHIP ALUMNI NOTES

2001

John Matter is an Associate Attorney with Jones, Skelton and Hochuli, located in Phoenix, AZ.

Misty Vaught is General Manager of Tucson's Community Fitness, LLC.

2000

Cinnimin Avena is Director of Business Alliances for IFSG, Inc., headquartered in Seattle.

Paul Marchese is the Finance Manager of the Phoenix-based SunCity RV.

1999

Jacob Barr is the Internet Business Developer for iRapture.com and ClearChannel.com.

Randy Huggins is the President of Glendale's RE Investment Remodeling.

1998

Holly Brown is the National Recruiting Coordinator for Tempe's Consolidated Graphics.

Thomas Berger is the Senior Systems Engineer II at Raytheon and has started his own business called Idea Carousel, Inc., doing business as Plate Creations.

1997

Adam Sheafe is the IPS Director at 1unplugged, Inc., located in Irvine.

Joseph Del Giorgio is Owner and General Manager for Affordance Capital, headquartered in Encinitas, California.

1996

Matthew Olsen is Director of Production for Tucson's FinanCenter Inc.

Jennifer Haber is a Relationship Manager with TDWaterhouse in San Diego.

1995

Jason Parsons is the Owner of Top Hat Formal Wear, located in Tucson.

Eric Nelson is Owner and Developer of Florence's Desert Gardens RV Park.

1994

Lisa Raben is Director of Strategic Development at AOL TimeWarner in New York.

Brett Heron is Vice President of Evergreen Development Co., based in Phoenix.

Designed for use with LASIK technology or as a stand-alone diagnostic tool, the OS-100 "shoots a ray of light [a narrow-beam laser] into the eye and reads the wavefront as it comes out," Linnenkamp explained. Because the device is "software-driven," it can operate without an ophthalmologist, he added. Competing diagnostic tools—slower and less accurate—use broad-beam lasers for "corneal mapping," which produces a distorted wavefront. The OS-100, said Huang—the company's technical expert and a developer of the device—"creates a perfect map of the entire eye."

Besides its superior performance, said Chen, the OS-100 is relatively inexpensive to produce. Optical Science, Inc., has raised a half-million dollars "from personal sources," Chen said, and is seeking \$1 million from investors. She predicts that, with a \$60,000 price tag, the OS-100 will start returning profits by 2003 and generate \$17.4 million in sales by year six. ■ ■ ■

## 'GARNERING ACCOLADES AND PEER RESPECT'

### Eller alumnus a victim of September 11th terrorism

Fred Cox, Jr. (BSBA '97), was among 55 Sandler O'Neal employees who were in the firm's World Trade Center office on September 11 when terrorist-hijacked planes struck the two tallest buildings in the huge New York City complex.

Cox, a Berger Entrepreneurship Program alumnus, is missing and presumed dead, along with nearly 5,000 others—including employees, visitors, and rescue workers who were in or near the towers when the buildings collapsed later that morning. Raised in the Phoenix area, Cox, 27, worked on Tower Two's 104th floor. He had lived in New York for about three years, working as an investment banker for Sandler O'Neal & Partners.

Cox's stepmother, Kathy Haase of Paradise Valley, told the Arizona Republic (Sept. 13) that Cox, recently promoted, described his job as "the best... because he got to take people to dinner, travel, smoke cigars, and play golf." But it was his business acumen, more than his golf game, that was "garnering accolades and peer respect" for Cox, his father told Eller College dean Mark Zupan. Cox was fast becoming a "top producer," Zupan said—relating his conversation with Fred Cox, Sr.,—thanks in large part to "what our entrepreneurship program taught him... [That's where he] gained his confidence as a businessman and the ability to present."

In the Berger Program, Fred Cox, Jr., and his partner, Mike Carlson, developed a business plan for "Skwalks"—partial socks designed for use with open-backed, low-cut, and lace-up shoes.

Those wishing to honor his son's memory, said Fred Cox, Sr., may do so by making a donation to the Karl Eller Center. ■ ■ ■

### *Competition sponsor rises to the occasion*

With sites at some 160 ski resorts nationwide, SkiView is the nation's largest outdoor-advertising company for the skiing-snowboarding marketplace. SkiView president John Buttery is a longtime supporter of the Berger Entrepreneurship Program, through both personal involvement and company sponsorship. Another Buttery enterprise, BLR Data (which Buttery founded in 1992 and sold six years later), sponsored the competition during the late 1990s. Buttery is a 1989 graduate of the Berger Program. Visit [www.skiview.com/index\\_winter.html](http://www.skiview.com/index_winter.html) to buy lift tickets and gift certificates online. ■ ■ ■



## ALUMNI UPDATE

JAY STEINMETZ  
President and CEO  
Barcoding.com, Inc.  
Baltimore, Maryland  
Class of 1990

*How to build a successful business PDQ—*

*Learn from the best. Develop concept. Find market.*

*Persist. Grow. Have a party...*

Barcoding.com hasn't even celebrated its third birthday, but it's already winning respect and gathering awards, and growing exponentially. Most important, the company—which has been "profitable from the very beginning"—might well bring in 50 times as much revenue this year as during its first year in business.

Jay Steinmetz, a 1990 Berger Entrepreneurship Program graduate, founded Barcoding.com in 1999 ([www.barcoding.com](http://www.barcoding.com)). Working for an Army tank manufacturer, he had developed the technology—which uses bar codes and handheld computers—to keep track of missile guidance systems and the like. These days, the inventory and tracking systems are more likely to seek out stray photocopiers and laser printers.

### *One of Baltimore's best*

Steinmetz saw a "void in Web-based barcode technology" that his employer had no interest in filling. It was his entrepreneurship training, he says, that gave him "the confidence that I could [enter the marketplace] on my own," as well as "motivation, persistence," and knowledge—how to create marketing and business plans, for example.

Barcoding.com has grown to 30 employees, and Steinmetz expects this year's revenue to approach \$10 million. The company won top-ten honors at an industry trade show late last year. Steinmetz himself was recently named one of Baltimore's "top 40 under 40" entrepreneurs by the Baltimore Business Journal. "And Barcoding.com is poised to introduce a host of new innovative wireless technologies to the marketplace.

Meanwhile, Steinmetz and crew are eager to share their success with the community that has supported them. Their New Year's Eve party doubled as a fundraising bash, and Barcoding.com donated the \$4,000 proceeds to Baltimore's Johns Hopkins Medical Center. ■ ■ ■



## BERGER ENTREPRENEURSHIP ALUMNI NOTES

### 1993

Wendy (Monday) Clark works as an Art Consultant with Wendy Clark Fine Art, located in Seattle.

Joseph Natoli is at Intel in Chandler working as a Development Manager.

### 1992

Kerstin (Hold) Nold is the Information Systems Engineer for Phoenix's AG Communication Systems.

Walter Petraitis is the owner of Via Amable in Tucson.

### 1991

Carma Leichty is a consultant with Monument's American Technical Resources. Fred Kipperman is attending New Jersey Medical School.

### 1990

Elise (Peay) Thorpe is Assistant Vice President for Aon Consulting, located in Phoenix.

Jeffrey Zingler is Qwest Communication's Internet Solutions Director-Product Management, based in Denver.

### 1989

Brian Murphy is a reporter for the Wilson County News, stationed in Floresville, Texas. Steven Tuma is President of Landmark Home and Land Co. in Michigan City.

### 1988

Ely Shemesh is CEO of eBiz Quality.com, based in Lake Oswego, Oregon.

Raun Trejo is a Supply Base Procurement Manager for the Austin-based Advanced Micro Devices.

### 1987

Margaret (Leggette) Shrum is Vice President of National Cooperative Bank, located in Washington.

Michael Gulezian is President of Timbreline Music in Tucson.

### 1986

Graham Sheldon is Vice President of Strategic Systems with Oregon's Cadence.

Steve Figgins is an Executive Scientist with Brown and Caldwell, headquartered in Irvine.

### 1985

John Casey is the Director of Credit Suisse First Boston in New York.

Mary Lou Forier owns Legal Administration pro tem in Tucson.

# INAUGURATING ENTR 500

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## Who wants to be an entrepreneur? Now every MBA student will learn what it's all about

What is "entrepreneurial thinking," and how do you practice it? Is it a talent you're born with, or can it be learned?

For anyone launching a business—or being hired by one—"thinking like an entrepreneur" is at least as important as mastering business mechanics. This semester, all first-year MBA students—not just those in the Berger Entrepreneurship Program—are examining entrepreneurial thinking, skills, and attitudes in the new Core Course in Entrepreneurship, Entrepreneurship for the MBA (ENTR 500). Plans call for a similar course to be required of Eller College undergraduates during the junior year. Successful entrepreneurs possess "a can-do attitude" and other traits that can usually be learned. Most have succeeded using "skill sets" that include "critical thinking, problem-solving, and the ability to recognize opportunities and mobilize ideas, people, and money.

Students in the new course will explore entrepreneurial careers as well as

- psychological, cultural, and economic features of U.S. and global entrepreneurial activity
- relationships between technological innovation and entrepreneurial endeavors
- the business plan as the framework for planning and critical thinking

### *The value of an entrepreneurship imprint*

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The two-unit course is an addition to the graduate course load, not an elective or a substitute for another course. "It broadens the current MBA curriculum," said Gary Libecap, director of the Karl Eller Center, "and at the same time features one of the Eller College's particular strengths [the entrepreneurship program]."

MBA students who enter the Berger Entrepreneurship Program do so during the second and final year of graduate study. Until now, they have had to wait until then to "address entrepreneurship and the special problems of new ventures," Libecap explained, "and they did so only in the context of the business plan." Other MBA students haven't specifically studied entrepreneurship at all.

Few other business colleges offer such a course, which Berger Program associate director John Nighswander described as "an introduction to entrepreneurial activity and opportunities." As Nighswander sees it, the course "elevates the status of the entrepreneurship program and makes it more attractive to business students." Part of the course's value, he added, is in "preparation for the pace of business life," whether in a corporate, new, or socially-aware venture.

*For anyone launching a business—  
or being hired by one—  
"thinking like an entrepreneur"  
is at least as important as mastering  
business mechanics.*

Eller College dean Mark Zupan agrees that an "entrepreneurial approach" is valuable not only for business owners but also for "those who go to work for Fortune 500 companies." Now that all MBA students can benefit "from what our award-winning entrepreneurship program has accomplished year after year" for its alumni, Zupan commented, "we can confidently say that each of our MBA graduates has received this entrepreneurship imprint."

### *All in a day's work*

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Innovation and leadership in entrepreneurship education are nothing new to the Karl Eller Center, or to Karl Eller himself. Eller's vision, leadership, and generosity have fueled the entrepreneurship program's astounding growth-up to and including ENTR 500.

Eller, a lifelong entrepreneur and most recently chairman and CEO of Clear Channel Outdoor (formerly Eller Media), has always counseled and supported the Berger Entrepreneurship Program's aggressive innovation. Not only have "the business and marketing plans ... [become much more] professional ... over the years," he remarked, but "the basic ideas for the plans have improved since we began cooperating with other UA colleges" through the Associates in Technology Transfer and Associates in Borderlands Development programs. From Eller's perspective, Entrepreneurship 500 is just the newest example of how, at the Karl Eller Center, extraordinary progress is all in a day's work.

