Marketing students take to the fast lane to showcase Honda's newly designed Accord Coupe and its "New Car, New Generation" theme.
Greetings from the College of Business! Signs of spring are all around us on the Colorado State University campus. The last vestiges of winter have melted, giving way to tiny green sprouts that promise abundant flowers, robust crops, and magnificent shade trees. Just as spring gives birth to nature's wonders, so does the College of Business continually watch new success stories being born.

As graduation ceremonies conclude, our students experience new beginnings as ambassadors to the global community. In pursuit of their dreams, they will travel to all corners of our country and across the seas to share their inspiration, talent, and enthusiasm for the future. Although their ventures take them away, we at the College remain bound to them by the lessons they have learned here. They will have gained from a multi-layered education that encompasses not only the rich texture of basic principles but the challenges of innovation as well. As these hungry young minds grow into savvy, confident business men and women, we continue to share in their triumphs.

In this issue of The Difference, you will meet students whose participation in an innovative hands-on marketing project thrusts them into real-world, team-building experience. Also, we catch up with four alumni who are at the top of their game in finance, technology, real estate, and sustainability, thanks to seeds planted in the College's classrooms. We will introduce a unique fundraising effort sparked by the generosity of Bob and Joyce Everitt and look at the success of the Global Leadership Council as it brings together top professionals, students, and community. As real estate issues cloud our country's financial horizon, our story about “black swans” illustrates how the College of Business plays an integral role in today's challenging market.

In keeping with the new theme of our magazine, each of you, as alumni, continue to make a difference in helping us accomplish our vision for the future. We hope you enjoy this issue and look forward to sharing your own accomplishments in future editions.

Let's hear from you!

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*BusinessWeek* magazine in February ranked Colorado State University’s College of Business as one of the top undergraduate business programs in the country. The College ranked 15th among business schools in the west and southwest regions of the United States, seventh among public universities in the west and southwest regions, 73rd overall among business schools in the United States, and 32nd among public universities in the United States.

The magazine surveyed more than 80,000 graduating seniors at 127 eligible programs on such topics as the quality of teaching and overall student satisfaction. The magazine also interviewed 618 corporate recruiters as to where to find the best graduates, curricula, and career services.

“The College of Business undergraduate program is successful because of the high caliber of its faculty and students,” said John Olienyk, senior associate dean in the College. “Our students learn from a team of dedicated faculty and staff who are committed to creating and delivering the best possible undergraduate experience.”

A complete list is at http://www.businessweek.com.

**kiplinger names distance m.b.a. as a top “big name” program.**

*Kiplinger* magazine has named the M.B.A. program as one of the top “big name” programs in the country that offers the degree at a distance.

**the princeton review: m.b.a. program among best.**

Colorado State’s College of Business offers one of the best M.B.A. programs in the nation and is one of the top-10 best-administered, according to *The Princeton Review*, a New York-based education services company. Students surveyed agreed: “The CSU College of Business is an innovator in distance-learning techniques; it has worked the kinks out both academically and operationally.”

Colorado State University is among 290 colleges listed in the 2008 edition of *The Princeton Review*’s annual guide, which features a two-page profile about the school’s academics, student life, admissions and career/placement programs and has ranked the College of Business M.B.A. program among the top 10 in the best-administered category for the past three years, according to student surveys.

**u.s. news & world report lists csu in top tier.**

*U.S. News & World Report* magazine listed the College in the top tier of public and private doctoral universities and 59th among all public research universities for 2008.
**ECOTOURISM IS FOCUS OF LECTURE.**

Hector Ceballos-Lascurain, director general of the Programme of International Consultancy on Ecotourism and special adviser on ecotourism to IUCN, as well as adviser to the World Tourism Organization, lectured on Feb. 6 on the Colorado State University campus. He is an expert in the planning and development of sustainable tourism, ecotourism, park management, and environmentally friendly architectural design. His presentation focused on the present state and trends of ecotourism and ecocodge developments around the world and his advances in architectural design. He addressed recent developments in Latin America, the Caribbean, Asia, Africa, and Australia.

**SUSTAINABLE PROGRAM SUCCESSES CELEBRATED.**

On Feb. 13, graduate students and faculty from the Master of Science in Business Administration program focusing on global social and sustainable enterprise (GSSE) shared their plans and progress toward making the world a better place through business. The event, held at New Belgium Brewery in Fort Collins, featured eight enterprise teams, each of which has traveled across the world to lay the foundation for their projects.

Powermundo, a team partnering with a local not-for-profit, Envirofit International, spent two weeks in Peru, researching the market and distribution possibilities for clean cook stoves and household energy and lighting products. The other team spent 18 days of its winter break in Bangladesh, investigating the creation of a farmers cooperative with International Development Enterprises. Other enterprise teams are working with partners in the field of clean technology, green building, and small business development. The event included GSSE students, faculty, project partners, supporters of the program, and individuals throughout the community who share a specific interest in the GSSE program.

**2008 distinguished alumni award winners announced.**

The Colorado State University Alumni Association Distinguished Alumni Awards program recognizes alumni and friends who have distinguished themselves professionally, have brought honor to the University, and have made significant contributions of time and/or philanthropy to the University or community. The following are the program winners associated with the College of Business who were honored Feb. 9 at the Fort Collins Hilton:

**DISTINGUISHED FACULTY AWARD**

Margarita Lenk, Associate Professor
Departments of Accounting and Computer Information Systems

As a current Colorado State University faculty member, Lenk earned this University award as a result of her individual contributions to the goals of excellence at Colorado State and her demonstrated excellence in teaching, research, and service to her discipline, the University, work with students, and involvement in the University community. For more information about Lenk, please see Pages 22 and 23.

**COLLEGE OF BUSINESS HONOR ALUMNUS AWARD**

Frank Keller (E.M.B.A., ’92)
Former CFO, Barrett Resources
COO, Bill Barrett Company

Keller is a retired COO and CFO. He worked in the oil and gas industries, formed companies, took them public, managed people, and created a career that was successful and rewarding. While his undergraduate degree from Kansas State got him off and running, Keller credits his Executive M.B.A. from Colorado State University for pushing him further to the top. From listener to lecturer, Keller has been inspired as an M.B.A. student as well as providing inspiration for students. He also serves on the Dean’s Global Leadership Council and helps to introduce current students to local and national business leaders.

**DISTINGUISHED ATHLETIC AWARD**

Byron Collins
(B.S. Finance and Real Estate, ’80)
President, Paragon Point Partners, LLP

Collins is the managing broker of the Fort Collins branch of Linsco Private Ledger (LPL Financial) and a local residential real estate developer. Collins began real estate development in 1991 with Paragon Point, followed by Paragon Estates in 1994 and Willow Springs in 1996. Currently, Collins is at work on Harmony, a 640-acre residential golf course community in Timnath, Colo. Harmony, a collaboration with the course designer Jim Engh, will provide year-round practice facilities for CSU men’s and women’s golf teams and includes approximately 500 high-end single residential lots. Collins is a supporter of the College of Business and the University’s Department of Athletics.
TOP PERFORMER IN CPA EXAM.
Candidate performance on the CPA exam for 2006 shows the College of Business students taking the national lead. Our students ranked first in Colorado and 17th nationally in terms of the percentage of first-time candidates without an advanced degree who passed all four parts of the exam. The scores are a tremendous tribute to the efforts, skill, and dedication of both accounting students and faculty.

