The New Beverage Business Institute Delivers Education and Research for the Beverage Industry
It's easy enough to say the words “leadership” and “research.” Sometimes, though, words aren't adequate to describe the people and programs that turn those words into engaging and significant realities.

This is the case with one of our respected and dedicated professors in the College. John Olienyk, senior associate dean and Ph.D. alumnus in economics, joined CSU in 1978 and has been an invaluable member of our faculty and the Dean's office ever since. He won many awards for his research and teaching before taking on the role of administrator.

The College has greatly benefited over the decades from John's leadership, scholarship, and teaching, which adds a sense of loss to the announcement of his plans to retire from CSU at the end of the fall semester. We will miss a valued friend and colleague, but the impact of his years of service will continue to be felt.

Professor-teacher-leaders like John are not the exception. The offices and classrooms at Rockwell Hall are filled with faculty and staff who continually demonstrate leadership and initiative for the College and for the business community at large. Just recently, the College launched its new Beverage Business Institute to provide specialized management education and research for the beverage industry. As noted in a feature story in this issue, the institute will combine the supply chain, finance, and entrepreneurship expertise of College faculty, the know-how of Colorado brewers and distributors, and the talents of CSU strategic partner Coca-Cola to benefit the beverage industry.

The BBI is a fine example of just how vibrant a word like “leadership” can become when good ideas turn into action. Our first-of-its-kind statewide real estate survey conducted by the College's Everitt Real Estate Center is another reminder of the leadership all around us. Presented in September at the 15th Annual Northern Colorado Real Estate Conference, findings of the statewide Mind of the Market survey gave valuable insight into how business leaders viewed the built environment in Colorado heading into 2012, and view the College as a leader in providing relevant and timely data in a challenging economic environment for our state and our nation.

In closing, I want to commend the hard work being done by the dedicated people in the College's Career Services office. The staff has always excelled at helping students and alumni map out their plans and goals, but now the office is boosting its resources and personnel under a new theme, “Life's Best Destinations Begin With Career Services.” The new theme of “destination” reflects the journey our students and alumni engage in through lives of service and achievement – and it all starts in the College of Business.

I hope you enjoy reading in this issue about just a few of the ways in which leadership and research are happening at the College of Business.

Ajay Menon
Dean
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EDITORS
Rebecca Ellis
Leslie Kemp

WRITERS
June Greist
Paul Miller

STUDENT EDITORS
Fred Herrera ’14 B.S.B.A
Andrew Stoner ’12 Ph.D.
Joe Vajgrt ’12 B.A.

PHOTOGRAPHERS
Bill Cotton
John Eisele

DESIGN AND PRODUCTION
CSU Creative Services
Barbara Dennis
Doug Garcia

CORRESPONDENCE
Becca Ellis
Communications and Operations
1201 Campus Delivery
Fort Collins, CO 80523-1201
Rebecca.Ellis@business.colostate.edu

KEY CONTACTS
Ajay Menon
Dean, College of Business
(970) 491-2398
dean@biz.colostate.edu

Susan Athey
Associate Dean for Undergraduate Programs and Associate Professor of CIS
(970) 491-5322
Susan.Athey@colostate.edu

John Hoxmeier
Associate Dean for Graduate Programs and Associate Professor of CIS
(970) 491-2142
John.Hoxmeier@colostate.edu

John Olienyk
Senior Associate Dean and Professor of Finance
(970) 491-5673
John.Olienyk@colostate.edu

Erik Olson
Director of Development
(970) 491-6378
Erik.Olson@business.colostate.edu

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Class Notes Now Online!
http://difference.biz.colostate.edu/pages/classNotes.aspx?issuelD=Fall11
WHETHER BUBBLY, SMOOTH, ROBUST, or austere, the Colorado State University College of Business’ new Beverage Business Institute is ready to take on just about any liquid – but not necessarily to drink. The institute was recently launched to provide specialized management education and research for the beverage industry.

The institute will offer a number of workshops that can be combined into certificates as well as an MBA with a specialization in beverage management. Courses will be delivered through a combination of live and online education, with live classes and workshops being offered in Fort Collins and in selected regional locations starting in November.

The College will use its proven online delivery of course material to reach beverage industry professionals around the globe. BBI also will focus on beverage and brewing industry research and will develop a comprehensive database of industry metrics.

“We saw an opportunity to combine the supply chain, finance, and entrepreneurship expertise of College of Business faculty, the know-how of Colorado brewers and distributors, and the talents of CSU strategic partner Coca-Cola to the benefit of the beverage industry,” says John Hoxmeier, associate dean of graduate programs in the College. “The beer industry employs more than 20,000 people throughout Colorado, and Northern Colorado has more microbrew and craft breweries per capita than almost any other region of the country, so there is an incredible supply of industry talent available.”

BBI’s inaugural workshop Nov. 16-18 in Fort Collins will include two classes in the certificate program as well as guest speakers and tours of local breweries and warehouse operations. “Industry Overview: Knowing Your Product” will cover the history of beer, regulatory issues, the supply chain from field to consumer, styles of beer, and food pairings. “Finance for Non-Financial Managers: The Money Game” is an industry-specific class that will give participants hands-on opportunities to better understand the financial aspects of the business.
Professor Jim Francis, founder and director of CSU’s Center for Professional Development and Business Research and the Institute of Transportation Management, will serve as director of the institute. Francis has owned and operated two small businesses and has been an organization development officer in a Fortune 100 firm.

“The deep knowledge and practical orientation of our faculty and industry partners means we’ll be able to provide professional development opportunities and research of significant value to industry practitioners,” says Francis, who with Hoxmeier has been heavily involved in planning the institute. “Nobody that I know of does training quite like this in the beverage industry.”

Wynne Odell, Chief Executive Officer of Odell Brewing Co., agreed with Francis that the institute is distinctive.

“I haven’t heard of a similar program,” she says. “And from a craft brewing perspective, I think the institute will be generating a lot of interest nationally. Considering the level of expertise at CSU, it was a natural fit to house the institute here. This is a long-term commitment in the community and a big economic boost for the region.”

Greg Hopkins, president of Tamarron Consulting, says that, in his 30 years of management experience in the alcohol beverage industry, one of the most commonly asked questions has been about the availability of targeted beverage industry educational opportunities.

“In the past, the best recommendation I could offer was to identify generalized education and training specific to a desired topic and advise them to do their best to integrate and apply the learning to the beverage business,” Hopkins says. “Finally, with the development of the BBI, I’ll be able to
Students from four Chinese universities will visit Colorado State University to take advantage of CSU’s 125 years of international water expertise through the CSU Coca-Cola Water Scholars Program.

The groundbreaking partnership was recently announced in Shanghai in conjunction with East China Normal University’s 60th anniversary celebration.

CSU and Coca-Cola aim to inspire the next generation of scholars and leaders to address worldwide issues surrounding water sustainability. CSU, a global leader among academic and research universities in water, and Coca-Cola will sponsor promising college students from China to study and conduct research in CSU’s water programs and apply their knowledge to create a sustainable future for international communities.