Learn more about Entrepreneurship 500 at [eller.arizona.edu/programs/berger](http://eller.arizona.edu/programs/berger) or call the program coordinator at 520-621-4823 ■■■

## EXTRA CREDIT

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### Student business plans qualify for new prizes and loans

There's no way around it—startups need money, and it's often hard to come by. Unusually sophisticated young companies might attract venture capitalists or angel investors, but most new business owners are advised to tap out their credit cards and hit up their friends. Banks and investors are drawn to companies with a history. Along comes help from three new sources, offering loans or prizes to qualified student-created enterprises. These funding opportunities don't change the big picture—startup financing is still scarce—but they do signal growing interest and confidence in entrepreneurship education that could garner more resources down the road. Most important, though, is the difference these generous and visionary programs are making right now for talented Berger Entrepreneurship Program students.



*Ridgetop Technology Transfer Award sponsors  
Douglas and Jo Goodman.*

#### *BDFC offers loans up to \$100,000*

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Now students can compete for loans totaling \$250,000, available from Arizona's Business Development Finance Corporation. A nonprofit corporation, BDFC specializes in small-business loans, including those guaranteed by the U.S. Small Business Administration. Typically, however, BDFC and similar lenders finance expanding businesses rather than penniless startups.

Reserved solely for Berger Entrepreneurship Program students whose enterprises are inside the Tucson city limits, the loans will range from \$10,000 to \$100,000 each. Lending to student entrepreneurs is a departure from BDFC's usual practice. "These companies have no historic cash flow to tell us how they will perform in the future," a BDFC official told the Arizona Daily Star (March 17, 2001).

It was Tucson retailer Hear's Music that drew BDFC's attention to the Karl Eller Center and its Berger Entrepreneurship Program, said Karl Eller Center associate Sherry Hoskinson. BDFC approved a loan for the specialty-CD store, which originated in the 1991 student business plan of alumnus Britton Dornquist, president of Hear's Music, Inc. ([www.hearsmusic.com](http://www.hearsmusic.com)).

*Learn more about the Business Development Finance Corporation and its small-business-lending programs at [www.bdfc.com](http://www.bdfc.com).*

#### *Ridgetop Award to assist technology transfer*

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Business plans designed to launch or commercialize new technology can compete for the \$2,500 Ridgetop Technology Transfer Award, to be awarded next spring thanks to the generosity of Mr. and Mrs. Douglas L. Goodman. Student teams must announce their candidacy for the award in the fall.

Douglas Goodman, a former Berger Entrepreneurship Program adjunct instructor, has a distinguished history of high-tech entrepreneurship. Early this year he became president and CEO of Atlanta-based Ardext Technologies, founded to commercialize technology developed at Georgia Tech. During the 1990s, Goodman was vice-president of Analogy, Inc.—an advanced simulation software firm—before he co-founded and led Opmaxx, Inc., later acquired by Fluence Technologies. He serves on the boards of Ridgetop Group, a semiconductor IP firm, and Aviator Software (started by Berger Entrepreneurship Program alumni Morgan Palmer and Steve Levine).

#### *Rodel Foundation prizes will support socially aware companies*

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This year, two student business plans can win cash awards available through a grant from Donald V. Budinger, chairman and CEO of the Rodel Charitable Foundation. Eligible to compete for the awards are "outstanding business plans incorporating social awareness," explained the Karl Eller Center's Gary Libecap. The goal, he added, is "to promote social responsibility in new-venture development."

The prize funds are only part of Budinger's grant to establish core entrepreneurship education at the Eller College. A longtime supporter of business education and corporate accountability, Budinger is a founder and immediate past president of Rodel Inc. and is vice president of Rodel-Nitta in Osaka, Japan. He has been president of the Phoenix Boys and Girls Clubs executive council and is a director of the Greater Phoenix Economic Council.

*Find detailed instructions on competing for loans and awards in the Karl Eller Center, McClelland Hall, Room 202, or online at [www.eller.arizona.edu/programs/berger](http://www.eller.arizona.edu/programs/berger).*



# ENTREPRENEURSHIP INTERNSHIP PROGRAM

## Am I Dreaming?

### *Entrepreneurial interns get a wakeup call*

Let's say you dream of starting your own business ... like Michael Dell, Mary Kay Ash, Bill Gates and Paul Allen, and others whose great ideas propelled them to dominance in, say, the computer or cosmetics industries.

Now let's suppose your dream always skips over the part where you have to pay the bills, clean the toilets, pacify angry customers, make cold calls, and mortgage your house... not to mention learning too late what "cash flow" and "workers' compensation" are all about.

If you're smart, you wrench yourself from the dream long enough to get an education. You're accepted into the Karl Eller Center's highly competitive Berger Entrepreneurship Program, where you become thoroughly grounded in business fundamentals, techniques, and requirements. By preparing a business plan (including market research, cost and revenue projections, financing and exit strategies, and more), you get practice in assembling the nuts and bolts of a startup.

Now, armed with a business plan, a college degree, and realistic expectations, you're ready to start living your dream—which has grown clear and strong, not rosy and indistinct as it once was. Still, you wish you'd spent some time in the trenches, suffering and sometimes celebrating the woes and joys that go with the territory.

You've come to the right place.

### *Welcome to the school of hard knocks*

"It is really, really, *really* hard to persuade someone to give up their money for something," concluded Nicholas Argyrides after his summer-long internship at Integrated Biomolecule Corporation in Tucson. "Selling is one of the most difficult tasks I have ever faced in my life."

On the other hand, he added, "It's a great feeling to work with people who respect your efforts and treat you nicely."

Argyrides, a Berger Entrepreneurship Program student who graduated from the UA's Eller College in May, is one of 40 KEIP interns whom the Karl Eller Center placed at startups, expansion-phase companies, and venture-capital firms this summer.

KEIP is short for Kauffman Entrepreneur Internship Program. Alongside the H.N. and Frances C. Berger Foundation, the Kauffman Center for Entrepreneurial Leadership (a program of the Ewing Marion Kauffman Foundation of Kansas City, Missouri) is a major sponsor of the Karl Eller Center's internship program. Additional funds from the William Randolph Hearst Foundation made the program possible. The host companies, the Rodel Foundation and the Karl Eller Center supplied the remainder of the \$300,000 total.

KEIP program director Tony Mendes said the Kauffman Center believes the most meaningful entrepreneurship education happens when the concepts of the classroom are



*Entrepreneurship Internship host company Global NRG develops energy drinks™ as well as a one of a kind learning experience for entrepreneurial minded students. MBA intern Howard Kong, pictured with Global founders Dave Sitton (far left) and Doug DiScenza*

combined with a practical perspective that can only come from confronting real entrepreneurial challenges. "Our interns are adding value to their host companies," he said, "and are learning to be true entrepreneurs in the process." Added Christopher McGuire, Berger Foundation vice president and director, "Because of the funding provided, the students are able to get not only work experience but also some compensation."

That accounts for a big difference between operating your own startup and working in someone else's as a Berger program intern: You're sure to be paid. Graduate students receive \$8,500, undergraduates \$4,250. The amounts, based on 440 working hours, are not salaries but stipends to pay students' expenses. The host companies supply as little as \$100.

Originally, said Berger Entrepreneurship Program representative Sherry Hoskinson, host companies were to provide a third of the stipend. But between the time the proposals were being drawn up and presented to the foundations, and when the program actually began, she explained, "the economy weakened to the point where many new and emerging firms found it difficult to come up with their [\$1,400 or \$2,800] share." The Berger and Kauffman organizations and the Karl Eller Center worked out an arrangement allowing those hard-hit companies to participate for a nominal amount, "thus opening up many opportunities for students," Hoskinson said.

### *Grandmama's cooking*

The opportunities were favorable for the host companies as well. Whatever they pay, they know they're getting a bargain—highly motivated, freshly educated workers who don't have to be babysat or given mundane chores. While interns at big corporations might spend the summer making photocopies or doing isolated research, KEIP interns are where the action is.

Randall Berg, president of Mama La Camera's Food Products in Seattle, had high expectations when he agreed to host two interns. Even so, he was

pleasantly surprised by what they brought to his three-year-old enterprise, which, Berg explained, makes "high-quality traditional sauces based on my Sicilian family's recipes—brought to America by my 'grandmama'" early in the 20th century.

While interns Tammy Weeden and Faisal Nasution learned what's involved in the entire business process, "from cooking up a jar of sauce to placing the product in the stores," remarked Berg, "I gained from working with well-educated, thoughtful, and professional individuals."

Even before arriving in Seattle, Berg said, Weeden had prepared "a detailed plan spanning the length of her stay." Charged with "writing our business and marketing plans, developing and directing our operating budget, conducting product feasibility studies, and performing financial and investment analysis," he said, "Tammy identified the need to offer an electronic ordering system to our whole customers." The system Weeden and Nasution created, Berg commented, brought about "major cost savings."

### *Webmaster F*

Nasution, Berg continued, "developed our Internet presence. 'Webmaster F,' as I affectionately call him, deciphered my arcane ideas for the look and feel I wanted." Nasution approached the task "like an architect designing a building," said Berg, "and made it a reality."

Both worked hard, "rolling up their sleeves and doing what has to be done when there's no one to delegate to. They were both confident and committed," Berg testified. "Not one discouraging word was heard."

For Nasution, the experience was "an eye-opener." Operating a small business is harder than he expected, Nasution confessed. "I realize now that if I start my own business, focusing on only a couple of subjects is not enough." He added, "I will take classes I never would have thought of taking" to prepare for the future.

It's a future he feels well equipped to face, not only because of his management and entrepreneurship education and his summer internship, but because of the high national rankings received by the Eller College's programs in entrepreneurship and management information systems (his MBA concentration).

Weeden, who, will graduate from the entrepreneurship program with an MBA degree next May, said the experience was an excellent opportunity to apply what she'd learned in the classroom. The internship, she said, combines "the textbook and the real world" to produce "something that's reality-based." She commended Mama La Camera's for its "flexibility" and willingness to play a part in the students' education.

### *In the swim*

Though entrepreneurship graduate student Howard Kong stayed closer to home, he was fully immersed in his company and its products—energy drinks produced by Tucson's Global NRG, Inc.

Kong, last year's MBA Student Association president, felt fortunate to be working in a young industry. The energy-drink market has been around only since 1997, he said, and his assignment was to "prepare an industry report [and] gauge the market's receptiveness to line extensions," as well as scoping out the competition and scouting "future business opportunities.... The chance to get experience with a company that's in a state of high growth is outstanding," Kong added.

It came about, he said, because of "the business community's support of the Karl Eller Center and the university," which "helps students make the most of their time here." As a marketing intern at the NCAA, Kong met the organization's president, Cedric Dempsey, previously the UA's athletic director. Dempsey guided Kong to former UA swim coach Bob Davis, who became Kong's mentor. Davis in turn, said Kong, "put me in touch with [Global NRG's] Dave Sitton in January." Sitton, a Global NRG founder and

board member, is also the UA's long-time head rugby coach. The Karl Eller Center created the internship opportunity and the rest they say "is history."

Saying he's been "very pleased with the program," Sitton praised Kong's ability and resourcefulness. "Howard was absolutely prepared for his role," Sitton affirmed. "We ran into some roadblocks, and he created initiative... which we would expect from someone in this program."

The original plan, said Kong, was for Sitton to help place Kong at another Tucson company. "Ironically, there was a nice fit sitting right under our noses. When you have local business leaders creating opportunities for university students in tandem with the Karl Eller Center," concluded Kong, "it's an ideal situation where everyone benefits."