JIM COLLINS IN LECTURE.
Jim Collins visited the Colorado State University campus on May 1, 2007, addressing almost 400 graduating seniors and graduate students who packed into the Lory Student Center West Ballroom.

Collins has authored or co-authored four books, including the classic Built To Last, a fixture on the BusinessWeek bestseller list for more than six years. His work has been featured in Fortune, The Wall Street Journal, BusinessWeek, Harvard Business Review, and Fast Company. Collins’ most recent book, Good To Great: Why Some Companies Make the Leap...And Other's Don't, attained long-running positions on the New York Times, Wall Street Journal, and BusinessWeek lists, selling more than 2.5 million copies. The “Level 5 Leadership” concept created by Collins is currently being incorporated into a number of classes in the College of Business.

FREE COURSES FOR APICS CERTIFICATION OFFERED.
The Association for Operations Management Northern Colorado chapter offers supply chain management students the opportunity to take free courses to become certified in the following areas: Certified Supply Chain Professional (CSCP), a Certified Supply Chain Analyst (CSCA), and Certified in Production and Inventory Management (CPIM). In the past two years, all 22 supply chain management students who participated in the course passed the exam.

VP DISCUSSES IBM’S CULTURAL ENDEAVORS.
Ronald Glover, vice president of human resource management for IBM worldwide, visited Colorado State University as a guest speaker Sept. 17. Glover presented an interesting look at how IBM works effectively with different cultures in its workforce. Glover joined IBM in 2003 as vice president, HR, Integrated Supply Chain, and subsequently became vice president, HR, IBM Global Services-Americas. Prior to joining IBM, Glover held a variety of HR management and executive positions for companies such as i2 Technologies, Global IT Outsourcing, and Compaq Computer. He is an active member of multiple boards, a guest lecturer, and a former adjunct professor.

CAN-DO FOR COLLEGE OF BUSINESS IN ’07 FOOD DRIVE.
Larimer County’s largest one-day food drive, Cans Around the Oval, benefiting the Food Bank for Larimer County, celebrated its 20th year in September. Overall, the drive raised approximately 124,700 pounds of nonperishable food with the College of Business its top contributor, amassing 29,987 pounds of food. The dean’s office won the annual College of Business Cans Around the Oval award by donating 7,410 points of money and cans. The students followed with 4,666 points and the accounting department with 3,333 points. This year’s College of Business drive was organized by Susan Athey, associate dean for the College.

Pictured at the Sustainable Enterprise Series: Chelsea Defoort, John McKinney, Joey Darnell, Dr. Mark Albion, Paul Hudnut and Mitesh Gala.

NET IMPACT FOUNDER VISITS FORT COLLINS.
Mark Albion, social entrepreneur and author, spoke at CSU Oct. 10 as part of a new Sustainable Enterprise Speaker Series sponsored by the College of Business. Albion’s talk was titled “Leadership and Values-Based Business – 10 Lifelines to Meaningful Work.” Formerly a Harvard Business School professor, Albion founded Net Impact, a community for service-minded B.A.s, in 1993. It has now grown to more than 10,000 members at more than 90 universities. He is the author of the New York Times bestseller, Making a Life, Making a Living, and his more recent book, True to Yourself: Leading a Values Based Business.

RETIRED WALGREENS CHAIRMAN MOTIVATES GROUP.
Dan Jorndt, retired chairman of Walgreens, addressed students, faculty, friends of the College of Business, and the community in the Lory Student Center on Oct. 29. Jorndt became president and chief operating officer in 1990 and was simultaneously a non-stop cheerleader, strategic planner, performance motivator, and communicator of excellence for Walgreens. During his presentation, Jorndt emphasized the importance of doing what you love and the money will follow.

‘GENIUS GRANT’ WINNER AMY SMITH SPEAKS.
The College of Business and the Department of Mechanical Engineering hosted MacArthur Genius Grant-winner Amy Smith on Nov. 26 as part of the Sustainable Enterprise Speaker Series. Smith was recently granted the MacArthur Fellowship, commonly known as the MacArthur Genius Grant for her work in developing inexpensive technologies to solve problems in developing countries.

A visionary in the field of development and design, Grant continues her work as director of the D-Lab at MIT and is starting a company to produce and distribute some of her inventions.

FERGUSON NAMED TO ALL-AMERICAN SCHOLAR TEAM.
The National Golf Coaches Association named Colorado State student-athlete Stephanie Ferguson (Finance, ’09) to its 2006-07 Division I All-America Scholar Team. A prestigious honor, selection to the NGCA’s All-America Scholar Team requires meeting some of the most stringent criteria in all of college athletics. The minimum cumulative GPA is 3.50, and student-athletes must have competed in at least 50 percent of the college’s regularly scheduled competitive rounds during the year.
THREE TEAMS PLACE IN ACCENTURE COMPETITION.

Three finalist teams were named in the first Accenture case competition Nov. 12. The teams were evaluated based on their analysis of a Harvard Business School case dealing with an ethical dilemma within the consulting industry, which included an analytical write-up of the case, and a presentation of their findings and recommendations to a board of judges made up of Accenture personnel.

In the first round, 25 upperclass business students formed seven teams, with three teams chosen to proceed to the next round. Based on performance, first place went to the team of John Bidwell, Aaron Madonna, Sarah Pope, and Jillian Rubin ($300). Second place went to Michael Browning and Ryan Fergason ($200), and third place was awarded to the team of Abby Blackwell, Justin McCann, and Juwon Melvin ($100). Accenture mentor Brian Smith, senior manager of Management Consulting and Integrated Markets, advised the teams, focusing on Accenture’s knowledge management system.

‘EMERGING TRENDS’ PANEL DISCUSSION.

The Everitt Real Estate Center hosted a panel discussion Nov. 29 on “Emerging Trends.” The main findings from the recently released “Urban Land Institute and PricewaterhouseCoopers Emerging Trends in Real Estate” report for 2008 were discussed, as well as the effectiveness, costs, and benefits of building green on the Front Range. Honored guests included real estate icons Bill Reynolds and Chad McWhinney. Reynolds was inducted into the Real Estate Hall of Fame, and McWhinney was honored as the first recipient of the Entrepreneurial Award.

ACCOUNTING TEAM TAKES SECOND.