In 2012, CSU will select one student from East China Normal University and one from Anhui Agricultural University to participate in the Water Scholars Program.

In 2013, the program will expand to include one student from China Agricultural University and one from Guizhou University.

The program will be jointly funded by CSU and Coca-Cola, which is committing $1 million over the next 10 years to support the program for the benefit of undergraduate students. Amr Kora, regional sales vice president for food service and on-premise for Coca-Cola in the northwest region of the United States, says the program brings talented, dedicated students together to further water education.

“ECNU and CSU have made remarkable progress in our collaboration in the past three years,” says CSU President Tony Frank. “ECNU students are outstanding, and the Joint Research Institute is a unique opportunity for our faculty to work with Chinese faculty colleagues. Our link to Coca-Cola takes us to a new level in China.”

“Sustainability is part of everything we do, every day,” Kora says. “We are proud to partner with these leading education institutions helping to build tomorrow’s leaders in environmental sustainability and water stewardship.”

CSU provides one of the most water-rich educational environments in the world with more than 160 faculty and research scientists focused on international water questions and issues.
If you’re looking for a high-quality MBA that fits into your life, look to Colorado State University.

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– The Princeton Review 2012

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College of Business
Business students tackle challenges faced by major corporations

In the business world, employees frequently face moving targets. Decisions are often based on incomplete or changing data. A group of students in the honors program in the College of Business experienced similar pressure in April when preparing and giving presentations to a panel of business leaders at Lockheed Martin’s Space Systems Company in Littleton, Colo.

Twenty-eight students in the Business Strategy capstone class, taught by management instructor Bill Shuster, were charged with presenting affordability and efficiency solutions to a seven-member panel that included representatives from Lockheed Martin and RAS & Associates, a Denver area business consulting firm.

Students spent countless hours in Rockwell Hall at the College preparing for their projects. They held meetings, exchanged advice, and received direction from panelists throughout the spring semester. The assignment was designed to simulate real-world learning experiences where data inputs are changing constantly, requiring students to develop educated assumptions, defend their positions, and think quick-on-their-feet during the presentations.
“This course provides students an opportunity to tackle some of the challenges that companies face daily and to engage with highly respected consultants and executives in Colorado,” says Shuster, who teaches the capstone course. “The ability to work with little data and a constantly changing end point was a challenging task. All five project teams built their own assumptions, data streams, and conclusions.”

Ariana Clasquin, a senior in business administration, was part of a six-member team named RamShare Consulting that received the highest marks for analytical presentation and best group presentation. The team’s presentation prompted one panel member to comment, “An intriguing concept and, for us, cutting-edge.”

“The project taught me how to approach challenges that many companies face today while learning how to leverage the individual skill sets of group members, strengthen my own research capabilities, and creatively find solutions to real-world problems – all while engaging with highly respected business leaders” Clasquin says. “I felt great fulfillment from the time, effort, and collaboration that my group put into this semester-long project.”

Panel member Rick Facchinello (’76), vice president and controller at Lockheed Martin, says, “The group presentations and the challenges they were asked to address mirror what is going on in the business world today. My colleagues and I are very impressed with the caliber of students we have matriculating into our community. We look forward to working with these high-performing individuals and are happy to help support this unique hands-on education experience.”

“The presentation to Lockheed Martin executives brought my education full circle,” says Adam Sanders, senior in management. “I realized just how much I learned in CSU’s College of Business, and I realized how well prepared I was for a career in business. The experience was unmatched in terms of professional development.”

Although the students at first viewed this long-term business partnership project as daunting, the end results were worthwhile due to the engagement of the business leaders and the serious and studied way they approach their work.

“This project integrates student business knowledge with corporate practice to create a value-added experience for all students.”

— Bill Shuster

“As students moved through the semester, stress started to ease as they realized they were being viewed as professionals,” Shuster says. “The experience of developing a top-tier project with a finite amount of data and then having to present the information in an executive boardroom is a source of well-earned pride and accomplishment for them.”

Shuster adds, “The relationships established between these firms and the College of Business greatly enhanced our students’ experiences. Lockheed Martin and RAS &
Associates go above and beyond in the professional and rigorous way they respond to our students."

“I’ve never felt so trusted and respected by professionals – all while being allowed to research a topic imperative to their corporate operations,” says Kayla “KJ” Buckingham, a senior in corporate finance.

The College of Business is known for its dedication to applied education and is continually looking for ways to engage alumni in such projects. The College connects with major companies throughout Colorado and around the globe to build these types of exchanges and expand students’ educational opportunities.

All five project teams benefitted from this value added experience. Relationships with Lockheed Martin extend beyond student presentations. Many CSU College of Business alumni work for Lockheed Martin following graduation. Three students from this class will join 430 other CSU graduates currently working at Lockheed Martin facilities.

### Real-World Experience

Students at the College of Business find value in class projects providing real-world applicability. The Lockheed Martin project is one of many business relationships students benefit from. This semester, marketing students will work with a Mexican coffee company, Exdecaf, the Lory Student Center, and MINI of Loveland, creating comprehensive marketing plans. Management students will gain international experience working with Blackrock Communication, Hitachi Consulting, The Kyjen Company, and Philanthropiece to develop international strategies for distribution, NGO’s, acquisitions, and supply chain strategies. Companies interested in participating with class projects are invited to contact department heads.

**Accounting** – Bill Rankin, Bill.Rankin@business.colostate.edu

**CIS** – Jon Clark, Jon.Clark@business.colostate.edu

**Finance/Real Estate** – Sanjay Ramchander, Sanjay.Ramchander@business.colostate.edu

**Management** – Dan Ganster, Dan.Ganster@business.colostate.edu

**Marketing** – Ken Manning, Ken.Manning@business.colostate.edu
Whether you are an enthusiastic early adopter or a reluctant skeptic, navigating Twitter, Facebook, LinkedIn, and the dozens of other rapidly emerging social media platforms can be tricky. We asked two faculty members with expertise in social networks how to reap the benefits and avoid the pitfalls of social media. Seung Hwan (Mark) Lee and Shuoyang Zhang, both assistant professors in the Department of Marketing, offer their perspectives on the best ways to use social media.

Get Connected

Using social media to enrich your personal and professional life

Become an Engaged Professional and Smarter Consumer

Social media provides an unprecedented opportunity to expand connections beyond pre-existing family and friend relationships. “Offline you only have access to your immediate social network,” Lee explains. “Online you have access to subsidiary networks. That means you’ll get more diverse information and have access to people with different opinions.” One of the most valuable uses of this access is staying abreast of what industry leaders and others in your field are saying.

Lee contends that access to diverse information also protects people against irrational decision making and boosts consumer welfare. “Rather than going to a company’s website or looking at TV, paper, or billboard ads, people now gather information largely through social media. We can read reviews written by other consumers and gather background from a variety of perspectives.”

Build Your Brand With Social Media

Lee and Zhang agree that social media provides a tremendous and relatively inexpensive opportunity to build a company or personal brand. However, it requires energy and an approach fundamentally different from traditional marketing. “The revolutionary features of social media mean that marketer-consumer communication is no longer one-way. It is common practice for businesses to think they should create accounts to have online visibility,” says Zhang. “But then they just use social media to make outgoing announcements.”