**Over 50 companies have hosted Berger Entrepreneurship Program interns, including the following:**

**Central America:** *Casas sin Fronteras.*  
**Los Angeles:** *Promoting You, Inc.; Racing Heart Productions.* **New York:** *Eleni's Bakery; Shooting Gallery, Inc.* **Phoenix:** *SurfNet Media, Inc.; Rowe Capital Holdings; 63:37 Sports Marketing.*  
**Seattle:** *Mama La Camera's.* **Tucson:** *CEO Support; Applied Image Group; Ceres Seed Fund; Competitive Engineering; Knowledge Computing Corp.; High Throughput Genomics; 04 Communications; Tucson Community Ventures; Destech; Business Development Finance Corp.; K & S; Hot Ventures, Inc.; Solstice Capital; Global NRG, Inc.; Zephyr Press; Buffalo Exchange; Agon Swimwear; Integrated Biomolecule; Aviator Software; Penwortham; Leapscape; Morpho, Inc.; UA Science & Technology Park; Motorcyclesdirect.com; ViaMedia; SIDDCO; Split Engineering; Amigo Meeting Solutions; Research Corporation Technologies; Accucal; Jes & Co.; Wencil Research; Enuts.com; the Golf Passbook; Tucson Capital Formation Taskforce; Perpetua; Basics Dancewear; Tucson Technology Incubator Development Office; Ironbuy; Protein Therapeutics; Materials Focus; Inversionista Online ■■■*



## ALUMNI UPDATE

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MICHAEL VOEVODSKY

Vice President

Business Development

Hextek Corporation

Tucson, Arizona

Class of 1986

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### *He Can See Clearly Now—*

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#### *Michael Voevodsky came back to the basics*

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"It's amazing," Michael Voevodsky reflects, "how many people lose sight of or never even see a primary objective of their company, which is to make money." The Berger Entrepreneurship Program, he adds, emphasized this "business underpinning early in my career."

Voevodsky graduated from the program in 1986 with a Bachelor of Science in Business Administration degree and a double major: entrepreneurship and marketing. His business plan, a competition finalist and second place over-all winner, was the blueprint for Hextek Corporation ([www.hextek.com](http://www.hextek.com))—the company he cofounded, left for 14 years, then rejoined last year as vice president for business development.

Hextek makes large lightweight mirrors—definitely not the kind you'd use to put on your lipstick. "Typical customers," says Voevodsky, "are the U.S. government [including NASA and the military], and universities and consortiums" in this country and abroad.

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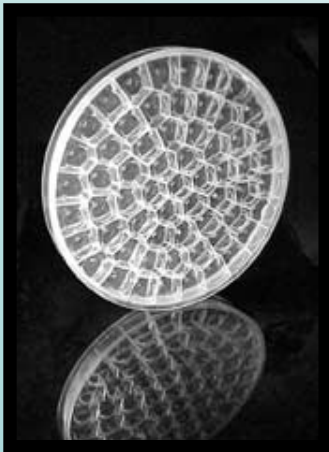
#### *Keeping priorities in focus*

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Not long after Hextek was founded, it won a \$330,000 contract with Los Alamos National Laboratories, Voevodsky recalls, though he left the young company to work "in sales and brand management for Fortune 500 consumer-products companies" and to snag a Harvard Business School MBA degree along the way. It was during his 14 years in the corporate world that Voevodsky observed how few employees got the big picture. "Too often," he says, "people are focused on their job without understanding how it relates to the company's priorities."

Thanks to the entrepreneurship program, Voevodsky says, he had a larger perspective. The program "immerses you in real-world business situations," he adds, "where you have to solve problems facing a company."

Returning to Hextek brings Voevodsky "full circle," he comments. "I came back with the objective of growing and developing the company ... [and to do] what I attended the program for: to run a business." ■ ■ ■



## ADJUNCT FACULTY

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They've been  
where you're going

### *Adjunct instructors*

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#### *thrive on variety*

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As business and professional practitioners, entrepreneurs, and executives, Berger Entrepreneurship Program adjunct instructors are ideal mentors. They've built companies from business plan to profitability, mastering financial, marketing, management, and technology skills along the way. Experienced in venture creation and development, they're adept advisers to students creating their own business plans.

Joining the Berger Entrepreneurship Program's faculty this fall are two adjunct instructors whose diverse backgrounds contribute to the rich variety of faculty expertise. Both are talented communicators and educators whose entrepreneurial achievements and bold, innovative approaches make them ideal mentors.

#### *'It's the people—seeing them grow'*

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A Berger Entrepreneurship Program adjunct instructor from 1998 to 2000, Steve Lindstrom took a year off to form a new enterprise, the Phoenix-based healthcare consulting firm Desert Mountain Strategies, LLC. The company recently introduced HealthCare Crossings, a tool for integrating traditional health care with e-commerce. In the wake of the dot-com meltdown, Lindstrom also began reorganizing WellStreet International, Inc., the 1998 startup he formed to help consumers develop their own health plans, to communicate with their physicians, and to use online medical services and information.

An Eller College alumnus (finance, 1969), Lindstrom earned a Master of International Management degree from the American Graduate School of International Management (Thunderbird) while serving as an HMO executive. Originally with CIGNA (where he started a new HMO), Lindstrom later joined FHP Healthcare and was its CEO when PacifiCare acquired the company—giving him additional responsibilities as regional vice president for Arizona, Nevada, and Asia/Pacific operations.

He began teaching in the entrepreneurship program, he said, "because I wanted to do something I love." During his year-long hiatus, he heard from a former student who said Lindstrom had inspired her to achieve, and he decided to return to his adjunct role.

"As a CEO," he explained, "I always prided myself in the development of people. There are people all over the planet I've been able to mentor in a way that seemed to resonate with them. The number-one [inducement] for me is to work with a unique group of students in a way that will advance their progress. It's the people... seeing them grow."

He's still fascinated by the variety of entrepreneurial endeavors. "Over the years I've worked with an incredible range of businesses, including a guy who had a CD and a band and wanted to go on the road. It's an exciting challenge to apply my experience to all kinds of startups, sometimes in industries I knew very little about."

Lindstrom is a former president of the Arizona Association of HMOs and the Central Arizona Estate Planning Council. You can e-mail him at [slindstrom@amug.org](mailto:slindstrom@amug.org).



*Steve Lindstrom*

## HONOR ROLL

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Many thanks to  
Berger Entrepreneurship  
Program students,  
contributors, sponsors,  
faculty, staff, alumni,  
fellows, friends, ...

All of you who have contributed to the growth and progress of the Berger Entrepreneurship Program since its inception in 1984 can be proud of the recognition your efforts have earned in recent months:

- Co-recipient, NASDAQ Center for Entrepreneurial Excellence Award
- 12th, Success magazine's top 50 Business Schools for Entrepreneurs, 2001
- 20th, U.S. News & World Reports's Business School Entrepreneurship Specialty Rankings, 2001



*New to the program, George Hawthorne discovered that 'large, established companies need entrepreneurs and other creative people as much as start ups do'*

### *Global dealmaker: Integrity goes a long way*

George Hawthorne became an entrepreneur following a long tenure in corporate leadership. After earning a bachelor's degree in civil engineering at Tufts University, Hawthorne studied economics at New York University, receiving an MBA degree. He soon joined Mobil Corporation, where he would remain more than 28 years "finding, developing, and concluding business," including a five-year assignment in Singapore and in Latin America, Africa, the Middle East, and Asia. His work took him to nearly 60 countries in all.

Early in his career, Hawthorne discovered the importance of entrepreneurial thinking in a corporate setting. "Large, established companies need entrepreneurs and other creative people as much as startups do," he determined. Blessed with the ability to "think strategically," Hawthorne became an expert in spotting business opportunities. When, in his work with Mobil, he discovered such opportunities (often nearly obscured within "complex business situations"), Hawthorne became adept at developing them.

Now at the helm of his own new venture—Hawthorne Global Consulting and Investments LLC—George Hawthorne helps businesses "develop global opportunities."

It's a way of sharing his knowledge and experience—a "personal desire" he also fulfills by teaching business strategies in the Berger Entrepreneurship Program and international finance at the University of Maryland.

"I enjoy the fun and excitement," he said, "of working with enthusiastic, creative, and smart people to create something new that has an impact. I can provide judgment, experience, and contacts but they have to make it work. Hawthorne is impressed by the diversity of entrepreneurial ventures that students conceive.

Experience has given Hawthorne a healthy dose of humility. "You can always learn from your customer and your competitor," he said; "don't overestimate yourself." And a final lesson—"If you want to do business and continue doing business, respect, honesty, and integrity go a long way." ■■■

## SENIOR MOMENTS

### Retirement suited John Nighswander, new associate director

The new Berger Entrepreneurship Program associate director has spent most of his career in retirement. John Nighswander, an adjunct instructor in the program since fall 2000, recently was named as director Gary Libecap's chief collaborator for entrepreneurship education. A man of many gifts, Nighswander is especially noteworthy for transforming small or floundering retirement communities into substantial, flourishing organizations.

A New York native, Nighswander earned master's degrees in political science, education, and sociology from the State University of New York-Albany and the State University College at Buffalo. While teaching at Buffalo's Trocaire College, he became interested in aging and healthcare issues. He launched his "career in retirement" at Adult Care Management Corporation in Buffalo, where he guided the conversion of 5 hotels to 15 assisted-living facilities.

Nighswander moved to Tucson in 1986 as vice president and executive director of The Fountains at La Cholla. As the facility expanded across the country and grew to 18 facilities under Nighswander's direction, it earned recognition as the American Society of Aging's Small Business of the Year and as a Money magazine Best Buy in Retirement Living. Among many other accolades was Long Term Care magazine's Order of Excellence award. Today, the Tucson-based Fountains Retirement Communities organization is the 19th largest of its kind in the U.S. Nighswander is president of the Fountains Foundation.

#### *Goal: Taking technology public*

Nighswander is a one-man fan club for the Berger Entrepreneurship Program, attributing its remarkable success in part to "the involvement and commitment of a great team of adjuncts" and the Karl Eller Center staff. "As associate director, I work closely with students and adjunct faculty to create 'real-world' business plans," Nighswander explained. A few outstanding plans participate each year in national competition—"a highlight of the year," he observed, "where the best business plans in the country compete." High on Nighswander's agenda is technology transfer, which offers dynamic entrepreneurial prospects for students. He's eager to "build on the program's work with the UA Office of Technology Transfer," helping to "commercialize the wealth of research that exists at the University of Arizona."

Last spring, the entrepreneurship program's graduate students chose Nighswander for their Adjunct Faculty of the Year award. The same day, one of his colleagues at The Fountains, Julie Ferguson, was inducted into the Entrepreneurship Hall of Fame. See related stories on pages 17 and 18. You can e-mail John Nighswander at [johnn@eller.arizona.edu](mailto:johnn@eller.arizona.edu). ■■■

## MAKING SENSE OF THE 'MELTDOWN'

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### *MIT scholar Paul Joskow to be 17th Fathauer lecturer*

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Whatever happened to the "leisure society"? The "cashless society"? The "paperless office"? And where's the low-cost electricity that deregulation was supposed to trigger—in California and elsewhere?

Will the free market deliver on its claims? Or will deregulation become another entry in the annals of ideas that failed to live up to their promise?

Renowned economist and scholar Paul Joskow will dissect the deregulation controversy at the Eller College's annual Fathauer Lecture in Political Economy on January 28, 2002, in McClelland Hall's Berger Auditorium. The lecture—"Deregulating Electricity: What's Gone Right and What's Gone Wrong?"—will relate how politics, ignorance, and "bad luck" fueled the "meltdown in California's electricity-market-reform program."