A team of accounting and finance students, led by Associate Professor Margarita Lenk, outperformed 23 other schools to receive second place at the national KPMG/ALPFA (Association for Latino Professionals in Finance and Accounting) business case competition in Orlando, Fla. Participating students were Angelina Alvarado, David Fox, Emily Manchego, Carlos Orozco and Marco Rivero. The group was judged on the content of its presentation, tone of voice, appearance, professionalism and interaction as a team. At the awards banquet, the chief executive officers of KPMG and ALPFA commented on Colorado State’s consistently strong teams over the past three years, Lenk said.

STUDENTS PLACE SECOND IN CASE COMPETITION.

A team of College of Business students finished in second place at the 27th Annual Denver Transportation Club’s Operations Stimulus Student Case Competition. The students, Lee Tolbert, Westin Deats, and Matt LeBlanc, created a sustainable logistics solution for the case presentation. Thanks to hard work and foresight, the students and their faculty adviser, Paul Vanderspek, took only one day to accomplish the presentation, which was allocated one week for preparation.

SUMMIT FUND STUDENTS ATTEND TORONTO COMPETITION.

Four College of Business students, Ross Carpenter, Brent Keasall, Allen Padilla, and Grant Tanbe, along with professor of finance Rick Johnson, attended the annual Rotman International Trading Competition, placing 22nd against 40 teams. Hosted by the Rotman School of Management at the University of Toronto, the competition attracts teams of students and faculty from around the world and utilizes simulated trading cases that closely mimic different aspects of real-world markets.

EXECUTIVE M.B.A. VISITS BELGIUM AND POLAND.

Denver Executive M.B.A. Class of 2008 recently completed a study tour to Belgium and Poland. The 17 students and faculty visited businesses, political organizations, and cultural sites. The objective of the international trip is to acquire a deeper understanding of business practices, international relations, and underlying cultural traditions of the visited region. The Brussels trip included meeting with representatives of the Solvay Business School, GlaxoSmithKline Biologicals, Hogan & Hartson, InBev, and EuroControl and a visit to the European Parliament. In Poland, the group met with Dell Computer, the University of Warsaw, and the commercial section of the American Embassy.
leadership council

by Emily Wilmsen

global leadership council’s goal is to improve the student experience by providing internships, mentoring, job placements, and more while bringing the college and community together.

Greg Osberg, president and worldwide publisher of Newsweek, first discovered the world of publishing during his junior year at the College of Business.

He never forgot the advertising agency owner who spoke to his class. Now Osberg shares his expertise with faculty and students as a member of Dean Ajay Menon’s Global Leadership Council.

“Under Dr. Menon’s leadership, I believe the CSU College of Business has become one of the best undergraduate programs for business in the country,” Osberg said. “The students are offered a well-rounded business curriculum while being exposed to the realities of business through various interactions with corporate managers and executives.”

When he was named dean in 2002, Menon saw a need for an advisory board that could help promote the College’s activities and programs within the community. He created the Global Leadership Council, which consists of top professionals in their fields – many from large corporations with a wide variety of financial and organizational experience. Some are alumni.
"Raising funds from private sources is at the core of our ability to attract the best professors and create an atmosphere in which our students learn effectively."

"They have bought into the vision of the College to provide the best education possible to our students while also being responsive to our stakeholders and the community on everything from environmental stewardship to lifelong learning," Menon said. "They are interacting with faculty and staff, and they believe the vision can be realized."

Since its inception, the GLC has influenced the College’s strategic planning, but members such as Osberg have clamored to be even more involved with students and faculty.

In fall 2007, Menon worked with Victoria Quintana, a Denver business owner and GLC chairwoman, to set specific goals for the board. GLC members serve a two- to three-year term.

"They want to know that they’re making a difference in that time frame," said Quintana, a College of Business alumna and president of Istonish, a full-service provider of IT staffing and projects in Denver. "Ajay has done a great job of identifying leaders who are diverse in terms of their thinking and their background."

Quintana has helped steer GLC members into strategic areas where they can make a difference: fundraising, improving the student experience, and increasing awareness of the College with the community.

Fundraising, for example, is key this year as the College raises money for the 34,600-square-foot expansion to Rockwell Hall. The expansion is expected to house one 112-seat auditorium, two 55- to 65-seat flexible classrooms, two
75-seat tiered classrooms, and three 45-seat classrooms as well as additional faculty offices, meeting rooms, and student gathering space. (See article on Page 25.)

The College is receiving $10 million from student fees and must raise $5.5 million of the $15.5 total needed for the building from private partners. Funding for scholarships and faculty fellowships are two additional goals.

“One of the most significant priorities right now is making sure we get the new building completed at the size we think is warranted for the College,” said GLC member Bob Hottman, chief executive officer of Ehrhardt Keefe Steiner & Hottman, an accounting firm in Denver. The firm routinely recruits accounting students from the College.

EKS&H has already committed $225,000 to the Rockwell Hall expansion and is helping the College with additional fundraising efforts. “We want to make sure it’s done the way it should be done,” Hottman said. “I’m helping with making introductions and contacts to people who not only have an interest in Colorado State but more specifically in the College of Business.”

“Raising funds from private sources is at the core of our ability to attract the best professors and create an atmosphere in which our students learn effectively,” Menon said.
“I think that’s really important for the College of Business,” agreed Bob Taber, GLC member and managing partner of Thomas Taber & Drazen, an advertising firm in Denver. “To attract qualified, national-class faculty and have the resources to support that faculty in salaries and staff and tools is important, especially as we go into a recession and the state cuts back on funding for higher education.

“It’s true in academics as it is in business – you can’t stop growing in every sense of that word, and that requires resources,” Taber said. “Where are those resources going to come from?”

GLC members have agreed to seek donations and sponsors and to help make introductions for the College to reach its fundraising goals.

The networks built by GLC members come in handy for fundraising as well as improving the student experience through internships, mentoring, job placements, and speakers, Quintana said. GLC members are also urged to host events that lead to further connections and support of the College.

Bill Shuster, a management instructor in the College of Business, regularly taps the enormous expertise of the GLC for his capstone classes in business strategy and international business management.

He rattled off names of 10 experts who recently have talked with his students in his classes, such as Rick Snow, former general counsel for JD Edwards. Snow is now an executive-in-residence at the College and GLC member.

“No one can touch him in terms of his expertise about hostile takeovers,” Shuster said. “He just knocked our socks off.”

But it’s not so much the professional careers of the GLC members that amaze him – it’s who they are as people, Shuster said. Often, he just needs someone who can build self-confidence in some of his students and serve as role models.

Quintana said she didn’t have that opportunity when she was a student. Now she enjoys talking with the younger generation and working on their behalf.