Instead, Zhang suggests taking advantage of the interactive features of social media. The best social media sites use online polls,
votes, contests, and dialogue to show that others’ opinions count.

Lee emphasizes that getting out of the traditional marketing mindset is essential. “Today social media is a necessary component of your business, and its most important use is not advertising but generating word-of-mouth.”

Lee and Zhang’s advice about building a brand applies to creating a personal brand as well as a corporate brand. Lee explains: “Today, personal and professional lives are merging. Social media is creating a different dynamic in the workplace, where the public and private are blurred and personal and business identities are becoming seamless.”

Protect Your Reputation and Privacy
Zhang and Lee point out that though younger generations are more comfortable using social media, approaching social media with caution is smart for users of all ages. The responsibility falls on users to learn about each platform’s privacy options, to adjust privacy to their own desired level, and to revisit settings frequently to see if options have changed.

“The benefits of having a social media presence outweigh the uncertainties users may have,” asserts Zhang. “But we need to take control of the information we release. Many people are unaware of privacy settings and unfortunately leave default settings in place. For example, the average student has 250 friends on Facebook. The majority of these people are acquaintances, not close friends or family. What we can do is selectively release different information to different layers of our social networks.”

Lee stresses that what you say online is not anonymous but is attached to the users identity and stays on record. “People still have a perception that online and offline are separate worlds, but they’re not. It’s important to control what you say because careless mistakes follow you to other areas of your life.”

He points out that individual and corporate reputations also are subject to damage from others. “You must review sites and respond to complaints or negative comments. By consistently responding, you build credibility.” Socialmention.com and Google Alerts are free tools that keep you informed when your name is used on the Internet. If you cannot monitor what people are saying online, Zhang recommends keeping your settings more private.

For businesses already implementing a brand-building social media strategy that includes online monitoring, Zhang gives this advice: “Social media is a big laboratory, and you cannot follow a textbook. Don’t be afraid to experiment.”

The College of Business and Social Media
Zhang and Lee are two faculty members in the College of Business whose research is advancing the study of social networks. Zhang’s research explores how social groups, including groups on social networking sites, influence individuals’ attitudes and decisions. In a recent experiment, Zhang used Facebook applications to examine how the strength and structure of social network ties can influence consumer attitudes toward products.

Lee’s research into social networks also can be applied to social media settings. His work explores how peoples’ positions or popularity within a social network affect consumer behavior. Lee’s recent research also includes a study about how being unique shapes the development of an individual’s social network, as well as a study about how materialism positively and negatively influences the formation of social networks.

For access to Web exclusive content on this topic, visit prezi.com/nl-fia7fbd2o/social-media-cheat-sheet. Follow us on Facebook (BizatColoradoState) and Twitter (@CSUCollegeOfBiz). Dean Ajay Menon, is now tweeting about University and College initiatives and sharing insights about global business cultures (@AjMnn1870).
Findings of the statewide Mind of the Market survey provided insight into how business leaders viewed the built environment in Colorado heading into 2012 as the economy finds its footing.

A first-of-its-kind statewide survey was presented in September at the 15th Annual Northern Colorado Real Estate Conference in Fort Collins. The survey was conducted by the Everitt Real Estate Center at the College of Business, with results compiled from responses of professionals in the architectural, construction, and commercial real estate sectors.

Few business sectors have been hit as hard as the real estate and construction industries during the recession, leaving little room for optimism of a quick and full turnaround. The findings of the survey reveal that the dimmest outlook comes from the commercial real estate sector. A set of challenging national issues — such as the impact of national debt ratings on financing, regulatory guidelines, and employment growth — were the main factors cited by respondents who had reservations concerning future industry growth.

Leaders among architectural and construction sectors expressed more optimism than those in commercial real estate but also retained serious concerns about the future. Despite the reservations of survey respondents, panelists at the conference were able to find some silver lining.

“In the wake of all of the people being laid off and businesses that have closed since the start of the recession, only the best and brightest are left standing,” says Michael Gifford, executive director of the Associated
“Understanding current trends and challenges provided attendees with insights about the market and allowed them to position their companies to take advantage of future opportunities.”

– MARK LATIMER

General Contractors of Colorado. “It’s actually strengthened the real estate industry in Colorado.”

“At least we’re not seeing the huge numbers of layoffs anymore, so that’s an encouraging first step. Hopefully, this will translate into firms starting to hire again in the near future,” says Sonia Riggs, executive director of American Institute of Architects, or AIA Colorado, one of the conference’s featured panelists.

The keynote address was presented by Bob White, president of Real Capital Analytics of New York and one of the world’s foremost experts on real estate capital markets. He discussed current trends in the real estate capital markets, including significant trends in smaller markets.

The statewide survey involved 402 respondents and was coordinated through a partnership between the Everitt Real Estate Center, the Colorado Association of REALTORS®, American Institute of Architects, Associated Builders and Contractors Inc., and Associated General Contractors.

About the EREC’s Research
Colorado’s residential and commercial real estate industries are asking plenty of questions as the global and national economies seek a sustained recovery. Where are home prices going? Where are commercial real estate rents and values headed over the next five years? What will our communities look like in 20 years? How does corporate real estate relate to corporate sustainability?

Over the last several years, the Everitt Real Estate Center’s applied research focus has tackled each of these questions. The center’s multidisciplinary philosophy seeks out opportunities to collaborate within CSU and with outside industry associations. For example, the Center is currently partnering with the Colorado Association of REALTORS® to produce quarterly statewide housing statistics, with CSU’s Department of Construction Management to annually survey Colorado’s architectural and construction industries, and with CSU’s School of Global Environmental Sustainability to investigate conservation developments and residential markets.

Annual Research
The Everitt Real Estate Center released the first statewide EREC-CAR House Price Indices report on July 1, 2010. The report, which measures changes in home prices, is the beginning of an ongoing residential real estate research project in conjunction with the Colorado Association of REALTORS®.

The EREC-CAR HPI is calculated annually for seven major regions and 42 counties in the state of Colorado utilizing public records data on arms-length closing transactions obtained from Core-Logic®.

The EREC-CAR HPI utilizes a modified, weighted repeat sales methodology. This is a substantial improvement over the conventional methods of looking at average or median sales prices because it measures the price change for the same home and therefore is not influenced by quality or size differences of the homes selling at a given time.

“In spite of the declines in values across Colorado, home values can vary significantly by neighborhood and even by block, which is why this research is so critical to residents of Colorado,” says John Gerhard, the director of residential research at the Everitt Real Estate Center. “In Northern Colorado, for example, there is still home price appreciation occurring within neighborhoods despite the publicized national and regional trends.”

Upcoming Research
✦ Annual single-family and multi-family forecasts for Fort Collins-Loveland and Greeley-Evans
✦ Annual residential state wide surveys of Colorado Association of REALTORS®, Colorado Mortgage Lenders Association, and the National Association of Home Builders Colorado chapter
✦ Annual joint commercial statewide surveys of Colorado’s architecture, construction, and real estate communities

To learn more about the CSU Everitt Real Estate Center research, membership, events, and how to become involved with real estate students go to www.realestate.colostate.edu.
If you’re looking for a way to **elevate your career** in a down economy, please join us for lunch and conversation. Faculty, alumni, and admissions staff will talk with you about your goals, our program, and how those fit together in your life.