Joskow, who has been a visiting faculty member at Harvard and Stanford universities, is the Elizabeth and James Killian Professor of Economics and Management at MIT and the director of MIT's Center for Energy and Environmental Policy Research. His will be the seventeenth lecture in the Fathauer series, begun in 1985 thanks to the wisdom and generosity of Walter Fathauer and Isabel Shattuck Fathauer.

### *Can deregulation recover?*

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Some critics have called for a return to electric-power regulation in the wake of the California fiasco. They use epithets such as "palace revolution" and "flop" for the "elitist, politically driven" deregulation of the electricity and banking industries, where, they say, big companies bought out the small ones, then raised prices.

Joskow—who with Edward Kahn has published a study positing that California's 2000 electricity shortage might have been orchestrated to raise prices—believes that "industry restructuring, regulatory reform, and greater reliance on competitive electricity markets can, at least in theory, benefit consumers over time."

Eller College Dean Mark Zupan cited Joskow as an international authority on the subject, adding that "everyone who attends his lecture will benefit from his insights" into what has become "an extremely hot issue, and not only in our neighbor California."

A former MIT economics department head, Joskow has published five books and more than a hundred articles and papers on industrial organization, energy and environmental economics, and government regulation of industry. As a consultant and adviser, he has worked with dozens of organizations on four continents, including the U.S. National Science Foundation, the National Research Council, the World Bank, and the Sloan Foundation. Joskow is a research associate at the National Bureau of Economic Research and a member of the Environmental Protection Agency's Environmental Economics Committee, formerly serving on the EPA's Acid Rain Advisory Committee. A fellow of the Econometric Society and the American Academy of Arts and Sciences, Joskow has been a director of numerous institutions, foundations, and corporations.

Get more Fathauer Lecture information from the Karl Eller Center, 520-621-4823. ■ ■ ■



*2002 Fathauer Lecturer Paul Joskow,  
Elizabeth and James Killian  
Professor of Economic and Director,  
MIT Center for Energy and  
Environmental Policy Research*

## ALUMNI UPDATE

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SEAN FURRIER

CFO, Jack Furrier's Western Tire and Auto Care

Tucson, Arizona

Class of 1987



*In the Berger*

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*Entrepreneurship*

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*Program, students' business*

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*plans are subjected to*

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*real-world-style*

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*decision-making*

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*in all core business*

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*disciplines.*

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*"That, Furrier adds, "makes*

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*the program extremely*

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*practical for any*

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*business student."*

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*Car Nuts—*

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*For the Furriers, it's business with a capital F*

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Sean Furrier's face is familiar to thousands of Arizonans who have seen him in Western Tire Centers' television commercials. Some of the spots he does solo; in others he appears with his father, Jack Furrier, who started the company in 1963.

But the younger Furrier, a 1987 Berger Entrepreneurship Program graduate, is much more than a spokesman for the thriving automotive-product business. As the chief financial officer, he not only serves as business manager, but also deals with marketing and information technology.

*Car nuts*

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Jack Furrier's Western Tire and Auto Care is actually a family of businesses—online, mail order, and bricks-and-mortar tire and specialty stores—in Arizona and New Mexico. (As far as the Furrier offspring are concerned, the company has always been "family-friendly." Jack Furrier's daughter, Leslie, and his seven sons grew up working in the business, and five of the brothers are still involved. "We've always been kind of a car-nut family," said Jack in an Arizona Daily Star interview (Dec. 28, 1997).

*No free ride*

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But family ties are no substitute for knowledge, experience, and creative intelligence, and the Furriers know that to succeed they must contribute more than kinship. As a UA undergraduate in the mid-1980s, Sean enrolled in the Berger Entrepreneurship Program to learn all he could about operating a business. He says the experience—especially creating business and marketing plans—established a "framework ... for what [the company is] doing now" ... and gave him a pretty good idea of the entrepreneurial brain power in the marketplace. He also learned that intelligence isn't everything. "The difficult tasks are really implementation and following through," he says. "A lot of smart people with good ideas never make it."

These days, the company is expanding its specialty operations, which offer accessories for 4x4s and street vehicles. The current Websites are being upgraded; meanwhile, you can find ample product and ordering information. (Check out the gallery and the elegant free wallpaper on the PT Cruiser site.)

Though the pace of change is lightning-fast, especially in customer needs and technology, Furrier remarks, "the basics for decision-making are still the same. In the Berger Entrepreneurship Program, students' business plans are subjected to real-world-style decision-making in all core business disciplines." That, he adds, "makes the program extremely practical for any business student."

\* (Desert Rat Truck Centers [[www.desertrat.com](http://www.desertrat.com)], Ultra Performance [[www.ultraperformance.com](http://www.ultraperformance.com)], PT Cruiser Mart [[www.ptcruisermart.com](http://www.ptcruisermart.com)], and 11 Western Tire stores [[www.westerntire.com](http://www.westerntire.com)]) ■ ■ ■

## FACULTY OF THE YEAR

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### Student's Choice

ADJUNCTS NIGHSWANDER,

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RICHIED NAMED FACULTY OF THE YEAR

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Every year Berger Entrepreneurship Program students designate their most esteemed teachers as Faculty of the Year—this year they named two, one each in the undergraduate and graduate programs.

Berger Entrepreneurship Program adjunct faculty members Chris Richied and John Nighswander are the 2001 honorees, selected, respectively, by entrepreneurship undergraduate and graduate students. A May 1 ceremony following the SkiView Business Plans Competition at Tucson's Westin La Paloma Resort paid tribute to Richied, Nighswander, and other students, faculty, and guests being recognized.

Richied, something of a renaissance man, joined the adjunct faculty in 1998, when he moved to Arizona as America Online's head of Tucson development. Recently earning a graduate degree in management information systems, the youthful Richied has multiple careers to his credit. An alumnus of Ohio State University and MIT, where he studied chemical engineering, Richied then earned an MBA degree at Harvard Business School. Before joining a biotech startup as founding CEO, he has been a software-development engineer, an investment banker, and a venture capitalist.

Nighswander, the new associate director of the Berger Entrepreneurship Program, has been an adjunct faculty member in the program only since the year 2000. A longtime senior-care administrator whose professional accomplishments are summarized on page 14, Nighswander views his students as "joint venture partners." His approach with graduate students, he said, is "based on a mentor model"—a phrase that understates his passion for the job. In fact, he added enthusiastically, working with the entrepreneurship students is "exciting, invigorating, and intellectually challenging."

Nighswander termed his Faculty of the Year selection "a complete surprise and a great honor. It was especially delightful," he continued, "because my friend and mentor, David Freshwater [Fountains Retirement Communities' CEO], was present" and because, on the same occasion, Fountains colleague Julie Ferguson was inducted into the Entrepreneurship Hall of Fame.

To contact Berger Entrepreneurship Program Faculty of the Year, e-mail [crichied@qwest.net](mailto:crichied@qwest.net) or [johnn@eller.arizona.edu](mailto:johnn@eller.arizona.edu). ■ ■ ■



*Chris Richied, Undergraduate choice, 2001 Berger  
Entrepreneurship Program Faculty of the Year*

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*John Nighswander, Graduate choice, 2001 Berger  
Entrepreneurship Program Faculty of the Year*

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# THE ENTREPRENEURSHIP HALL OF FAME

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## Who says it can't be done?

### *Hall of Fame inductees achieve the 'impossible'*

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It's been said that winners strike the word impossible from their vocabularies... probably an exaggeration, but not by much. Successful people seldom let words like impossible, hopeless, and impractical intimidate them.

The newest Entrepreneurship Hall of Fame honorees—inducted May 1, 2001, following the Karl Eller Center's SkiView Business Plans Competition at Westin La Paloma in Tucson—have shown how rewarding it can be to challenge the "unachievable" and transform the "improbable" into a dynamic new reality.

### *For outstanding achievement in technology transfer*

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*Brian Norton and Tom BoBo  
Outstanding Achievement in  
Technology Transfer*

Brian Norton  
Split Engineering  
Administrative Manager

Thomas BoBo  
Split Engineering  
Director of Technical Sales and Marketing



In 1997, when MBA student Brian Norton and engineering graduate student Tom BoBo were collecting honors at business-plans competitions around the country, their business was already up and running, and with good reason—their landmark technology could save mining companies production costs through providing important operational information.

With Dr. John Kemeny, associate professor of mining and geological engineering, and doctoral student Kirstin Girdner, BoBo and Norton created Split Engineering ([www.spliteng.com](http://www.spliteng.com)) to distribute image-analysis software to the international mining industry.

Four years later, BoBo, Norton, Kemeny, and Girdner each own 25 percent of the company, whose market share exceeds 80 percent. But Split Engineering has more to crow about than commercial success. In transforming an 8-year UA research project into a viable enterprise, Norton and BoBo helped launch the UA's highly successful Associates in Technology Transfer and entrepreneurship-intern programs.

For BoBo, who once aspired to an MBA degree, the technology-transfer arrangement was a dream come true. "This is perfect!" he recalled saying when he learned that students in the Berger Entrepreneurship Program and his own College of Engineering and Mines would collaborate on business plans.

"It's the whole reason we have our business now," said Norton. "The program really motivated us and made us believe we could succeed."

BoBo and Norton still have close ties to the Karl Eller Center. They hire entrepreneur-interns, they share their story with new students in the program, and they keep in touch with the faculty. "Sometimes we consult with them," said BoBo, "and they with us."

### *Supporter of entrepreneurship award for outstanding contributions to entrepreneurship and entrepreneurship education*

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James Jindrick, Galtronics, Inc.  
Vice President, Global Marketing  
Adjunct Instructor 1989-2000, Berger Entrepreneurship Program

Jim Jindrick's achievements show how talent and motivation can stretch the limits of possibility.

Just a glance at his credentials reveals that the engineer, entrepreneur, educator, and business executive has received numerous U.S. and international patents. Products he developed have generated more than \$300 million in sales. He co-founded Intelligent Instrumentation, a leading high-tech company acquired by Texas Instruments. He devised procedures for successful ISO 9001 certification. He's managed people and projects at Burr-Brown, Cooper Power Systems, Snap-On Tools, and several other respected companies. Most recently serving as vice president of Phoenix-based Galtronics, an international manufacturer of wireless voice and data communication products.

All before breakfast? Not likely, but there's more. A University of Wisconsin-Madison engineering graduate, Jindrick is a former radio-and-television broadcaster. And as an adjunct instructor for ten years—two as adjunct team leader—Jindrick has mentored hundreds of Berger Entrepreneurship Program students.

"Jim's commitment and his genuine desire to help students succeed, along with his incomparable knowledge and experience, have brought tangible benefits to the Arizona economy and business community", remarked Karl Eller Center director, Gary Libecap. Jindrick is characteristically modest about his role. "I like to take some of the things I've learned and pass them on," he said, hastening to add that he gains more than he gives: "Sometimes I feel selfish," he confessed. "I learn a lot from the students and from being associated with them."

*For outstanding development of a socially aware business*

Anita Hayden,  
Native American Botanics  
Vice President & CDO

Guillermo Quiroga,  
Native American Botanics  
President & CEO



"Business is business" those three little words are loaded with innuendo. Too often they're cited as permission to lie, cheat, and defraud as if the business world existed in a bubble where ethical principles don't apply. To Bill Quiroga and Teena Hayden, that's upside-down thinking. Their company, Native American Botanics, unites a first-rate business proposition with a socially beneficial production and development plan... and they wouldn't have it any other way.