Global Leadership Council’s Three Primary Objectives

**PRIMARY OBJECTIVE 1: IMPROVE THE STUDENT EXPERIENCE**
- Internships
- Placements
- Speakers
- Mentoring

**PRIMARY OBJECTIVE 2: RAISE PRIVATE FUNDS**
- Named Professorships – to retain outstanding faculty members
- Scholarships – to recruit graduate and undergraduate students
- Facilities – to build and renovate physical infrastructure
- Programming – seed funds to design new programs

**PRIMARY OBJECTIVE 3: RAISE AWARENESS**
- Increase the College’s publicity and exposure
"When we're all going out and accessing our networks and trying to help raise money – we're walking the talk," said Quintana of the GLC. "We are real advocates and supporters. We provide internships. Many of the members' companies recruit. There's just so many ways to be working collaboratively."

Taber, who has taught at the University of Oregon and Johnson and Wales University, said he has been impressed by the quality of students exiting CSU’s business college.

"My experience is that successful graduates are focused on where they're going, and that's what I see and appreciate at CSU," Taber said. "When we have lunch, I am so excited about the focus they have on where they're going next – a great deal of confidence, accomplishment, focus, ambition. I love to see that. That's the kind of student we want to hire."

Taber and others agree the GLC is one of the more active boards at an American business college. Serving on the board benefits them and their businesses as well, they said.

"It's a wonderful way to stay in touch with the University, learn more about the College of Business, and help them achieve their goals and objectives," said Osberg, who has hosted College alumni events in New York and talked with CSU students about career goals. "Newsweek is committed to covering various trends in colleges and universities, and the GLC has kept me well-informed. Personally, I have enjoyed meeting other members of the GLC, getting to know the faculty, and reconnecting with other alumni. Professionally, the GLC has introduced me to some very interesting professionals and businesses that may have application for the business side of Newsweek in the future."

"To be in touch with college students is very important to what I do," agreed Taber.

The College tapped Taber's expertise to develop its new motto: Make a difference. Taber was instrumental in the development of the hugely successful milk mustache campaign.

"There has to be truth in the brand – it is not something that is created, it is something that is discovered about the brand," Taber said. "To me it was so clear that the CSU College of Business is about making a difference in the world and in the community. It was actually quite easy."

Osberg, too, has branding on his mind for Colorado State.

"When people in New York ask me where I went to college and I tell them CSU, most of them respond, 'In Boulder?'" he said.

"I look forward to helping Colorado State build our brand so everyone will respond, 'In Fort Collins!'"

As an active board, networking and hosting meetings benefits the College of Business as well as the members themselves. Photo on Page 10: Members Greg Osberg, president and worldwide publisher of Newsweek, and Bob Taber, managing partner of strategic planning, Thomas Taber & Drazen, network during a post-meeting reception. At left: Members Stephanie Allen, president of the Athena Group, and Victoria Quintana, chairwoman of the GLC and president of Istonish, talk with students over lunch.
This nontraditional, project-based course offers students a hands-on opportunity to create their own marketing team and to gain experience in market research, marketing communications strategy, advertising, public relations, and campaign implementation. It’s a step into the real world and away from the classroom, where students create their own marketing firm, meet with a real-life client, and design a campaign that attracts a target audience to the product in a vibrant, contemporary way.

“It’s a catch-all marketing seminar that’s apart from a normal class,” says Manning, associate professor and FirstBank Research Fellow in the College of Business Department of Marketing. “It’s a good way for students to come together for an applied class where everyone works on the same project. We cover all aspects of a team dynamic, and the students have to adapt to each other’s diversity, skills, and personalities to come together toward a final goal.”
The campaign was centered on the notion of ‘fearless individualism,’ which to us encompassed what college students strive for,” Stephanie Sadler, a senior business major, said in an interview last fall. “We felt that the new Accord Coupe and its new design went along those same lines.”

A promotional event on the Lory Student Center Plaza introduced the Honda Accord Coupe with games, entertainment, and giveaways, while two “guerrilla marketing” events created one-on-one interaction with the target audience. The team also created an interactive website and a unique ad campaign that delivered content via Facebook and other new media.

The campaign garnered positive feedback from Honda, both at its beginning concept and at the team’s final presentation.

Manning says the students were successful in creating a well-rationed strategy. “The team had a good appreciation from the starting point for being patient in finding the right strategy to tie everything together – ads, websites, events – that all fit cohesively together to create an appropriate and appealing brand image,” he says.

And as in the real world, deadlines threatened to make or break the project. “The most powerful part of any campaign is coming up with a good strategy when the clock is ticking,” Manning says. “You have this major project, and you only have one semester to do it. But this group was patient in targeting the market and asking ‘How can we position this brand to be appealing to college students?’ ”

Manning says the team’s idea was on-target. “It was based on the feeling that when you’re a college student, you’re trying to be yourself, to be true to yourself, particularly in not being a follower and deciding what’s right for you,” he says. “They
labeled that ‘fearless individualism.’ It’s a concept that even if people can’t achieve it, they still like the idea of it.”

The team’s slogan, “Why Merge?” replicated a road sign with diverging lanes, another fit with the idea of following your own path. The students’ choice demonstrated they had control of the total picture, Manning says.

“They learned that in marketing, people typically aren’t going to pay attention to your message or like your brand unless you find out what they value and then deliver a consistent message that connects with these values. I think the team really embraced these concepts,” he says.

The beauty of the course is that it is entirely directed by the students. “For this one, I’m in the background, being the coach.” he says. “I don’t lecture; they run the class after the first couple of sessions, and they had better be organized because it’s their show. I’ll assert myself if they’re floundering, but they should have a good base to start with. They’ve all had marketing classes and received the content-rich curriculum. Now they have to put what they’ve learned into practice.”

Alumni of the program say it has helped them retain ties to the school even as they venture out into the world. “It all comes around,” Manning says. “We get very positive feedback, and these students often come back to give presentations to new students. That relationship is pretty strong.”

The concept’s success also has reached the ears of potential employers. “You can’t really incorporate most of your classes into your resume,” Manning says. “But with this type of project, you always have something to discuss in an interview. It provides a good opportunity to show a prospective employer that you have an advantage.”

Odie Kroog, who graduated in 2005 with a marketing concentration and is now experiential marketing coordinator with General Motors R*Works in Irving, Texas, says the impact of the project stays with you.

“We get very positive feedback, and these students often come back to give presentations to new students. That relationship is pretty strong.”

“There’s a huge transition that most college students don’t realize until quite a few years into their career. This transition is application, and in the field of marketing, if you’re not applying and learning, you’re obsolete,” he says. “The experience that Ken Manning offered me and 25 other marketing students was the opportunity to apply, through creating and activation, a promotion that allowed us to witness the beauty of integrated marketing communications.”

Larissa Thompson, a Spring 2005 graduate in business administration-marketing, now works for NewEdge, a
Seattle-based innovation consultancy that delivers growth strategies for clients in a variety of markets and industries. She says that the class, during which she and her teammates developed and implemented a campaign to help launch the Chevy Cobalt, has helped her in marketing communications and brand strategy.