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Awards

Üstüner Earns Professor of the Year Honors, Research Award
Tuba Üstüner, assistant professor of marketing, was named the Beta Gamma Sigma Professor of the Year for the 2010-11 academic year. Üstüner was selected by members of the Beta Gamma Sigma National Honor Society who were asked to identify which professor had made the largest impact on their lives. Beta Gamma Sigma is the highest scholastic honor society a student can be inducted to in business administration and represents the top 7 percent of the junior class on the basis of academic performance and the top 10 percent of the senior class.

Üstüner was also awarded the College of Business Research Award. She has been a faculty member for a brief period of time but has amassed a very impressive teaching and research record. Üstüner already has been lead author on three papers accepted for publication in premier journals including the Harvard Business Review. Her enthusiasm is infectious, and her “go-getter” attitude toward taking on projects is inspiring to those around her.

Slater Recognized for Lifetime Contributions to Marketing
Stanley Slater, the Charles and Gwen Lil- lis Professor of Business Administration at CSU, has been named the 2011 recipient of the Mahajan Award for Lifetime Contribution to Marketing Strategy Research. The prestigious award, presented annually since 2000 by the American Marketing Association Foundation, recognizes marketing educators across the world for their outstanding contributions to marketing strategy research. Slater earned his Ph.D. in business administration, strategic management, and marketing from the University of Washington and a bachelor’s and MBA from the University of Alabama.

DeTienne Honored as Outstanding Entrepreneurship Educator
The College’s Faculty Teaching Award was presented to Dawn DeTienne, Ph.D., for consistently receiving overwhelmingly positive evaluations from her students. DeTienne has worked tirelessly to promote entrepreneurship training at CSU. Not only has she had a significant impact on the entrepreneurship curriculum, but enroll-

Aziz Presented with College of Business Green and Gold Award
Asad Aziz, received the Green and Gold Award on behalf of his strong evaluations from graduate students, business majors, and business minors. The Green and Gold Award is granted to an instructor who has shown exemplary teaching abilities. In addition to his regular teaching duties, Aziz spends a considerable amount of time mentoring the GSSE student project teams and participating in GSSE faculty meetings.

Rankin Recognized for Staff Service
This year’s Staff Service Award was presented to Barbara Rankin. As building proctor, she takes excellent care of all three Rockwell Hall buildings. Rankin is also the College’s purchasing manager. She is a gifted event planner, coordinating College meetings, speakers, and special events. In addition to being a great worker who always is willing to help, Rankin is a great listener and a friend to all in the
College. In fact, many student employees in the College of Business view her as a substitute mom while they’re on campus.

Samelson Presented With Faculty Service Award
Don Samelson, the director of the master’s program in accounting, was awarded the College of Business Faculty Service Award. He is involved in recruiting, admissions, advising, and curriculum development. Samelson is also a member of the College of Business Graduate Programs Committee and has chaired three search committees in the last year, with the most recent taking place over the summer in the College’s search for a special appointment in taxation.

Appointments
Gina Slejko Mohr, will be teaching marketing research and an honors seminar this fall as a new instructor in the Department of Marketing. She earned her Ph.D. in marketing from the Leeds School of Business at the University of Colorado, Boulder, where she also completed her undergraduate degree in economics. She successfully defended her dissertation, titled “When Are Decisions Difficult? Goal Conflict and Compromise in Negatively Correlated Choice Environments,” in 2009.

Sanjay Ramchander, has been named the chair of the Department of Finance and Real Estate. Ramchander replaces Vickie Bajtelsmit, who has served as chair since 2007. Also, Ramchander was awarded the Pinnacle Award for his many contributions to the department, College, and University. Within the department, he is a senior member with a strong commitment to mentoring junior faculty in their teaching and research. As a result, he has contributed significantly to the development of new programs within both the department and the College. His most recent accomplishments are receiving a Fulbright Award for the Spring 2011 semester. Ramchander is often named by students as the faculty member from whom they learned the most and whose classes were among the most difficult.

S.H. Mark Lee, began his duties this fall as an assistant professor of business administration and marketing in the Department of Marketing. He earned his Ph.D. in business administration and marketing from the Ivey School of Business at the University of Western Ontario. Lee completed a master’s degree in business administration at the University of Windsor, Ontario, in 2006, and a bachelor’s degree in 2004 in arts, science, and economics at McMaster University, Hamilton, Ontario. His dissertation was titled “The Structural Importance of Consumer Networks,” and he is the co-author of “The Role of Network Centrality in the Flow of Consumer Influence” in the Journal of Consumer Psychology, 2010.

Dan Krause, will begin teaching in operations and supply chain management in the Department of Management. He earned his MBA and Ph.D. from Arizona State University and a bachelor’s degree from Fort Lewis College of Colorado. Before arriving at CSU, Krause taught at several other universities including the University of Victoria in British Columbia, Canada; Queen’s University in Belfast, Northern Ireland, U.K.; Arizona State University; and Michigan State University. Krause’s research has appeared in the Sloan Management Review, Journal of Operations Management, Journal of Supply Chain Management, and the International Journal of Production Research.

Tianyang Wang, joins the Department of Finance and Real Estate as an assistant professor. He earned his Ph.D. from the University of Texas at Austin and is an associate of the Society of Actuaries. His research is primarily in real options valuation, modeling multivariate uncertainties, enterprise risk management, and quantitative methods in financial risk management. Wang has been published in Operations Research (forthcoming) and Decision Analysis. At UT-Austin, he was awarded the Fred Moore Teaching Excellence Award and a Dean’s Fellowship as a finalist in the Decision Analysis Society paper competition for 2009 and 2010.
Mary Zenzen filled the position of associate director of development operations. Zenzen's main role will be to cultivate engagement opportunities for alumni, donors, and friends of the College of Business. She recently received her MBA from Colorado State in 2011. Her undergraduate degree is in technical journalism also from Colorado State. Zenzen has more than twenty years in marketing, communications, publishing, and non-profit development.

Jeanine McGann assumed the position of web content manager in late September. She will be the liaison between the IT and communications departments, focusing on the development and deployment of web content and integration of new social media technologies. Previously, she has worked in media communications and web design at the University of New Mexico, the University of Delaware, and the state of Washington Department of Ecology. She received a B.A. in English from the University of Delaware and a masters in resource management from the University of New Mexico.

David Gilliland has accepted the position of academic director of Graduate Programs. This is in addition to his current position as associate professor. Gilliland's attention to detail, classroom and research experience, and commitment to the College make him an ideal fit for the position. The initial focus of his position will be assurance of learning, course quality, and academic integrity.

Terry Etl has taken the position of software solutions manager. He will be responsible for further integrating the systems currently in place and providing real-time business analysis and efficient student and staff interactions with the College's systems. Etl received his undergraduate degree in CIS from DeVry Institute in 1991. His work experience includes time with the Department of Defense/Department of Entergy as a software developer and project manager, software manager for Quark Software, and Software Architect for Pro Group LLC. He also owned his own business working with legal services companies.