Quiroga and Hayden were UA graduate students—he in entrepreneurship, she in agriculture—when the Berger Entrepreneurship Program brought them together in 1997. As business-plan partners, the two created Native American Botanics a new industry peopled by Native Americans growing traditional medicinal herbs "aeroponically." Four years later, the concept is unchanged, Quiroga said, though the business plan has undergone more than a dozen revisions and now calls for conventional as well as aeroponic growing methods.

Market demand, environmental sustainability, and social necessity all support the model. Aeroponics and hydroponics are water-efficient, energy-efficient, and clean; plants grow year-round and are consistent in size and composition. Creating a national network of Native American growers provides work skills, conveniently located jobs, cultural awareness, and income. The company and its partnering tribes, currently the Cherokee Nation of Oklahoma and the Pascua Yaqui Tribe in Arizona—will train workers not only in growing techniques and technology but also in business practices and money management.

For now, as it develops a grower network, the company uses commercially grown herbs to make dietary supplements. Their products are now on independent health-food-store shelves in Southern California, Tucson, and Phoenix.

Quiroga, a member of the Pascua Yaqui Tribe who once headed the Tucson Indian Center, said the entrepreneurship program gave him a "great opportunity" to realize a cherished goal. "I wanted to do something that would provide incomes for Native Americans," he recalled, "so I decided to go back to school and see what I could do through business."

Hayden has lost none of the fervor that years ago led her to investigate high-value crops



*Jim Jindrick (with Nancy Jindrick)  
Supporter of Entrepreneurship Award*



*Anita (Teena) Hayden and  
Guillermo (Bill) Quiroga  
Outstanding Development of a  
Socially Aware Business*



*Julie Ferguson (pictured with Mike  
Arnold) Outstanding Achievement in  
the Growth of an Enterprise*

as an employment source for rural residents. She's delighted with the concept of the "socially aware business, in the Berger Program" she said, "and to encourage students to integrate the community into their business plans is very exciting."

### *For outstanding achievement in the growth of an enterprise*

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Julie Ferguson, Fountains Retirement Communities  
Vice President, Expansion and Development

The Fountains are flowing abundantly. The Tucson-based family of retirement communities is the nation's 19th-largest provider of residential independent-living and assisted-living services, nursing care, and Alzheimer's care. There are 18 communities in 11 states, "from Tucson to Tarboro, St. Petersburg to Seattle and many places in between," according to the home page at [www.thefountains.com](http://www.thefountains.com).

But in 1987, when The Fountains at La Cholla opened in Tucson, there were no affiliated sites—in Tarboro, Tuckahoe, Kalamazoo, or any of the other cities now delighted to house a Fountains facility.

Much of the credit for the company's growth goes to Julie Ferguson, Fountains Retirement Communities' vice president for expansion and development.

When The Fountains hired Ferguson eight years ago, she recalled, "we owned and managed two communities. We were a very small company, with eight people who did everything."

As a Berger Entrepreneurship student during the 1992-1993 academic year, Ferguson worked with colleague Catherine Robertson to develop the business plan for Ablation Instrumentation, distributor of an ultrasound device to treat cardiac arrhythmia by removing tissue.

It doesn't matter that Ferguson's day-to-day job responsibilities involve neither ultrasound nor tissue removal. "The biggest benefit of the entrepreneurship program," she said, "was learning how every aspect of a business works... how it all fits together."

Ferguson continually drew on that knowledge as a member of the eight-person staff that "did everything." From the start, she related, "I was required to understand everything from accounting to marketing. My background from the entrepreneurship program helped me do that."

As she nurtures the company's vigorous growth, Ferguson can take pride in the way her work helps not only thousands of Fountains residents and their families but also business and civic entities benefiting from the Fountains' presence in their communities.

Since 1998, the Karl Eller Center and Berger Entrepreneurship Program have honored outstanding alumni and associates through the Entrepreneurship Hall of Fame. Membership numbers more than 20 men and women who have excelled as entrepreneurs, intrapreneurs, supporters, or educators or who have made extraordinary contributions to entrepreneurship promotion, awareness, and education.

Visit the Karl Eller Center's online Hall of Fame at [www.eller.arizona.edu/programs/berger](http://www.eller.arizona.edu/programs/berger).



## THE BERGER

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## ENTREPRENEURSHIP

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## CLASS OF 2002

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## STUDENT BUSINESS

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## PLANS

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Finding a better way...  
... to manage ground water,  
wash the dog

Can't keep track of all your passwords?  
Tired of lousy restaurant service? They say entrepreneurs are the world's best problem-solvers. For proof, look no further than the 2001-2002 Berger Entrepreneurship Program student business-plan concepts below... solving problems in housing, healthcare, the arts, industry, retailing, and much more.

Students will complete their plans in time for business plans competitions beginning in March, 2002

### *Undergraduate*

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#### *Business Plans*

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##### adVENTURE

by: Stuart Caplan and Brandon G. Singer

Dedicated venture fund investing and developing in the wireless telecommunications industry.

##### The Animas Quadracycle

by: Justin Radmacher and Emily Hall  
Two person pedal-powered vehicle, providing alternative energy transportation and recreation for handicapped, elderly, and general populations.

##### Ballet Nouvelle

by: Julie Chen and Kelly Barras  
Approaching not-for-profit fundraising with for-profit business philosophy, creating a self-sufficient vehicle to expose low income, at-risk children to the benefits of dance and the arts.

### Bobalicious

by: Joel Yu, Kevin Green, and Deepa Raghavan

Featuring Bubbles Tea Fusion, an innovative new drink originating from Taiwan destined to create a new trend throughout college towns.

### The Connection

by: Aaron Bilgrad and Yvonne Delgadillo  
Supporting and assisting up-and-coming film-makers by providing professional development and awareness of social responsibility through education on the societal impact of film.

### FastCredit

by: Michael Jordan, Oren Levy, and Grant Welker

A short-term, disposable credit card providing the holder immediate purchasing power.

### Foreclosure Management Firm

by: Patrick Horsman, Daniel Goldman, and Matt McCabe

Nationwide supplier and source of foreclosure, asset management, and real estate contract acquisition information.

### GetonGoing.com

by: Jeff Stingley and Ye-Hui Lu

Enabling users to utilize only one password to securely access all of the protected sites and on-line services that they patronize.

### Optica

by: Daniel Berger and Sara Conrad

The technology of optical lenses and viewing devices, including a new lense adaptable to digital cameras, designed to photograph the retina. Optica is founded by and is being developed in conjunction with UA physicians and researchers.

### Ptalo Corporation

by: Drew Spitler and Daniel Williams

Cutting edge, consumer electronics engineering and manufacturing corporation specializing in an Internet connected line of products called Daedal.

### Rich-Travis Custom Shop

by: Joshua Berger, Travis Hannon, and Richard Gobeille.

Aftermarket auto-customization superstore providing high quality service and installation of performance accessories.

### Rub-A-Dub Dog: Do-It-Yourself Dog Wash and Gourmet Treats

by: Heather Goldberg, Jenny Whitten, and Angela Rodriguez

Dog wash and bakery allows customers to wash their dogs without a mess at home while the bakery produces custom treats.

### Sabino Biosystems

by: Guilherme Silva and Nick O'Shea

Researching and developing applications of breakthrough, highly-specific delivery platform technologies. Medical applications include the cure of pancreatic and other cancers and diseases.

### Tucson Biotech

by: Lauren Anderson and Marc Piro

Developing new thyroid hormone analogues for the treatment of congestive heart failure, the success of which will result in dramatically decreased hospitalization and associated healthcare costs.

## *Graduate Student*

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## *Business Plans*

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### A-P Restaurant Management

by: Craig Pretzinger and Jennifer Andrews

National restaurant chain owner and operator, delivering consistent and superior customer service.

### Casas Sin Fronteras

by: Molly Gilbert, Marlene Mendez, and Leticia Santillan

Developing quality low-income housing in Latin America. Creating pride and ownership in sustainable communities.

### Creature Comforts

by: Brice Bunker, Sean Paxman, and Jill Thompson

Producer of moderately-priced home furnishings, targeting college-age adults.

### Global Delight, LLC

by: Eman Hadweh and Frank Waruingi

An international retail store offering a wide selection of international music, souvenirs, art, processed foods and spices, wine and other alcoholic beverages.

### Knowledge Based Engineering Software

by: Michael Thieme and Oscar Ferraro  
Software to capture specific design knowledge, automating the basic operations of iterating the design of a given product.

### Mama LaCamera's Food Products, Inc.

by: Tammy Weeden and Courtney DeSalvatore

Specialty producer of superior-quality Italian sauces using only natural ingredients, ensuring consistency of quality, taste, and nutritional value.

### Pyramid Block Technologies, LLC

by: Jeff Hursh, Chris Brophy, and James Butler

Manufacturing solutions for the building industry--creating a mortarless concrete block for commercial and residential developments.

### Small Animal SPECT System

by: Sharon Huang, Jerry Schuster, and Susan Yuan.

Developing small animal imaging devices, allowing medical laboratories to gather more accurate data.

### Super Servicio, (tm) S.A.

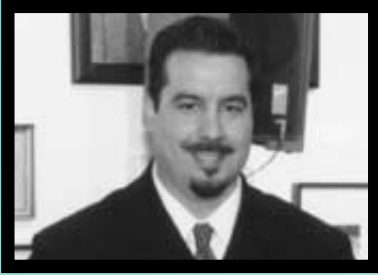
by: Mevlet Gurun, Kenneth Layne Stolworthy, and Curtis Whetten

Owner/operator of truckstops in Mexico, capitalizing on increased NAFTA generated, Mexican and American truck transport traffic throughout Mexico.

### WaterOptimal Consulting, Inc.

by: Long Yang, Ravi Mikkilineni, and Victor Do

Creating efficient groundwater management through the use of breakthrough computational neural network-based technology. ■■■



*Graduate division entries (top to bottom)*

*Manuel Alemany, Loffa Interactive,*

*ASU; John Matter and Elizabeth White,*

*Skystone, LLC, UA; Jordan Trajkov, Capital*

*Bank Skopja, Thunderbird; Grad division first*

*place winners, Brent Linnenkamp and Rachel*

*Chen (Howard Huang not pictured)*

*Optical Science, UA*

## 2001 LEAPSCAPE ARIZONA

### VENTURE COMPETITION

#### A statewide summit

##### *Where innovation meets experience*

*If Arizona is to become a high-tech breeding ground, not only do we need the support of the Legislature, we also need to hear about really great technologies that can build successful companies. That's necessary to make this economy grow.*

Jeff Artzi, Leapscape, quoted in the Arizona Daily Star, March 31, 2001

Business means competition. That's good news for consumers, because a competitive marketplace tends to curb prices and promote innovation. A flow of affordable new and better products can generate bonus benefits—not only in education, communication, health care, transportation, and virtually every other human activity, but also in the economy and the marketplace. A vigorous infusion of new companies discourages complacency and keeps the competition-innovation cycle turning.

Student business-plan competitions feed and invigorate this rolling river. By continually researching the market, refining their plans, and developing their skills, student entrepreneurs often create well-conceived, well-run, stable enterprises. Bringing innovative products, services, and strategies to their industries, they keep the cycle moving at a brisk pace.

##### *Venture capitalists get a preview*

Arizona's statewide student business-plans competition—the first of its kind in the western U.S.—has added a new, more rigorous dimension to student entrepreneurial excellence. The Karl Eller Center's Berger Entrepreneurship Program launched the annual event in 2000 with the support of the Coleman Foundation and Cracchiolo & Feder Investments, whose principals—Brad Feder and Joe Cracchiolo—recently launched a new company, Leapscape LLC, with co-founders Jeff Artzi and Mike Bernstein.