“The class was an amazing experience,” she says. “Collaboration was key, as the success of the campaign (and your grade) depended on it. There were students who thrive off of individual assignments and those who thrive in a team atmosphere, but looking at the big picture, we all had to work together.”

Thompson has brought that theme into her current job. “It requires a lot of collaboration – with team members as well as with clients. My teams today are not quite as large as the (Cobalt) team, but the idea is the same. You have a timeline (often too short) and a budget (often too small), and you have to figure out how to design, plan and implement the most effective process for your client.”

“Two things come from the class,” Manning explains. “First, students gain confidence. There are so many big decisions to make and then implement to get the best possible results. These kids may be scrambling down to the wire just days before their presentation, but they pull it all together. The fact that they’re able to bring it all together, build a promotion, and get positive feedback is a real confidence builder.

“Second, it forges strong relationships with each other, some that can last a lifetime. These kids remember the building of their work, the dedication and the achievement and the people who did it with them.”

Each class leaves its mark, Manning says. “I’m always very impressed with the degree to which they’ve built themselves into people who are ready to greet the world and step out into the workforce with a lot to offer. They have the poise and confidence to operate within that world.”
black swans fly
among real estate trends

by Steven Laposa
Loveland Commercial Endowed Chair in Real Estate

In Nassim Taleb’s book, *The Black Swan*, the author writes of the “impact of the highly improbable” on our lives, world views, and biases. When the improbable – the black swan – occurs, it can challenge what we know and how we know it, according to Taleb.
As the 21st century unfolds, there have been several notable black swan events, with many more yet to unfold. How do we educators prepare our students to understand and meet the challenges of future black swans?

The irony is that, by definition, black swans are unpredictable. We have, however, at least two strategies that help students, alumni, and our extended community not only to understand black swans but to anticipate them as well.

The first strategy is internal, encompassing what we teach in the classrooms, discussions among students after classes, conversations in our offices, and meetings with alumni. This linking of current and future trends to applied knowledge is necessary to develop “industry-ready” students, those who learn to think and not just learn to learn.

The second strategy is external, one in which we become students of our local, national, and global environments, including economic, demographic, business, political, and cultural cycles.

Northern Colorado commercial and residential real estate markets provide an excellent laboratory in which students can implement this second strategy and become continual students of our environment. Globalization, therefore, becomes more than a word inserted into a classroom discussion or debated in the community. In Northern Colorado, globalization is empirically viewed through the dynamics of who is buying and selling in the market and who drives demand for housing and commercial space in our offices, warehouses, and retail properties.

Thus, the active growth and presence of a variety of international capital sources, developers, tenants, manufacturers, and venture capital firms in our community become a black swan issue in Northern Colorado real estate.

**defining moments**

In August 2007, after five years of exponential growth, the significant decline of real estate capital flows in equity and debt markets has become indisputably a defining moment for commercial real estate markets in America. How an expected (healthy) correction in the real estate market will affect Northern Colorado’s commercial real estate is a question only time can answer.
There is speculation that construction and permanent financing guidelines have changed, becoming more restrictive and requiring more equity participation. Real estate pro formas now are more conservative and include scrutinized assumptions of rental growth rates, lease-up rates and tenant renewals. Likewise, market analysis studies are adjusting to slower economic and demographic forecasted growth rates, with increased attention to new construction projects in the early stages of planning or design.

The expansive geography, economic base, and diverse real estate markets of Fort Collins, Greeley, Loveland, and Longmont do not have a defining moment in 2007. Rather, last year’s events and trends confirm a continued sea change of redefining moments in a region that continues to evolve and mature. Several Northern Colorado commercial brokerage firms are now part of national and international firms, while existing brokerage firms are expanding into the area. Fort Collins-based Wheeler Commercial is now part of the nationally based Marcus & Millichap. The Group Commercial, Inc., joined with Sperry Van Ness, and Fuller Real Estate has opened an office in Loveland.

The region also has captured the attention of several well-known real estate data providers. CoStar, an industry-recognized expert in real estate information services, has expanded its national coverage to include the Northern Colorado region, and as of February, Loopnet, an internationally recognized property listing service, lists more than 250 properties in Larimer County and 350 properties in Weld County.

**riding the winds of change**

Currently, Northern Colorado commercial real estate markets are riding the winds of change, some figuratively and others literally. In a figurative sense, the region’s integration with a global marketplace of nonlocal owners, investors, tenants, and capital sources implies that in 2008 the region is at risk to experience the same (healthy) correction in terms of real estate pricing, with values similar to Denver, Los Angeles, Chicago, and New York.

The credit crunch that started in the residential subprime sector has indirectly affected commercial real estate markets as well. Northern Colorado’s residential markets now are working off excess inventory of resale and new homes and finished lots.

In a literal sense, Northern Colorado’s emergence as an alternative energy research, development, and manufacturing hub is bringing about change. In the past year, Vestas Wind Systems A/S announced its intent to build a wind blade plant in Windsor that will employ approximately 400 people. AVA Solar, Inc., a Colorado State University start-up company, plans to manufacture low-cost solar panels in the region, providing jobs for hundreds of workers. In addition, Colorado State University and the city of Fort Collins completed a land swap in November that allows CSU to develop a 143-acre site at the southwest intersection of Interstate 25 and Prospect Road.
In a literal sense, Northern Colorado’s emergence as an alternative energy research, development, and manufacturing hub is bringing about change.

Last year, developers announced several projects that showcase I-25 as Northern Colorado’s backbone of future development: McWhinney’s Grand Station adjacent to the successful Center retail project at I-25 and U.S. Highway 34; and Kaplan’s Presidio project and the Stoner Homes H25 development, both at I-25 and Harmony Road. Such developments, coupled with CSU’s development at I-25 and Prospect, have provided numerous redefining moments in 2007 for Northern Colorado.

making a real (estate) difference
The Everitt Real Estate Center, housed in the College of Business, is embarking on several ventures to make a difference in Northern Colorado, along the Front Range and globally. The recent March 6 green buildings and homes event attracted CSU experts as well as such companies as Aardex, LLP, the developer of the world’s largest spec LEED platinum office building, and ProLogis, the world’s largest owner and developer of industrial properties.

The University also is in initial discussions with several institutional real estate investors to empirically test and analyze the performance of green buildings.

In addition, a selective group of Colorado State College of Business seniors are learning about global real estate capital markets and designing an investment strategy for a hypothetical international real estate mutual fund. Long-term objectives include real estate education through distance learning and on-site teaching in the Middle East, Asia, and Latin America.

There are plenty of black swans awaiting our students and the real estate community at-large whether here in Northern Colorado, along the Front Range, or throughout the world.

Yes, the world is watching Northern Colorado, but the real estate department in the College of Business is doing more than watching back – it’s planning on making a real difference.

Steve Laposa
As director of the Everitt Real Estate Center at the Colorado State University College of Business, Steven Laposa’s world isn’t confined to the walls of his office or classroom.