Cheers to John Olienyk

As he prepares to depart the faculty of the College of Business, it’s worth looking back over the memorable career of John Olienyk, Ph.D., who joined the Department of Finance and Real Estate in 1982. During his 30 years of service, Dean Olienyk has published numerous articles in top tier academic journals, mentored countless professors and students, and received more than 20 separate awards. Some of his awards have included the College of Business Pinnacle Award, as well as being named one of six educators to win a “Best Teacher Award” from the CSU Alumni Association, and the Jack E. Cermak Advising Award in recognition of outstanding service to students. If you’d like to join the farewell and wish Dean Olienyk well in his future pursuits, please join our special Facebook page at “Cheers to Dr. John Olienyk”.

Dr. John Olienyk
Although the College of Business’ Career Services always has excelled at helping students and alumni, the organization will be even more finely tuned by boosting its resources, services, and personnel under a new theme, Life’s Best Destinations.

“We all take different career paths in life, and sometimes we hit a fork in the road and don’t quite know what to do,” says Melissa Luna, College of Business Career Services manager, in regard to the new theme. “Our service is dedicated to helping people find the right employment track and to hone the way they market themselves. We also concentrate on employers, who may have gaps in personnel that we can help fill.”

Career Services – and the entire College – is driven to provide every student and alumnus with the tools they need to reach their highest potential academically and professionally.

“Over the past year, we took a look at our strategic plan and asked who our stakeholders were: Who are we serving? In what ways would they like us to help?” says Sue Schell, career consultant. “We had graduate students and alumni coming back to us and saying, ‘Well, I’m ready for the next step in my life.’

“We realized that there are many destinations throughout life and that it’s not just about graduating from college and getting a job,’ Schell says. “That’s where Life’s Best Destinations originated – to let people know we’ll help them succeed in whatever stage of life they’re in.”

“Career Services is renewing its emphasis on working with businesses to see what employers would like students to learn and understand as well as finding out about employer requirements for hiring,” Schell says. Partnering with CSU’s Career Center, the College’s Career Services continues to build alliances and programs with organizations that recruit and hire graduates. Employers are invited to campus to participate in classes and panel discussions, conduct networking sessions, act as mentors, and host other professional activities. Students benefit by having direct access to recruiters and managers looking to hire qualified young professionals; allowing students to zero in on specific career opportunities and the requirements needed to land good jobs.
Career Services’ wealth of resources can benefit any College of Business alumnus or student – no matter the major – on a long-term basis. Luna said that she’s worked with alumni in their 50s who returned to seek career help and guidance.

Key career services include:
✦ Career Ram, which offers a list of more than 9,000 job and internship postings, on-campus career interview opportunities, employer information sessions, and workshop information.
✦ Career Shift, a job-search tracking software system, enables access to in-depth information about companies, contacts, job postings, and correspondence history. Additionally, alumni can create job-search campaigns that can be saved for future access, print, or e-mail.
✦ A new website is under development to enhance education and service programs and to provide online video and webinars.

Alumna Laura Kolb (’10 Management) says Career Services helped her target a résumé to specific companies, and that helped her land a “dream job” in human resources.

“My experience with Career Services at the College of Business was invaluable,” Kolb says. “It’s about more than just finding a job. I always took advantage of workshops, went to career fairs, and met with Melissa to gain her perspective and recommendations. If individuals take advantage of these services, they will be more prepared for future jobs.”

Over the past academic year, Shawn Utech the College’s Career Center liaison, has provided guidance, mentoring, and resources to 3,100 students and alumni – and that number is expected to increase in the next year. In fact, the number of people who took advantage of the service’s workshops, presentations, drop-in counseling hours, and appointments has increased every year for the past three years.

And the work continues apace. “We’ll be sending surveys to CEOs, human resource personnel, and others, that will be invaluable in further refining our service,” Schell says. “No question that we’re a work in progress – we have big plans and big ideas, and a lot of them are in the works. We’re really excited about the increase in attendance at career events, just as one example. We’ve had more people showing up for networking events this year than we’ve ever had.

“It’s the best challenge imaginable, to create and implement new services to keep up with the lifelong career goals of all our business students and alumni.”

More information
✦ Learn more about the College of Business career services and resources at www.biz.colostate.edu/careers/pages/default.aspx
✦ To make an appointment with the College of Business Career Services contact:
  Melissa Luna, (970) 491-0706 or melissal@business.colostate.edu
  Shawn Utecht, (970) 491-7377 or shawn.utecht@business.colostate.edu
✦ CSU’s career resources are online at career.stuser.colostate.edu
Faculty Rank Third in Entrepreneurship Research

Colorado State University College of Business entrepreneurship faculty ranked third in the nation as the most prolific contributors to academic research publications, according to a recent report. The study, conducted by the M.J. Neeley School of Business at Texas Christian University, analyzes and ranks entrepreneurship research articles in three major academic journals to create the listing. CSU faculty ranked third overall with five separate articles published in three journals studied: *Journal of Business Venturing, Entrepreneurship Theory and Practice, and Strategic Entrepreneurship Journal*. The College of Business Center for Entrepreneurship develops world-class entrepreneurs who, through entrepreneurial activity, positively impact the local community, state, country, and world.

“We are proud of the level and nature of entrepreneurship research that is occurring at Colorado State University,” says Dean Ajay Menon. “This ranking reflects the commitment of the entrepreneurship faculty to develop the College of Business as a thought leader in the field of entrepreneurship.”

First Place at National Competition

The Supply Chain Management team at CSU recently earned first place at the Wayne State/General Motors Student Supply Chain Management Case Competition. The event took place at the end of September in Detroit, Michigan, where teams from 16 prestigious schools competed for the title. The goal of the competition was to provide students an in-depth look at supply chain systems that support the automotive industry.

College of Business students André Alves, Kyle Fritch, Katie Hartwig, and Luke Leins were led by management professor Paul Vanderspek.

The success of the College of Business team showcased the quality of its students and education program both within the University and throughout the country. This win closely follows a victory at the Denver Transportation Club’s Operations Stimulus in January, proof that Colorado State is emerging as a leader in the industry. Congratulations to our excellent business students and our supply chain management team!
Women Entrepreneurs Focus on Profit, Planet, and People

At the College of Business’ first ever Women Entrepreneurs Leadership Summit in April, about 150 women and men came together to celebrate and encourage the development of women as leaders in entrepreneurship. Utilizing “talk show” dialogue sessions moderated by Charisse McAuliffe, president and CEO of GenGreen, the conference emphasized open exchanges between panelists and attendees.

The conference keynote speaker, Kim Jordan, CEO and co-founder of New Belgium Brewing Company, is a key example of how women’s entrepreneurship can benefit business and society. To expand the conference’s reach beyond just businesswomen talking to other businesswomen, a special outreach effort included inviting several women from the Crossroads Safehouse of Fort Collins, a community-based shelter and personal assistance provider for individuals and families impacted by domestic violence. Because of Crossroads’ focus on a variety of issues for women, including personal and professional advocacy and education, the women from Crossroads were allowed to attend the conference for free. As McAuliffe says, “Who knows, the next female entrepreneur could come from the ranks of the Crossroads women who are committed to changing their lives.”