This young enterprise sponsored the 2001 Leapscape Arizona Venture Competition, in which students from the UA Berger Entrepreneurship Program, Arizona State University, and the American Graduate School of International Management (Thunderbird) competed for awards totaling \$12,000. At the same time they vied for the attention of venture capitalists in attendance, a new feature of this year's event.

Held March 30th in McClelland Hall on the UA campus, the competition featured an invitational luncheon; seven undergraduate and graduate business-plan presentations; and, following the judges' assessments and announcement of



*Leapscape partner*

*Jeff Artzi*

*moderates "open-mic"*

*presentations*



*Denis Nock, former*

*director of the*

*University of Colorado's*

*entrepreneurship*

*program, brought*

*his expertise as*

*a graduate*

*division judge*

winners, an awards dinner. New this year was a community-wide open-mic of sorts, giving all participants three minutes each to pitch their business propositions.

Competition judge Sam Eichenfield, a shrewd evaluator of promising businesses, said he was exceedingly impressed by the students and the sophistication of their plans. Eichenfield headed a group of financial-services companies before retiring in 2000, and he's judged numerous Berger program competitions.

At every event, he said, "the plans are better presented and more carefully thought out and developed." Bringing in the top plans from other Arizona student entrepreneurship programs raised the level of excellence, Eichenfield added; "these were the best of the best."

### *Giving wings to technology*

Termed "a springboard for new ventures," the Leapscape Arizona Venture Competition helps student entrepreneurs transform their business concepts into going concerns. Many of the Berger program's business plans aim to commercialize technology developed in the UA colleges of Science, Engineering and Mines, Medicine, and Agriculture. The winning graduate business plan is doing exactly that. The UA team of Rachel Chen and Brent Linnenkamp—both 2001 MBA graduates—and optical sciences Ph.D. student Howard Huang created Optical Science, Inc., which took first place at the SkiView Business Plans Competition May 1 and second place in its division at the 18th annual MOOT CORP™ Competition May 4th and 5th at the University of Texas at Austin.

The company, Chen explained, is "developing and licensing a wavefront sensor technology, which is a diagnostic tool to be used prior to LASIK eye surgery for more accurate vision correction."

### *Judge's question prompts*

#### *11th-hour makeover*

Chen appreciated the "exposure to potential investors, the input from judges," and the opportunity to "sharpen our presentation and question-and-answer skills" for later competitions. Linnenkamp explained how the competition prompted them to do just that.

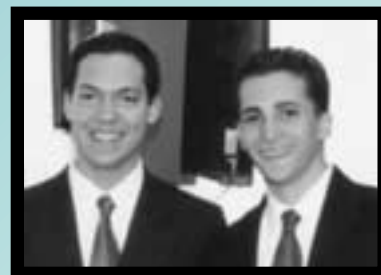
"The key learning," he said, "came from a question one of the judges asked," which moved the team to "rethink" its business model. "Eventually, at the MOOT CORP™ Competition, we completely revamped our business model the night before our final presentation. The new model significantly reduced the number of tough questions we faced, and we gave our best presentation of the semester." Linnenkamp was elated to take second in the division, especially since the first-place team (MBA students from the University of North Carolina at Chapel Hill) was the MOOT CORP™ competition's overall winner.



*Mike Bernstein,  
Leapscape  
partner and  
competition judge*



*Berger Program  
adjunct faculty  
member Lois Eisentein*



*Undergraduate division entries (top to bottom)  
Ryan Neuweg and Hitesh Raval, E-SP  
"The E-commerce Solution Provider":  
first place winners Steven Reichling and  
Michael Boyless, Pyramine Associates, LLC;  
Ashley Robinson and Aaron Chisena (Christie  
Fraser not pictured), Ashley Christie, Inc.,  
The University of Arizona*



Open-mic panelist Larry Aldrich of  
Tucson Community Ventures

### *The investor factor*

The day's winners weren't only those who snagged awards, competition judge James Dalkin pointed out. A senior manager and CPA for Deloitte & Touche, Dalkin specializes in entrepreneurship and accounting for new ventures and is a former member of the Berger Entrepreneurship Program adjunct faculty. Dalkin said students benefit just by participating and "meeting with potential investors and others" who have advice to give.

"The more exposure students receive," he pointed out, "the better the chances that their concepts will be noticed."

Having some face time with potential investors was the competition highlight for Michael Boyless, a May 2001 graduate who with partner Steve Reichling won the undergraduate-division prize. Their company, Pyramine Associates, "combines an immigration law firm and an international high-tech recruiting firm," Boyless said.

Impressed by the turnout of "such a respectable group of venture capitalists," Boyless likened the event to "being at an actual investor forum where experienced business people reward innovative ideas with startup capital."

The Leapscape Arizona Venture Competition and "everything else I experienced in the Berger Entrepreneurship Program," Boyless said confidently, "provided me with skills I need to become a successful business leader." ■ ■ ■

## LEAPSCAPE FOUNDERS:

### *Entrepreneurship is in their blood*

Sponsoring the Leapscape Arizona Venture Competition seems like a rational step for the young company. The Berger Entrepreneurship Program's technology-transfer emphasis dovetails with Leapscape's unique "mentoring-for-profit" mission. Not a venture-capital firm, Leapscape helps growing technology companies develop their business models, management and technical teams, partnerships, and marketing strategies; secure financing; and win customers.

But it's much more than a sensible business arrangement for the Leapscape founders, two of whom have ties to the University of Arizona and the Eller College that go back some 20 years.

Brad Feder and Joe Cracchiolo were fellow business students who graduated from the UA Eller College in 1987 and promptly formed the company that would become RightFAX, a pioneer in fax server software. Early in 2001, Feder and Cracchiolo co-founded Leapscape with Michael Bernstein, co-founder of MIDAK International, and Jeff Artzi, who conceived and developed Focus:Home.

RightFax, Cracchiolo & Feder Investments, and Leapscape have all been energetic supporters of the Eller College and the Karl Eller Center. They have sponsored numerous events and hosted entrepreneurial interns. Feder is an Eller Center Entrepreneurial Fellow, and both he and Cracchiolo have served on boards and committees.

"We want to support the Eller College," Feder said simply. "Joe and I graduated from the U of A. We bleed red and blue. We have roots here; I'm a native of Tucson, Joe's a native of Arizona. And we believe in what the Berger Entrepreneurship Program teaches."

### *Jiffy pitches*

Leapscape's sponsorship broke new ground by offering a public-presentation event. In the weeks before the 2001 competition, Leapscape's Web site ([www.leapscape.com](http://www.leapscape.com)) featured a registration form for "anyone with a business plan, new technology, or idea for a venture... to make a 3-to-5-minute presentation to the area's top venture capitalists for evaluation and immediate feedback," followed by "a question and answer period and networking opportunities for participants." Leapscape recruited Harry George of Solstice Capital, Jim Strickland of Coronado Venture Fund, Larry Aldrich of Aldrich Capital Management, and Carl Russell of Tucson Technology Incubator as judges. The public responded eagerly—so eagerly, said Feder, "we had to select a dozen or so to fill the time we had allotted." ■ ■ ■

## 2002 ENTREPRENEURIAL FELLOWS

Each year, some of the state's champions of enterprise become Entrepreneurial Fellows in the Karl Eller Center for the Study of the Private Market Economy and the Berger Entrepreneurship Program. The Eller Center selects honorees who have furthered Arizona's economic development and who are eager to work with Berger Program students.

Serving as role models, mentors, and business liaisons, Entrepreneurial Fellows participate in classes and outreach programs, describing their achievements and their setbacks as well. This year's Fellows include an e-business pioneer, a garage-startup mastermind who made good, and a biotech executive who relinquished a successful legal career for the adventure of entrepreneurship.

Been there done that—Entrepreneurial Fellows tell the whole story Offering "illustrations," not rules, veteran Arizona entrepreneurs generously give Berger students the benefit of their experience—warts and all.

Sherri Neasham, FinanCenter  
President and CEO

*Zeal, agility, passion add up to success*

Founded in 1994 and profitable within two years, Sherri Neasham's online enterprise began as a resource for personal-finance information. Especially popular were the site's interactive calculators—a big hit with consumers, financial institutions, and other businesses. With commendable entrepreneurial agility, Neasham responded to the demand by founding a separate company to develop more calculators, then, in 1997, merging the two companies as FinanCenter. The company's newest endeavor is its Campaign Management System, which includes online merchandising tools, products, and services. Other Neasham-founded enterprises include Banker's Portfolio Exchange and Neasham Real Estate Services.

A Tucson native, Neasham graduated from the University of Arizona, earning a Bachelor of Science in Business Administration degree with an emphasis on real-estate investment and taxation.

"A keen eye" is one of the attributes Neasham will bring to her role as an entrepreneurial fellow. "It's important," she said, "to distinguish between opportunity and fallacy. The Internet industry is a good illustration of unfounded entrepreneurial zeal. Good advice needs to cut to the quick to reveal flaws."

Besides sharing her skills and experience with entrepreneurship students, Neasham hopes to be a source of encouragement and to "promote passion in people to create their dreams." Her own entrepreneurial fervor remains strong, but, she said, "hearing the ideas and seeing the enthusiasm" of entrepreneurship students will likely supercharge her own zeal... "and that," she added, "is just outright fun."

Discover "what it will take to become a millionaire" and choose from hundreds of other interactive calculators in seven categories—cars, banking, credit cards, homes, insurance, investing, and planning—at FinanCenter's consumer site, online at [partners2.financenter.com/consumer/all\\_homes.fcs](http://partners2.financenter.com/consumer/all_homes.fcs).



Sherri Neasham  
CEO, FinanCenter, Inc.



Steve Utter (with wife Gerry)  
CEO, Misty Mate, Inc.



Robert Green (left, with Mike Arnold, right)  
Chairman and President,  
Integrated Biomolecule, Inc.

Steve Utter, Misty Mate, Inc.  
CEO

### *Misty Mate keeps customers cool, but CEO is still fired up*

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Startup veterans tend to be generous with the knowledge they've gained, and Steve Utter is no exception. In fact, he seizes opportunities to help new companies.

"I get a charge out of sharing my experiences," said Utter, who developed the Misty Mate personal cooler in 1987 and launched the company out of his garage two years later. The original portable air-cooling system has been joined by several new "comfort products," including the Misty Mate Pump—which has sold in the millions and received four patents.

Misty Mate, Inc., which now employs about a hundred, has long since outgrown Utter's garage and moved to a state-of-the-art facility in Gilbert, Arizona. Though the company numbers the Arizona Cardinals, U.S. Olympic teams, and San Diego's Sea World among its customers, that doesn't mean Utter can sit back and watch the revenue roll in. Recalling that he built the company "on a shoestring," Utter acknowledges that he continues "to face challenges that demand creative solutions."

So effectively has he met those challenges that Utter is a two-time Arizona Entrepreneur-of-the-Year finalist (1997 and 2000), and Inc. magazine has recognized Misty Mate as one of the country's leading entrepreneurial companies. With innumerable demands on his time, Utter continues to delight in helping aspiring entrepreneurs... even when they're strangers calling out of the blue. "I'm excited and proud [to share my knowledge]" said the Misty Mate CEO, "and help people start their new enterprises."

*You can learn more about Misty Mate and peruse its online catalog at [www.mistymate.com](http://www.mistymate.com).*

Robert S. Green, Integrated Biomolecule Corporation  
Chairman and President

### *Entrepreneurial fever*

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If you too have been bitten by the entrepreneurial bug, you'll probably understand why Robert Green left a lucrative, prestigious career in law to be his own boss.