Periodic phone calls with real estate investors and developers in Asia, Africa, the Middle East, and Latin America, coupled with industry research and writing on global property markets, quench Laposa’s thirst for down-to-earth, applied knowledge.

These shared global experiences bring a world of valuable real estate scenarios to his students. “I just tell my students stories about what I do and what I’ve done, get them to ‘see’ the world from multiple perspectives, and debate alternative solutions to real world problems,” Laposa says.

Laposa comes by his love for real estate honestly. His father was operations and construction manager for A&P Food Stores in the Midwest, so family vacations coincided with A&P projects. The experience helped him learn the construction business, the origin of his extensive real estate career.

“My dad was my hero,” he says. “I’ve been blessed with mentors who have helped me move from one step up to the next.”

Learning the lay of the land, however, wasn’t Laposa’s only passion. He’s a jazz pianist who also plays banjo. As a high school student growing up in St. Louis, Mo., he attended weekend music classes at Washington University and later studied music composition and writing for symphonies, string quartets, and 300-voice choirs at the University of Missouri-Kansas City.

From cooking at a Girl Scout camp to working the oil fields in Wyoming, Colorado, and Utah and on to building offshore oil drilling platforms in the Gulf of Suez and Indian Ocean, Laposa eventually moved to Colorado to obtain an M.B.A. in real estate and construction management. Real estate, he says, brings together all other areas of business.

Laposa now puts his millions of miles flying all over the world in the past, even though he’s most comfortable traveling overseas.

“I feel at home,” he says. “You learn how cities work, why they grow – that’s what I try to communicate to my students. It’s rewarding to participate in teaching our students how to learn to think and respond to international issues.”
A major thrust for the BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION program this semester is a focus on obtaining jobs and internships for students. A new career adviser, Cliff Paraco, was hired to further this objective. Paraco intends to help students begin their career search early by helping them assemble the tools to find the right organizational fit. The program will provide workshops, tools, and experiences for students to help bridge the transition from school to working life. For more information on Paraco, see Page 23.

The MINOR IN BUSINESS continues to gain popularity across campus. Currently, the program has more than 1,400 students enrolled and is the largest minor at Colorado State University. Students are enrolled from approximately 100 different majors. They view the minor in business as a valuable addition to their education, and in fulfilling the minor requirements, they also have satisfied the prerequisites for the Master of Management Practice program.

The MASTER OF ACCOUNTANCY program is in its second year, and both the number and quality of the students is increasing. In the first two years, we have achieved close to 100 percent placement of our students. As part of our program of continuous improvement, we are developing additional courses in forensic accounting and database management. We are also discussing the possibility of adding courses in estate planning and oil and gas accounting.

The GLOBAL SOCIAL AND SUSTAINABLE ENTERPRISE concentration launched its inaugural class of 21 students during the Fall 2007 semester. Students have formed enterprise teams that will work with non-governmental and microfinance organizations to solve the problems of poverty, environmental degradation and poor health in such countries as Peru, India, Zambia, Mexico, and Sri Lanka. The students are learning how to create and sustain international business development opportunities while improving the lives of people and the condition of our planet.

The MASTER OF MANAGEMENT PRACTICE is a new 30-credit master’s degree program delivered by the College of Business. The professional degree focuses on the primary business and workplace skills highly valued by employers. The M.M.P. is designed as a 4+1 program – students combine a four-year undergraduate degree that includes a minor in business (or equivalent) with a one-year professional graduate degree. The flexible curriculum includes core business classes and concentration options. Classes for the M.M.P. will begin in Fall 2008.

The EXECUTIVE M.B.A. program is gearing up for another trip of a lifetime. In early June, students will travel to China for a one-week stay, during which they will interact with management at various Chinese companies. Students also will visit cultural sites along the way. Prior to the China trip, the students will participate in activities based on sustainability enterprises as part of Colorado State’s April 5 Contemporary Issues in Business gathering. In January, the Executive M.B.A. students enjoyed a presentation from Eric Pillmore, former senior vice president of corporate ethics for Tyco International Group, who spoke about efforts to clean up the culture at Tyco after a scandal involving former chairman and CEO L. Dennis Kozlowski.

The COMPUTER INFORMATION SYSTEMS program has been realigned to embrace the IBM Service Science, Management, and Engineering thrust, as supported by the University of California, Berkeley; Arizona State; Carnegie-Melon; and MIT. The new alignment will make the program competitive with the best offered anywhere. Enrollments in the program are on the upswing, having dropped to seven admissions during 2006. We experienced an increase to 17 admissions for Fall 2007 and six for Spring 2008. Currently, we have a pool of 17 applicants with the expectation of double that figure by June 2008. The pool has outstanding academic records and consists of a mix of backgrounds from business, computer science, and engineering.

The DISTANCE M.B.A. program welcomed nearly 170 new students into the program this spring. Domestic students joined us from 39 different states and the District of Columbia while international students came from Cameroon, Canada, Egypt, Hong Kong, India, Jordan, and Mexico expanding the program’s reach around the world and bringing a wonderful mix of domestic and international experience. The program is continually strengthened with the diversity of backgrounds, experience, academic fields, and national origin. Additionally, members from four of the six military branches began classes this spring – Army, Navy, Air Force, and the Marines.

Recruiting for the Fall 2008 PROFESSIONAL M.B.A. program has begun with an encouraging pool of experienced and accomplished individuals submitting their application packets. There appears to be increased interest from international applicants who will bring a wealth of experience and backgrounds to complement our domestic applicants. Some of our strongest applicants are referrals from program alumni. If you know of someone who could benefit from the Professional M.B.A. program, please ask them to give us a call.
NEW FACULTY.

**Tom Dean** joined the Department of Management as associate professor for the GSSE program. He received his B.S. from Pennsylvania State University, his M.B.A. from Oklahoma State University, and his Ph.D. from the University of Colorado. He previously taught at the University of Colorado and also serves as program chair of the entrepreneurship division of the Academy of Management. Dean’s research and teaching passions are at the intersection of entrepreneurship and sustainability and the economic opportunities inherent in the transition to a sustainable economy. Dean has consulted with a number of organizations on strategic and environmental management and energy programs.

**Kim Staking** joined the Department of Finance and Real Estate as assistant professor. He received his B.A. from Brigham Young University, his M.B.A. from the University of California, Berkeley, and his Ph.D. from the Wharton School at the University of Pennsylvania. Staking's research interest focuses on the intersection of financial and insurance markets and how these can be used to support the creation of sustainable economies and enterprises. Previously, at the Inter-American Development Bank, Staking was responsible for the development of financial markets, institutions, and regulatory systems.

KPMG FOUNDATION ESTABLISHES FELLOWSHIP.