MBA Program Enhanced With HP Minis

MBA students will add one more thing to their briefcases this fall, thanks to an innovative idea from the College of Business. The idea? HP Mini Netbooks; fully loaded with all of the software and settings needed to complete the competitive MBA programs at Colorado State University. The netbooks, funded through program fees, are theirs to keep and are designed to complement the often active, mobile lifestyle of MBA students who balance school, work, and life.

“Our commitment to our customers, the students, is to remove impediments to the learning outcome by adding tools that support the learning process,” says John Hoxmeier, associate dean for graduate programs in the College of Business. “The netbook is just one of those tools.”

The netbook can hold data for about eight total courses at one time and will be supported by software hosted by Colorado State University. The system referred to by the College of Business as the “anytime, anywhere, ultra-mobile MBA,” is based on the cloud computing concept.

According to Jon Schroth, director of technology for the College of Business. “The HP Mini Netbook is a highly mobile, usable tool for busy students, and we’re excited to integrate into them all of the technology that students access as part of their graduate program.”

Executive MBA Students Visit Europe, Discuss Global Economy

College of Business Executive MBA students traveled to France, Germany and Russia from June 4-12, for an international study tour. The students, who are working managers, executives, and entrepreneurs, visited German and Russian companies. The scholars participated in a plenary session of the European Parliament in Strasbourg. This included interacting with government leaders and studying issues concerning business and cultural differences. Besides studying supply chain management, economics, trade issues, and marketing, the tour gave the EMBA students an inside look at cultural differences concerning leadership.

The Executive MBA Denver program replicates a corporate environment with evening classes in the downtown DEMBA Center. The classes draw on a diverse mix of experienced professionals representing organizations from Colorado as well as national and multinational corporations.
Supply Chain Night

Forty representatives from 19 companies attended the Supply Chain Management Program this past May. This event showcased the College of Business, the supply chain management program, and its faculty and students. The program allows students and faculty to collaborate with companies in order to increase the program’s value for all stakeholders. The faculty has built a high-quality program over the past five years. It also has enhanced the quality relationships between the College of Business and successful business organizations. The evening consisted of presentations about the program, current organizational relationships, a panel of students who have been hired through current relationships, and individuals who have used faculty research.

“We were delighted by the enthusiasm shown by those who attended and are now working with several companies on various growth initiatives,” says Susan Golicic, College of Business faculty member.

MBA Student Has Traveled Tough Road to Join GSSE Program

Leonard Dalipi, a new student this fall, has joined the Global Social and Sustainable Enterprise MBA program. Dalipi has traveled a long road full of challenges and triumphs that has led him to Fort Collins. Dalipi, 29, survived the ethnic cleansing and war of 1998-99 as a teenager and emerged determined to make a difference for his native Kosovo. Since coming to the United States, Dalipi has racked up many great accomplishments. Dalipi graduated summa cum laude in 2006 from Graceland University of Iowa with a double major in international business and business administration. He also spent several months as an intern for the League of Conservation Voters and for

MBA Students Gain an Eastern Perspective

For the second year in a row, an entourage of graduate students, faculty, and administrators from the College of Business spent eight days exploring critical issues related to Chinese-American business relationships for the 21st century.

Offered to MBA students in both the College’s Professional MBA programs (on campus and online), the trip focused on business enterprises operating in the Chinese capital of Beijing and its other thriving business center, Shanghai.

“Understanding China is integral to the success of executives in the 21st century,” says Professor John Weiss, director of MBA Programs at the College of Business. “The College of Business trip to China focused on understanding the forces driving the country’s impressive growth amid a world in recession.”

Cans Around the Oval

The College of Business once again led the charge against hunger at the 25th annual Cans Around the Oval food drive. This year, the College contributed 10,380 pounds of nonperishable food and $15,816 in cash donations. Because the Food Bank for Larimer County is able to purchase about four pounds of food for every dollar donated, this equates to a total impact of 73,644 pounds! The College of Business contributed 37.5 percent of all donations to this year’s food drive.
the Faith in Politics Institute, both based in Washington, D.C. Since 2007, he has lived in Kosovo’s capital city, Pristina, working at two of the country’s leading banks, ProCredit Bank and Raiffeisen Bank. In July 2011, Dalipi married Dafina and plans for her to join him in Colorado.

“Having a student like Dalipi in the GSSE program has value not only for him, as a student, but for the program as well,” according to Carl Hammerdorfer, GSSE director and executive director of the Center for the Advancement of Sustainable Enterprise. Dalipi is excited to engage in the GSSE program and let more people know about Kosovarian culture, history, and its people.

**Ethics Symposium**

In a business era punctuated by new and serious ethical challenges, Colorado State University and the University of Northern Colorado presented the Daniels Fund Ethics Initiative Leadership Symposium on business ethics earlier this year. The symposium was geared toward providing relevant tools and practice for navigating ethical dilemmas that professionals may encounter. A variety of noteworthy speakers and presenters were selected to lead the symposium in the following areas: corporate governance and business ethics case study, social responsibility and business ethics, applying ethical decision making at work and ethical decision making simulation. The leadership symposium on business ethics is made possible through the support and leadership of the Daniels Fund, reflecting the interest in ethical business practices of Bill Daniels, its namesake. The Daniels Fund Ethics Initiative sponsors business ethics studies and research at seven U.S. universities, including Colorado State University and the University of Northern Colorado.

**Living Roots Helps Communities Preserve Unique Cultures**

Since its incorporation last November, Living Roots has focused on proving that the unique Sudcalifornio Ranchero culture of Baja California Sur has economic value. Alumna and executive director McKenzie Campbell first presented the idea for Living Roots to her Global Social Sustainable Entrepreneurship team – Colleen Lyon and Mila Birnbaum – during Professor Paul Hudnut’s GSSE class. As an instructor for the National Outdoor Leadership School, Campbell had encountered the Ranchero culture in the remote ranching communities of the mountains of Baja California Sur. She had been amazed by the hospitality, skills, and ability of these unique people to sustain themselves in such a rugged and arid environment. Campbell, has since moved to Baja California Sur early this year to launch Living Roots, where she also handles all operational aspects of the venture.

“By sticking to a disciplined enterprise approach, and through the remarkable tenacity of their founders, Living Roots has achieved solid early business results in a very challenging sector,” says Carl Hammerdorfer, director of the GSSE MBA Program. “Their work and commitment validates the fundamental value proposition of the GSSE: that business can improve people’s lives and stem the tide of global poverty.”
Special Needs Trust Network
In the United States, slightly less than 10 percent of the total population has what can be classified as a severe disability. Many of these people need assistance managing their finances in order to maintain their quality of life. Fortunately, the founders of the Special Needs Trust Network are aware of the problem and willing to help.