The New York native graduated with high honors from City University of New York and, in 1977, Fordham University School of Law. In his eight years with a distinguished New York City law firm, Green represented celebrities and other affluent clients. But his specialties were mergers, acquisitions, and corporate financing ... and that's where the bug bit.

Hopelessly infected with entrepreneurial fever, Green left the law firm to join an investment-management company, then struck out on his own. His first independent project was the rehabilitation and sale of a bankrupt biotechnology company. It was located in Tucson, where Green now resides with his wife, Jill, and two daughters.

Integrated Biomolecule Corporation is only one of many enterprises Green has founded since arriving in Arizona. Among the others are Biotech Partners, Fusion Associates, Chemwares, Hearing Innovations, Natural Biosciences, and Supplement Sciences—all in either the biotechnology or the nutritional supplement industry.

The entrepreneurial road had its ups and downs, said Green. "I look forward to sharing my experiences with Berger students—not as examples of how it should be done but rather as illustrations of how it was done—and to sharing my ever-growing list of mistakes, hoping it will help students avoid repeating them.

"Last but certainly not least," he added, "I expect to learn a lot from the energetic and creative Berger Program students."

Green holds several patents and writes extensively for industry publications, helping to

fulfill IBC's mission of providing "practical technical information to the supplement industry."

*Integrated Biomolecule Corporation conducts nutritional supplement ingredient and finished product testing and provides research, development, production and technical marketing services. One of Green's articles—"How to Get Your Supplement Right and Avoid Disaster"—is on the company's Website at [www.integratedbiomolecule.com/articles/Supplement-Right.html](http://www.integratedbiomolecule.com/articles/Supplement-Right.html). ■ ■ ■*

## FACULTY FELLOWS AND SCHOLARS

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### Nonstop learning.

Students study more than facts and figures in the Berger Entrepreneurship Program; they learn to think creatively, make decisions, and seek knowledge. Inspiring them are first-rate Eller College faculty—discerning thinkers who demonstrate a lifelong love of learning.

Eller Entrepreneurship Faculty Fellows Charles "Chip" Ruscher and Jennifer Escalas are honored for exceptional teaching in the entrepreneurship program.

Chip Ruscher teaches New Venture Finance and interacts one-on-one throughout the academic year with Berger students in Venture Development I & 11.

Jennifer Escalas teaches Marketing for New Ventures and participates each year in the Competitive Advantage and Venture Development modules of the entrepreneurship program.

Karl Eller Center Faculty Scholars, Charles Schnitzlein and Walid Busaba are finance department faculty distinguished for their individual research contributions to business education as well as for the finance department's collective contribution to entrepreneurship education. ■ ■ ■



## ALUMNI UPDATE

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M'LIZ ROBINSON  
Business Analyst, Celera  
Genomics  
Rockville, Maryland  
Class of 1997

*Wild Ride in the Rat Race—*

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*M'Liz Robinson works at the  
speed of science*

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If you're itching to compare rats to humans, genomically speaking, relief is just around the corner. Celera Genomics and Baylor University have begun sequencing the genome of the laboratory rat (all 3 billion base pairs). In two years or so, the rat will join the fruit fly, the human, and the mouse in Celera's giant genomic database.

Meanwhile, the work of Berger Entrepreneurship Program alumna M'Liz Robinson enables scientists to explore the human genome, often with groundbreaking results. In just the past few months, researchers using Celera's online tools have located genes or regions of chromosomes that might contribute to autism, bipolar disorder, and type 2 diabetes.

Managing the Celera Genome Browser is Robinson's current assignment at Celera Genomics. A division of Applera Corporation, whose annual revenue exceeds \$1.5 billion, Celera sprawls on an imposing campus in Rockville, Maryland, north of Washington, D.C. But the enterprise was "barely formed" when Robinson signed on in 1998, she recalled. "I was the 50th employee, and it's been a wild ride over the three years I've been here." Growth has been only one factor; "intense competition and public controversy" have also hammered the young company.

Celera began sequencing the human genome in September 1999 and published it in February 2001. Now it vies with dozens of competitors to supply genomic information and data-analysis software. That's where Robinson comes in—managing not only the Genome Browser's development, delivery, and maintenance but also the continuing release of proprietary and public data through the Web-based Celera Discovery System.

Robinson graduated from the UA Eller College with an MBA in 1997 after developing a business plan (with partner Matt Lincoln) for Molecular Ventures, a finalist in the BLR Data Business Plans Competition. The plan "was based on a high-performance software tool that allowed users to import, view, analyze, and textually annotate three-dimensional molecular structures," Robinson explained.

But Celera hired Robinson less for her knowledge of molecular genetics and bioinformatics than for her project-management aptitude. The entrepreneurship program, she said, not only prepared her for "working in a startup environment," it gave her the "education and experience to analyze the requirements for the development of a sound business." Through Celera's transition from startup to superstar, her entrepreneurship training has served her well. "I use those skills as a basis for project management," she said. "So many of the concepts are the same as for business planning."

Take the Celera Discovery System Feature Tour at  
[www.celera.com/cds/cds\\_tour\\_frameset.cfm](http://www.celera.com/cds/cds_tour_frameset.cfm). ■ ■ ■

*The entrepreneurship  
program, [Robinson] said,  
not only prepared her for  
"working in a startup  
environment," it gave her  
the "education and  
experience to analyze  
the requirements for  
the development of a  
sound business."*

## THE 2001 ANHEUSER BUSCH ENTREPRENEUR IN RESIDENCE

### He's an original— Kinko's founder is 2001 Entrepreneur-in- Residence



It takes more than a nice smile and a few breaks to build the world's leading business-services chain. But Kinko's founder Paul Orfalea\* has been known to claim that if he can succeed in business, anyone can.

Orfalea, the Karl Eller Center's 2000 Anheuser-Busch Entrepreneur-in-Residence, visited the Eller College November 10, where he attended a luncheon in the Samuel O. Witt Courtyard as guest of honor after addressing the Berger Entrepreneurship Class of 2001. Business students and faculty in the audience quickly learned why Orfalea is in such great demand as a speaker.

Now Kinko's chairperson emeritus, Orfalea stepped away from the company's day-to-day operations last year in order to pursue new business opportunities. He has been compared to Southwest Airlines founder Herb Kelleher and other executives who reap serious profits without taking themselves too seriously. Orfalea has told audiences there's a good reason he never has a problem delegating responsibility: others can do the job better. He relates how he named his original store "Kinko's" after the nickname—in reference to his curly hair—his college buddies gave him. He recalls cutting a hole in the wall connecting his premises to a taco stand so he could order lunch without leaving the store. In the book *Wear Clean Underwear: Business Wisdom from Mom*, author Rhonda Abrams profiles Orfalea, itemizing his flaws ("dyslexic, no mechanical ability, no great scholar") but explaining how he turned his weaknesses into advantages by daring to depend on others.

#### *The paper trail*

The Kinko's story is condensed on the company's Website. There's a highlight-of-the-year (or two, with a few years omitted) starting with Kinko's founding in 1970. Located near the University of California at Santa Barbara, the original 100-square-foot store held a single copy machine and not much more. Revenue from film processing and highlighter sales supplemented Kinko's photocopy income.

By 1973 there were three stores. Two years later, Kinko's opened its 24th branch. And in 1976, we're told, "dogs are mascots at nearly all Kinko's branches"—which numbered 80 in 1979 and 420 ten years later.

By the mid-90s that number had doubled. Kinko's was an international triumph and a late-night friend of TV hosts David Letterman and Jay Leno. Letterman, in fact, distinguished the enterprise on New Year's Eve 1997 by copying his face on a Kinko's machine during the broadcast.

Kinko's online timeline ends with the year 2000, which saw the creation of kinkos.com, "a new clicks-and-mortar business center solution." There is no mention of dogs-as-mascots. These days they'd have a lot more human company than in 1976. There are now some 1,100 stores worldwide employing more than 24,000 people.

#### *Protecting the planet*

Kinko's takes pride in its company culture, family-friendly policies, and the opportunities and benefits offered to co-workers (the term is preferred over employees). Honored as one of Fortune magazine's 100 best U.S. companies to work for, Kinko's also works hard to cultivate customer relationships and practice environmental responsibility. Its environmental vision statement conveys a pledge of ecological responsibility and a preference for business partners that do likewise. Kinko's "commitment to action" at [www.kinkos.com/about\\_us/env\\_action.html](http://www.kinkos.com/about_us/env_action.html) explains how it is carrying out its pledge and how customers can help. Kinko's humanitarian approach reflects its founder's good will. According to the Los Angeles Times, Orfalea divides his time about equally between family, philanthropy, business, and teaching college courses. As a speaker, he often visits schools for learning-disabled children to talk about his experiences with dyslexia.

Orfalea lives in Santa Barbara with his wife, Natalie, and their two sons.

\* pronounced OR-fah-la

*The Anheuser-Busch Entrepreneur-in-Residence was established and endowed by the Anheuser-Busch Foundation to support entrepreneurship education at the University of Arizona and to recognize exceptional entrepreneurial success and innovation. ■ ■ ■*

## WHEN PAUL ORFALEA SPEAKS...

---

Reporters are delighted to quote Kinko's founder Paul Orfalea. For one thing, he's colorful and articulate; for another, his public appearances are often tied to the philanthropy that occupies much of his time since he retired from Kinko's active management.

The verbal snapshots below offer a glimpse of life after Kinko's for the "King of Copies."

"With my skill set, getting a job was out of the question." Quoted in a June 3, 2001, Los Angeles Times story about Orfalea's philanthropy, the comment refers to his academic and mechanical shortcomings.

"The 53-year-old Orfalea retired from Kinko's just over a year ago, and in the past several months he has donated more than \$32.5 million to educational institutions in Southern and Central California, particularly child development centers....

"His achievement in overcoming dyslexia was recognized last year by People and Fortune magazines. Fortune named him one of 15 "heroes of small business," saying he "proved that disability doesn't have to get in the way of success."

"Single mothers are the unsung heroes of the world." Quoted in an April 24, 2001, San Francisco Chronicle story reporting on Paul and Natalie Orfalea's \$8.5 million donation to City College of San Francisco, intended to provide more child care and caregiver training. "The most important thing [said Orfalea] is that child care gives mothers peace of mind."

"The best place to learn business is at the poker table. There you learn how to deal with ambiguity, chance, and change. A good poker player calculates the odds and makes his bet. That's what you do in business every day of the week." Quoted in Fortune magazine's November 13, 2000, story "Heroes of Small Business." "We need heroes," the story begins, and goes on to profile 15 of them, including actor-entrepreneur Paul Newman and Apple Computer founder Steve Jobs. Orfalea and the 14 other honorees are the inaugural members of Fortune's first Hall of Fame. "He graduated eighth from the bottom," relates Fortune, "of his high school class of 1,500. 'To be honest,' he once told an interviewer, 'I don't know how seven people got below me.'"

Extra! A story in the April 15, 2001, San Luis Obispo Tribune reported that California Polytechnic State University would "dedicate the newly named Orfalea College of Business on Friday in honor of a gift from the founder of Kinko's Copies.