The KPMG foundation has established a named legacy at the College of Business through a KPMG Faculty Fellow, which honors faculty for outstanding scholarship and/or research activities and symbolizes the continuing commitment of the College’s pursuit of excellence. The first recipient is Associate Professor Margarita Lenk, who holds joint faculty appointments in the departments of Accounting and Computer Information Systems.

The funds will be used for faculty support, global program development, travel, and research. The KPMG gift is $50,000, payable over a five-year period with annual payments of $10,000. The fellowship is a continuation of the long-standing partnership between the College and the KPMG Foundation with the goal of improving the quality of business education at Colorado State University.

TED WESTON IS GRANTED EMERITUS STATUS.

F.C. “Ted” Weston, Jr., professor of computer information systems, retired this summer after 38 years of teaching, research, and service to the College of Business and the University. His contributions to the College were recognized with the Pinnacle Award in 2004, the highest award bestowed in the College. His leadership in serving as faculty representative to the Board of Governors for the past two years is notable.

ANNUAL FACULTY AND STAFF AWARDS.

Recipients of the College of Business 2007 awards for Research, Teaching, and Service are:

**Ken Petersen Awarded Faculty Excellence in Service**

This award is based on service contributions to the department, College, University, and the community. Petersen, associate professor of management, has served as a journal reviewer for eight journals including the *International Journal of Logistics Management* and the *Journal of Supply Chain Management*. He was recently named associate editor of the *Journal of Supply Chain Management*. He has also served on the University Committee on

ACCENTURE AWARDS SCHOLARSHIP FUNDS IN NAME OF COLLEGE OF BUSINESS FACULTY MEMBERS.

This year, Accenture recognized the following five faculty members at the College of Business by donating $100 in each of their names to the College's scholarship fund.

**Rob Schwebach**, associate professor, Department of Finance and Real Estate, has been faculty adviser to the Finance Club for several years. His involvement and commitment to the College of Business is commendable.

**Leo Vijayasarthi**, associate professor, Department of Computer Information Systems, works tirelessly for his students from a technical perspective as well as spending time outside of class assisting them with assignments. He also is faculty representative for the CIS Club.

**Jeff Casterella**, associate professor, Department of Accounting, is coordinator of the intermediate accounting sequence and acts as the gatekeeper for the accounting department.

**Lon Camomile**, instructor, Department of Marketing, spends countless hours encouraging students to be creative, analytical, and enthusiastic as they approach their work.

**Travis Maynard**, assistant professor, Department of Management, is an enthusiastic teacher who uses fun, practical, and hands-on-activities to get his students engaged in his team's course.
Scholarship, Research, and Graduate Education; College of Business Research Committee; Undergraduate Curriculum Committee; and Global Social and Sustainable Enterprise Program Committee. Petersen has a strong research record with publications in the leading supply chain management and new product development journals.

Margarita Lenk Awarded Faculty Excellence in Teaching.

Over the last two years, Margarita Lenk, associate professor of accounting, has won one campuswide and two national teaching-related awards: the 2006 CSU Excellence in Service-Learning Instruction Award, 2006 Outstanding Educator, and 2006 Outstanding Student Project Award. Lenk has also been the faculty adviser, coach, and mentor for the KPMG Student Case Competition.

Bill Rankin Awarded Faculty Excellence in Research.

Since his arrival at Colorado State two years ago, Bill Rankin, associate professor of accounting, has exceeded the College’s expectations. He has published two papers in Contemporary Accounting Research and two in Economic Theory and Journal of Economic Behavior and Organization. In addition to these published works, he has papers under review at The Accounting Review and Managerial Accounting Research.

Bill Shuster Awarded the Green and Gold Award.

The Green and Gold Award was given to Bill Shuster, management instructor, for his outstanding contributions in teaching and service as an adjunct faculty member. Shuster is currently enrolled in a Ph.D. program. He also has coordinated the Great Entrepreneurship Speaker Series, provided leadership development and career management skills to students during non-class hours, and has been a guest speaker for many student organizations inside and outside of the College of Business.

Barry Lewis Received the Pinnacle Award.

Barry Lewis, professor of accounting and department chairman, received the Pinnacle Award for outstanding teaching, research, and service. He has been a role model for faculty and staff from all perspectives. His research interests include analysis of judgments by auditors, preparers, and users of financial accounting information and structure and function of the accounting industry, to name a few. Before joining the College in 2004, Lewis served as an accounting professor at the University of Colorado at Boulder.

STAFF.

Maggie Eppler recently joined the development team as associate director. Eppler spent the early years of her career in the banking industry. Most recently, she ran the Ritz-Carlton Bachelor Gulch Spa retail operations in Vail, Colo. Eppler earned a Bachelor of Arts in economics, political science, and psychology from the University of Denver.

John Gerhard joined the College in Fall 2007 as a research associate for the Everitt Real Estate Center. He has a diverse consulting and appraisal background including acquisition, development, market positioning and marketing strategies for the home building industry and specializes in new construction projects in Northern Colorado. Gerhard’s immediate objective is to serve existing members and students through the distribution of commercial and residential real estate information and resources. His long-term goal is to build membership and support through value-added real estate research and management advisory services.

Ernie MacQuiddy, director of College budgets, was awarded the Staff Excellence in Service Award for his dedication to the College and his exceptional work with Cans Around the Oval. MacQuiddy has anticipated financial limitations for the College and has effectively arranged solutions for the issues. Before coming to CSU 21 years ago and working as the manager of general accounting and as assistant to the dean for budgets and financial management, MacQuiddy worked in public accounting.

David Nichols was hired as associate director of development. Nichols has 10 years of experience working in development within the Fort Collins community. He has worked for Larico Center for Youth and Families, United Way of Fort Collins as the director of agency relations and funds distribution, Poudre Valley Hospital Foundation as development specialist, and most recently as executive director of the Platinum Pro Foundation. He earned a Bachelor of Arts in psychology from the University of Wisconsin.

Cliff Pacaro joined the College of Business in October as the new career liaison. He earned an M.B.A. at the University of Denver and a B.S. in mathematics and actuarial science from Colorado State. Pacaro worked previously at Johns Manville as the human resources manager. While at Johns Manville, he created and managed both the global University Relations and Internship Program. As career liaison, Pacaro’s goals are to connect students and corporations.

Diana Rose is the new administrative assistant for the Department of Finance and Real Estate. She replaced Linda Wenzel. Most recently, Rose worked as an accounting technician. She also served as administrative assistant in the Department of Management while completing her Master of Science in accounting.

FACULTY FELLOWS NAMED FOR 2007-08.

Congratulations to Sanjay Ramchander (left) and Leo Vijayasarathy, the two newest recipients of faculty fellowships. Ramchander is the recipient of a Charles and Gwen Lillis Faculty Fellowship, and Vijayasarathy will hold a First Community Bank Faculty Fellowship. Each fellowship has a term of three years, beginning Fall 2007.