The SNTN is a nonprofit organization that provides financial oversight and guidance to people living with a diverse array of disabilities. The organization was founded and is operated by four graduates of CSU’s Executive MBA Program. Rita Blackwood, Karen Bordner, Donna Sue Mastalka, and David Cutler are the volunteers who make up the executive board of the SNTN and have more than 50 years of combined relevant professional experience. Coming from distinctly different backgrounds as well as demonstrating different management styles and personality traits, these four executive board members each bring their own unique skill sets and areas of expertise to the organization.

“People don’t realize the limited amount of resources that people with disabilities are living with. The work we do helps ensure that these people can live a decent life, live on their own, and add to society,” said Bordner.

www.sntnetwork.org

GSSE Beyond Grey PinStripes
The College of Business at Colorado State University has been recognized for its outstanding leadership in integrating social, environmental and ethical issues into its Global Social and Sustainable Enterprise MBA program. The Aspen Institute’s 2011-2012 edition of Beyond Grey Pinstripes, an independent, biennial survey and global ranking of business schools, ranked the GSSE program at CSU number 27 on its list of the Top 100 MBA Programs in the world.

“This ranking is particularly meaningful to us because we work to design and deliver business education that has a deep social context,” said Ajay Menon, dean of the College of Business. “We believe business success is relevant only if it has social consequences that can positively impact life, people, and communities. We see a growing number of business students who view environmental and social issues as priorities. We are humbled to be in the company of wonderful institutions who share similar passion.”

“Our program views the 4 billion people who live at the base of the economic pyramid as partners and customers,” said Carl Hammerdorfer, director, Global Social and Sustainable Enterprise MBA program. “We believe that entrepreneurship and innovation should preserve or improve our environment. While these are still relatively new ideas in many business schools, for us, they are absolutely foundational.”

CSU’s program also ranked ninth globally in Beyond Grey Pinstripes’ small-school ranking, awarded only to schools with reported class sizes of fewer than 100 students. The small number of students in the GSSE program enables its applied entrepreneurial approach. Students spend an entire summer performing fieldwork – putting their business models to the test in economically challenged areas of the world.
Sleep Tight: Ensuring the Bedbugs Don’t Bite

Blood-sucking parasites beware: Colorado State University Professional MBA graduate Mike Lindsey is out to get you.

A month before graduation in 2010, Lindsey left his management position at Woodward to venture into the world of bedbugs. With 17 years of engineering experience and a philanthropist attitude, he set out to design a system to help people avoid bringing home the nasty little buggers. His invention is a simple system called ThermalStrike that uses heat to kill bedbugs in suitcase, backpacks, bedding, or anywhere else they like to hide.

Although anybody can get bed bugs, one’s economic status does make a difference. A survey from last summer showed that twice as many New York residents with an income of less than $50,000 had bed bugs, compared with those with a higher income.

“We were challenged in business school to create a venture that had the 3 Ss – sustainability, scalability, and social impact,” says Lindsey. “We’ve created a product that can be mass produced and brought to market as cost effective as possible to help people out. Our technology uses an ultrathin heating system that can line any container to create an environment lethal to bedbugs.”

While hotels get the most attention concerning bedbug infestations, a study conducted by the University of Kentucky showed college dorms, nursing homes, hospitals, and office buildings are the new battlegrounds. Pest control companies report double-digit growth from last year in treating bedbugs at each of these locations.

“It’s no longer going to be just the hotels that are the problem, so you’re going to have to keep chasing it around and find that solution for that particular place,” says Lindsey.

In October, Lindsey attended the Bedbug Conference in Chicago, where about 75 companies gathered in hopes of launching the perfect bedbug killer. Companies attending the conference showcased their search-and-destroy methods that ranged from bug-sniffing dogs to vacuum-like machines that spout carbon dioxide that freezes the bugs.

“I credit a lot of my success to my professors. There were ones that taught core fundamentals from strategic thinking to operations (supply chain, marketing, and accounting), but to my surprise, lessons from other courses also came out at this conference,” Lindsey says.

Specifically, Lindsey acknowledges his communications and statistics classes with helping him to gain credibility in a new industry.

“Days after launch, our first product was openly criticized, so we responded with complete transparency to the entire industry, sent out statements and data to the community and our distributors, and shut down our sales channels while we investigated. We came back up in two weeks with an even better product.”

“The fact that I was able to talk to a lead researcher about the ‘impractical upper bound of his 95 percent confidence interval’ in his paper differentiated me from the rest of the competition at the convention. He warmed right up and started drawing curves on his napkin,” Lindsey says.
The College of Business at Colorado State University is committed to providing a complete experience for its students. This means not only providing a top-notch education for students while they’re here but also ensuring our students and alumni forge the type of connections that last a lifetime.

That’s why the College recently launched a new program to help cultivate a stronger network for alumni.

The program, called College of Business CONNECT, will provide numerous opportunities for alumni and friends of the College to participate in events and activities that draw the greater College of Business community together.

“Getting involved with CONNECT is the best way for our alumni to continue to build relationships that last a lifetime,” says Mary Zenzen, associate director of development.

“When you think of the great universities around the country – schools like Harvard, USC, and Texas A&M – what makes them great is not just the great education they deliver. More importantly, it’s the network that students get plugged into when they graduate,” says Erik Olson, director of development for the College of Business. “At CSU, we continue to deliver an incredible education, but the one thing that’s always been missing is the network. That’s why we created College of Business CONNECT – to give our alumni a way to stay connected, to build relationships, and to provide future grads with all the benefits a great network has to offer.”

Besides building a stronger network, CONNECT serves as an umbrella for the College’s annual giving program. It gives committed alumni and friends the opportunity to
have a greater impact by becoming annual donors and by getting more involved in raising support for the College.

These contributions, no matter how large or small, help drive the College forward by supporting students, programs, and other important initiatives. Funds will support CONNECT events and communications to help keep the College of Business family connected. Also, College of Business branded items are available for those who want to sport their school spirit.

Join us for CONNECT networking and major events hosted by the College of Business. We schedule regular activities across the nation, many times to coincide with University football games or other significant events. Please visit us at biz.colostate.edu/connect to see our events calendar.

Business Alumni

Building a Strong Network

“When we met 16 years ago as coach and student-athlete, we never imagined we would be working together as colleagues, asking you to join us in all the great things going on here at the College of Business,” says Olson and former CSU football coach Sonny Lubick, who currently serves as the director of community leadership outreach for the College. “It goes to show that you never know when that one connection will make a difference of a lifetime,” they say.

That’s why the College of Business is reaching out and seeking to connect with alumni. Many of you are former students who already support the College through scholarships, faculty, fellowships, and building and program support. No matter what your affiliation with the College is, we want to stay in touch, see you at our events, and get to know you better. Whether you live near or far, good memories, relationships, and a desire to keep giving back is what we have in common. It’s what keeps us connected.

Sonny Lubick, Director of Community Leadership Outreach

Erick Olson, Director of Development
Keeping It **All in the Family**

It’s not surprising to find a family member near the top of a family-owned business. For Birko of Henderson, Colo., it makes sense that Colorado State University MBA graduate Kelly Green is the chair and owner of the company – she’s the granddaughter of the company’s founders, Ward and Florence Smith.