"Paul Orfalea... and his family gave \$15 million in Kinko's stocks to the College of Business last November. The college will be renamed in honor of Orfalea's parents." ■ ■ ■



*The 2001 SkiView Business Plans Competition hosted*

*Class of 2002 scholarship presentations.*

*Distinguished scholarship presenters included*

*(top to bottom) Christine Estrada, Ruben Estrada*

*Entrepreneurship Awards; Stevie Eller, Stevie Eller*

*Enterprise Creation Awards; Joan Auen, H. N. and*

*Frances C. Berger Foundation Scholarship Awards*

## SCHOLARSHIPS

### *Thanks for supporting our scholars*

In the spirit of investing in the future, the Karl Eller Center annually awards scholarships to promising entrepreneurship students. The number of scholarships has nearly tripled in the past several years. This extraordinary level of support is possible through the generous contributions of many foundations, organizations, and individuals. Scholarships are awarded to Berger Entrepreneurship Program students to support their participation in an award-winning program, and are made based on merit and potential for success in the program.

"We want to provide the funding for the very best students who would benefit from our program." Gary Libecap

### *Awards and Supporters*

- Arizona Business Leadership Scholarship
- Burgess & Patricia Winter
- The Winter Associates in Technology Transfer Scholarship Awards
- H.N. & Frances C. Berger Foundation Scholarship Endowment-  
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- Karl & Stevie Eller-The Eller Entrepreneurship Endowment
- The MBA & UG New Venture & Entrepreneurship Excellence Awards,
- The Stevie Eller Enterprise Creation Awards
- The Dean's Entrepreneurship Scholarship
- 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 Awards
- The Associates in Technology Transfer Awards

### *2001-2002 Awards*

#### MBA Recipients

- James Butler, Arizona Business Leadership Award
- Courtney DeSalvatore, Dean's Entrepreneurship Award
- Mary Gilbert, H. N. & Frances C. Berger Foundation Scholarship
- Craig Pretzinger, McKinstry Memorial Scholarship
- Gerald Schuster, Arizona Business Leadership Award
- Jill Thompson, H. N. & Frances C. Berger Foundation Scholarship
- Tammy Weeden, Stevie Eller Enterprise Creation Award
- Xie Yuan, Stevie Eller Enterprise Creation Award

#### Undergraduate Recipients

- Kelly Barras, Stevie Eller Enterprise Creation Award
- Julie Chen, Entrepreneurship Excellence Award
- Sara Conrad, Entrepreneurship Excellence Award
- Patrick Horsman, H. N. & Frances C. Berger Foundation Scholarship
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- Guilherme Silva, H. N. & Frances C. Berger Foundation Scholarship



# ADVANCES IN THE STUDY OF ENTREPRENEURSHIP, INNOVATION, AND ECONOMIC GROWTH

## An annual publication

*The care and feeding of enterprises and innovations*

### Did you know...?

*Entrepreneurs save more and are more “upwardly mobile” than the general population. The percentage of entrepreneurs’ assets invested in their companies is a better gauge of the venture’s quality than the amount of money they invest. Adam Smith was right: Entrepreneurial ventures are fertile ground for new products and services.*

These are just three of the recent findings in entrepreneurship research. They’re reported and expanded, along with—other timely research discoveries, in *Entrepreneurial Inputs and Outcomes: New Studies of Entrepreneurship in the United States* - volume 13 of *Advances in the Study of Entrepreneurship, Innovation, and Economic Growth*. Fostering entrepreneurship and encouraging communication between business and academia are principal objectives of the acclaimed series, according to editor Gary Libecap, who directs the University of Arizona’s Karl Eller Center and Berger Entrepreneurship Program. Libecap has edited every volume since volume 1, *Health Care Issues & American Economic Growth*, which appeared in 1987.

Contributors to *Entrepreneurial Inputs and Outcomes: New Studies of Entrepreneurship in the United States*:

*Garry Bruton, Assistant Professor of Management, Ryffel Center for Entrepreneurial Studies, Texas Christian University; percentage of wealth invested is better than amount invested in gauging quality (with Prasad and Vozikis)*

*Bronwyn Hall, Associate Professor, Department of Economics, Haas School of Business, the University of California-Berkeley; patent portfolio races among capital-intensive firms (with Ziedonis)*

*Randall G. Holcombe, DeVoe Moore Professor of Economics, Florida State University; encouraging entrepreneurial activities that generate new products, processes, and services*

*Joe Kerkvliet, Associate Professor of Economics, Oregon State University; reducing the cost of inputs and innovating in upstream technologies (with Shogren)*

*Samuel Kortum, Assistant Professor of Economics, Boston University; how venture capital affects patented inventions (with Lerner)*

*Josh Lerner, Professor of Business Administration, Harvard Business School, joint appointment in finance and entrepreneurial management; how venture capital affects patented inventions (with Kortum)*

*Robert A. Lowe, Ph.D. Candidate, Haas School of Business, the University of California-Berkeley; the role of startup companies in commercializing university inventions*

*Dev Prasad, Associate Professor of Finance, Texas A & M International University; percentage of wealth invested is better than amount invested in gauging quality (with Bruton and Vozikis)*

*Vincenzo Quadrini, Assistant Professor of Economics and International Business, Stern School of Business, New York University; the role of saving and self-financing by entrepreneurs*

*Pat Roberson-Saunders, Associate Professor of Management and Entrepreneurship, Howard University School of Business; trends in ownership and performance of businesses owned by minorities and women ■ ■ ■*

*Jason Shogren, Stroock Distinguished Professor, Department of Economics and Finance, University of Wyoming; reducing the cost of inputs and innovating in upstream technologies (with Kerkvliet)*

*John R. Thomas, Associate Professor of Law, George Washington University; patent system can curb access to new technologies*

*George Vozikis, Bovaird Endowed Chair of Entrepreneurial Studies, Director of the Family-Owned Business Institute, Professor of Management, the University of Tulsa; percentage of wealth invested is better than amount invested in gauging quality (with Bruton and Prasad)*

*Rosemarie Ham Ziedonis, Assistant Professor of Management, the Wharton School of the University of Pennsylvania; patent portfolio races among capital-intensive firms (with Hall)*

## 2002 ARIZONA VENTURE FORUM

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### and the Entrepreneur of the Year Institute

*Technology Transfer at the University of Arizona: a guide to  
launching, financing, and investing in new enterprise*

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*January 25, 2002*

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*7:30-11:30am*

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*McClelland Hall*

---

*The University of Arizona*

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### Goal

This event is designed to provide interested parties with complete, concise information and resources on three aspects of technology transfer opportunities at the University of Arizona.

- The objectives and responsibilities of the Principal Investigator.
- The University of Arizona position and objectives.
- The Investor's goals, requirements, guidelines.

### Overview

These separate and distinct elements of successful technology transfer will be addressed by The Forum through individual presentations, panel discussions, success stories, and the provision of a written handbook: Technology Transfer at the University of Arizona: A Guide To Launching, Financing, and Investing In New Enterprise.

### Presenters and Expertise

The topics will be addressed by leading UA officials, successful principal investigators, investment community representatives, and professional and academic leaders with specific expertise.

UA Provost

UA Vice President for Research

UA Vice President Emeritus for Research and Grad Studies

UA Assoc Vice President, Economic Development

UA Director of Office of Technology Transfer

Ernst & Young

Karl Eller Center

Eller College of Business and Public Administration

Snell & Wilmer



### Format

This information will be presented in a breakfast seminar, with an overview and three, one half hour segments, each broadly focusing one of three aspects of UA tech transfer. More specifically detailed information will be provided to the guests through a handbook, developed through Karl Eller Center research, detailing the opportunities, responsibilities, goals, and protocols involved.

Following the event, this reference manual will be available online or in print through the Eller Center, Ernst & Young, and the Office of Technology and Transfer.

### Target Audience

This event will serve numerous key Tucson and Southern Arizona communities:

- UA scientific- intellectual property developers, principal investigators
- UA senior officials- those tied to economic development
- Investors and enterprise developers- seeking to access UA based technologies
- The business community in general- including the technology clusters

**For more information or to register for this exciting event, please contact the Karl Eller Center at: Tel: 520.621.2576, or email: [entre.rsvp@eller.arizona.edu](mailto:entre.rsvp@eller.arizona.edu).**

**\$10 registration fee-includes breakfast, parking, and all forum materials.**

## ALUMNI UPDATE

MATTHEW EVERITT  
CEO, Nolan Everitt Designs  
Anaheim, California  
Class of 1999



*A new generation of art glass  
Etched glass by Nolan Everitt Designs*

### *Making waves*

It hasn't always been clear sailing, but Nolan Everitt Designs' sales are starting to soar. As a Berger Entrepreneurship Program student, Matt Everitt—now CEO of the company his father, Nolan Everitt, founded in 1982—wanted to reduce costs without compromising quality. His solution: to "move from custom to cataloged work."

Everitt developed a way to innovate production of the etched- and carved-glass items his father designed. The change, he recalls, "would lower prices as much as 75 percent, help us expand more quickly, and make distribution easier." In the marketplace, competition was slim to nonexistent. No other companies offered customers the convenience of "picking a design from a catalog," Everitt says. Even today, "95 percent of the competition is in custom work."

### *Business plan opened doors*

Everitt and his partner in the program, Wayne Phillips, developed a business plan around the automation idea. The plan was a finalist in the program's 1999 Skiview Business Plans Competition and won the Duncan Aviation Business Plan Competition at the University of Nebraska-Lincoln. And though Everitt's initial loan application would ordinarily have been rejected, the bank "was so impressed with our business plan that they found a way to make it work."

There were a few unexpected challenges. Even for "catalog work," the company (based in Anaheim, Calif.) requires highly skilled labor. Now, says Everitt, "we're gearing our production so we can hire less-skilled workers. And we have expanded our plant substantially. Our sales are up 45 percent." Being in the entrepreneurship program, he comments, "was the most important college experience in terms of preparing for the real world. I got a lot out of it because I put a lot into it."

### *A shining example*

Nolan Everitt Designs wants to "change the way people think about glass." As Nolan Everitt's original creations become available to a wider population, the company hopes consumers will want to etch, carve, or slump (mold or cast) designs on their shower and cabinet doors, Corian countertops, and other solid surfaces.

The company's Website, at [www.nolanartglass.com](http://www.nolanartglass.com), shows evidence of CEO Matt Everitt's "real-world" training in the Berger Entrepreneurship Program. Clearly, Nolan Everitt Designs' management understands that everyone—including employees and neighbors, as well as outside consumers—is a customer.

Besides products and profits, the company's vision, as revealed on its Website, includes

- making the workplace a "fun, collaborative" culture of creative people who can "express their artistic abilities"
- ensuring that customers have a pleasant and memorable experience
- supporting the community and the arts

Check in on Nolan Everitt Design's success in next winter's edition of *Enterprise*. ■ ■ ■

## INTERCOLLEGIATE COMPETITIONS

*In intercollegiate competitions,  
students vie with  
the nation's best*

Berger entrepreneurship students competed brilliantly last year in 10 intercollegiate events across the country, including the University of Oregon's prestigious New Venture Competition and the renowned MOOT CORPTM Competition at the University of Texas-Austin. What's more, Berger students have earned first- or second-place honors in 18 out of 23 events in the past four years. (See table below.)

Such competitions indicate, to some extent, the quality of participating entrepreneurship-education programs. More important, they give students valuable experience in presenting and defending their business plans.

The Karl Eller Center encourages Berger student participation in all events for which the program is eligible, supporting them with guidance, mentoring, and funding.

The more experience students can chalk up, the better... so the Karl Eller Center also organizes the annual Leapscape Arizona Venture Competition, pitting Berger entrepreneurship students against their counterparts from Arizona State University, Northern Arizona University, and the American Graduate School of International Management (Thunderbird).

### *1997-2000 intercollegiate competitions*

Teams Competing	25
Competitions Entered	23
Teams that Won or Placed	15
1st- or 2nd-Place Honors	18

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