But Green has taken the concept of “all in the family” another step or two – tapping Mark Swanson, a classmate Green met in the Executive MBA program at CSU, to be the company’s CEO.

“We are a successful family business because we’ve reached out beyond the family to find impeccably good talent, such as Mark,” she says. “The CSU program is a great recruiting pool of talent for business owners.”

Green credits her grandparents for moving Birko into a position of leadership in providing food safety solutions for the protein processing, food, and beverage industries across the United States. It’s a commitment she and Swanson take seriously.

“Education is a fundamental resource for good business practices, and having the foundation of solid business practices, as taught by CSU, creates a solid company,” she says. “I’ve grown to understand my professional strengths and weaknesses, and I gained at CSU an opportunity to fill in the gaps where I’m weak.”

Her success is showing. Named one of the Top 25 Most Influential Young Professionals by Colorado Biz magazine, Green sees her connection to CSU as an ongoing relationship.

“I continue to call upon CSU faculty when I have situations where I need outside counsel,” she notes. “I stay in touch with my CSU classmates; it’s a good resource pool.”

Green adds, “One of the greatest values of my MBA education was working with groups. In the real business world, you work with suppliers, customers, prospects and employees on projects every day.”

In addition to her MBA from CSU, Green completed her undergraduate degree at the University of Colorado, where she was named MVP of the women’s golf team. She formerly served as a member of the CSU Executive MBA Board and is currently a member of the National Meat Association’s board of directors and the board of directors of the Women’s Business Enterprise National Council of the West. She is also a member of Vistage International.

Birko has been named Supplier of the Century by the National Meat Association and is celebrating nearly 60 years of service in the food safety industry. Birko manufactures more than 250 cleaning, sanitation, and production process chemicals as well as solutions used in antimicrobial interventions. Many of Birko’s formulations are listed on the National Organic Program list compiled by the U.S. Food and Drug Administration.

“Our company supplies more than 50 percent of the top 100 U.S. protein companies and 80 percent of the top 10 U.S. beef processors,” Green says. “Birko offers the most experienced, responsive, knowledgeable, and dedicated service in the food processing and craft brewery industries.”

Green has advice for current or recent CSU business students as well – and not surprisingly, that advice centers on the value of working with people. “I’d advise any business student to participate 110 percent in each group project,” she says. “They will learn a tremendous amount from their peers and classmates because the CSU College of Business and the MBA program in particular is a valuable toolbox of best practices for the workplace.”
We want to thank the following people who spoke to students, presented at seminars, or served on panels at the College of Business.

**14 Clicks**
Nick Tart
Entrepreneur

**50 Interviews**
Brian Schwartz
Entrepreneur

**Action Marketing Group**
Matt Proctor
Creative Strategist

**Alien Truth Communications**
Gregg Bagni
Entrepreneur

**America’s Technology**
Kevin Tice
Vice Chairman

**American Institute of Architects Colorado**
Sonia Riggs
Executive Director

**Associated Builders and Contractors, Inc. Rocky Mountain Region**
Mark Latimer
Executive Director

**Associated General Contractors of Colorado**
Michael Gifford
Executive Director

**ATEK LLC, Northstar Financial**
Allen Duck
Entrepreneur

**Blue Mesa Group**
Micki McMillian
CEO and Founding Partner

**Brinkman Construction**
Paul Brinkman
President

**Bureau of Reclamation**
Robin Scott
Budget Analyst

**Burns Marketing Communications**
Laurie Steele
Vice President

**CEDAC**
Meghan Coleman
Entrepreneur

**Centennial Benefits Group**
Mark Schieger
Entrepreneur

**Chase Bank**
Jimmy Bartlett
Small Business Specialist

**Chick-fil-A**
Stevan Stein
Owner/Operator

**Citadel Advisory**
Sue Schell
President

**Colorado Department of Regulatory Agencies**
David B. Swafford
Division of Securities

**Cornerstone Mortgage**
Julie Piepho
Vice President

**Crispin Porter + Bogusky**
John Benedict
Senior Interactive Copywriter

**Crop Production Services**
Ashley Waymire
Human Resources Coordinator

**DaVita**
Jen Stamps
Recruiter

**Employer Solutions Group**
Katherine Carmichael
Human Resource Assistant

**FastSigns**
Gary Salomon
Entrepreneur

**First Bank**
Veronica Arko
Banking Officer

**GenGreen**
Charissse McAuliffe
Entrepreneur

**Hewlett-Packard**
Linda Kennedy
Product Category Manager

**Hitachi Consulting**
Travis Roesner
Consultant

**Institute for Social Entrepreneurs**
Jerr Boschee
Executive Director

**JBS**
David Cox
Commodities Manager

**Laramie County Community College**
Alex Matthews
Human Resources Specialist

**Liberty Media**
Mark Carleton
Senior Vice President

**Mountain Plains**
Alan Feit
Lending Officer

**National Instruments**
Sarah Ary
Corporate Wellness & Fitness Intern

**New Belgium Brewing Company**
Kim Jordan
CEO, Co-founder

**Newmark Merrill**
Allen Ginsborg
Managing Partner and Principal

**Otter Box**
Jonson Chatterley
Document Control Specialist

**Progressive Insurance**
Laura Schwiesow
Claims Adjustor

**RB+B Architects**
Randy Shortridge
Architect

**Real Capital Analytics**
Bob White
Founder and President

**Sage Advisor**
John Rankin
Entrepreneur

**St. Louis Federal Reserve**
Dr. Chris Neely
Assistant Vice President

**Story Forge Online**
Maggie Dennis
Vice President

**The Baker Group**
Scott Baker
Founder

**The Genesis Group**
Mike Rinner
Executive Vice President

**The SAS Institute**
Mari-Jo Hill
Risk Manager

**University of Calgary**
Dr. Robert Elliot
Professor

**University of Western Australia**
Dr. Robert Durand
Professor

**Volt**
Kevin Buecher
Talent Manager

**Woodward**
Jordan Gaspard
Material Planner
**Calendar**

- **Dec. 3, noon** | Hughes Stadium, Fort Collins
  **Ram Football vs. Wyoming**

- **Dec. 8, 10 a.m.** | Lory Student Center, Fort Collins
  **Re/Max Co-Founders Dave and Gail Liniger**

- **Dec 16-17** | various times and locations, Fort Collins
  **CSU Fall Commencement**

- **Feb. 3, 2012** | Denver
  **Certificate in Organizational Leadership**

- **Feb. 7-9, 2012** | Lory Student Center, Fort Collins
  **Spring Job Fair**

- **Feb. 9, 3-5 p.m.** | Denver Alumni Center, Denver
  **Networking Event**

- **April 3, all day** | Rockwell Hall, Fort Collins
  **Business Day**

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Class Notes Now Available Online!

Read about College of Business Alumni, visit:
http://difference.biz.colostate.edu/pages/classNotes.aspx?issueld=Fall11

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**Above the Crowd**

**Co-founders of RE/MAX Dave and Gail Liniger**

December 8, 2011
Lory Student Center
10:00-11:30 a.m.