Faculty fellowships are provided through the support of friends of the College of Business and include an annual stipend and funds for travel and research support. The fellowships are awarded to tenure- and tenure-track faculty members on the basis of their performance in research, teaching, service, collegiality, and citizenship.
Bob and Joyce Everitt want to see Colorado State University’s investment in its students grow not only educationally but financially as well. Their Summit Alumni Campaign challenge is a way to increase their $50,000 donation to the College’s Summit Student Investment Fund. They’ve pledged to match funds raised by Fund alumni up to an additional $50,000, hoping to see their seed money moved into a scholarship fund by June 30, 2009.

Bob Everitt says the challenge is good business.

“The thing that is so important with the students who go through the program is that they stay involved with the University and continue their ties after they’ve graduated,” he says.

“This is the first time we’ve directly challenged our students financially. We need to ask them to give back to the University. All they learned here is what has made them a success,” he explains. “And those ties are what make good alumni.”

Joyce Everitt says that although the couple has “made a joint effort in this, it’s really Bob’s baby. But it thrills us both because we’re the ones who are rewarded by their success. Bob does the work, but my part is the grins and hugs the kids give so generously,” she says.

The campaign runs through December with one or two ambassadors from each Summit Fund year making a personal donation and soliciting contributions from 7 to 14 class members.

Ambassador John Groneman, senior financial analyst with Janus Capital in Denver and 2003 Fund class president, says, “I’m 100-percent sure I wouldn’t be where I am now without the Summit Fund, so I’m happy to get involved and in essence put a little peer pressure on my classmates.

“The Fund gave us all invaluable assets for our careers. For the generosity that Joyce and Bob have shown us, we’ll be giving. Whether it’s $100 or $1,000, we’re going to give back.”

Chairman and CEO of the Everitt Companies, Bob Everitt’s close ties to the University go back more than 30 years. He donates to Colorado State because he is impressed with the quality of education it offers.

“It’s almost the best kept secret in the state of Colorado just how amazing these students are,” he says. “We’re turning out quality students who are successful all over the world. They’re heading up major companies in foreign countries and really making a difference in so many ways.”

Joyce and Bob Everitt at the naming ceremony for the Everitt Real Estate Center.

2008 Summit Fund class.
alumni donations to Rockwell expansion is a sound investment.

There's excitement in the air as the College awaits ground breaking for its new addition to Rockwell Hall. And fiercely loyal alumni are helping to bring the dream to fruition.

The College has outgrown its 45,000 square feet of classroom and office space, so the expansion will allow for a more professional arena in which to teach, learn, and compete with other business institutions. Current plans for the $15.5 million expansion – although not finalized – call for a two-story, 34,600-foot addition that will intersect the west end of Rockwell along Laurel Street.

Brad Farnsworth is one of several first-time donors who is reaching into his pockets. After graduating from Colorado State University in 1979 with a B.S. in accounting, Farnsworth earned his M.B.A. at Harvard Business School and is now an international executive in the Houston office of Spencer Stuart, a global executive search firm.

"I always wrote my $100 or $200 check to the school every year," he says. "But now that both my age and my net worth have gone up, I can give more. I figure Harvard doesn't need my money, but Colorado State does, and the expansion is a good place to put it."

Kae Moore, director of development for the College, says the new addition will allow Rockwell Hall to be competitive by attracting the best professors, brightest students and providing a state-of-the-art facility in which they can learn. The latest in electronics and technology will allow for multimedia learning and distance courses, he says.

The expansion, Moore says, is one more step toward making the College of Business the best in the Rocky Mountain Region.

That's what encouraged alumni Frank Keller to become a first-time donor to the cause. A 1992 graduate with an Executive M.B.A., Keller believes the new expansion is vital.

"It's something necessary for the College and the business program in taking that step up to the next level of success," he says.

Keller, who is retired, lives with his wife, Carolyn, in Littleton, Colo. He keeps close ties with the College. "I serve on the dean's (Ajay Menon's) Global Leadership Council, working to help recent graduates get going. It keeps me connected," he says.

Keller praised Menon's dedication to growing the College. "He's so enthusiastic about this expansion," he says. "I think it's contagious for all of us."

Albert Miller, a 1960 graduate with a B.S. in finance, now lives in Hinsdale, Ill., with his wife, Deirdre. "Like others, my degree has been a big part of my success. I want to keep that tradition going for other students," says the president of Phoenix Closures, a 118-year-old company that manufactures bottle caps and is the largest privately held cap business in the nation.

"I'd venture to say there were a lot of people who went to Colorado State who weren't from families that had the financial wherewithal to support the school other than tuition," Miller says. "Those of us with that education are now in a situation to give back, and it's appropriate we do so.

"It's a sound investment in the future – there's nothing better than appreciated stock," he says with a laugh.

If you would like to make a donation, contact Kae Moore, director of development, (970) 491-6378 or by e-mail at Kae.Moore@colostate.edu.
wind business helps graduate go super green.

At 32, Trevor Armstrong is riding the wind as president of a three-division company in Denver.

He's the third generation to take the helm at Wazee Electric Company, an electric motor service and repair shop concentrating mainly on larger motors up to 20,000 hp, started by his grandfather in 1921. Armstrong's dad took over the business in 1983 and later added Wazee Crane, whose technicians repair overhead crane motors and controls. Last year, the young Armstrong made it a triple with the Wazee Wind division.

“They all work seamlessly together,” he says.

After graduating from Colorado State University, Armstrong earned his Executive M.B.A. at Colorado State University’s Denver Center as the next step in his career, a move that inspired his father to retire and hand the reins to his son. “He isn't disappointed about not working anymore,” Armstrong laughs. “I pretty much gave him the life he wants. He’ll be 65 in April, and I couldn't have written a better script for him.”

As a kid, Armstrong pushed a broom and did other jobs at the business for 15 years. “I know the business from the ground up, and that brought me to where I am now,” he says.

When a research project for alternative fuel in grad school didn't pan out, Armstrong drew on his next idea – working with wind. The new Wazee Wind division performs on-site wind turbine generator repairs and maintenance. “We have a 100,000-square-foot motor shop where we can service the generators and also ‘up tower’ repair capabilities at wind farm sites,” he says.

Armstrong sees future growth for Wazee Wind. “We're starting small, but we're hoping to connect with some local wind farmers so the business will get some legs of its own,” he says. “We have 50 employees now, but there could be 10 more pretty quick. I'm going to need fresh CSU wind engineer minds in the future.”

And that future looks green for Armstrong, who says Colorado is fertile ground for wind energy. “We rank No. 6 in the country,” he says. “Colorado has 1,067 megawatts of installed wind power – probably one of the most expandable platforms for going super green.”

Living in Denver with his wife, Naomi, and daughters Tatum, 4½, and Alina, 1, he spends all the time he can with his family. “My going back to school was a real sacrifice for them,” he says.

Armstrong greets each day with anticipation, knowing that in a small way he is helping the country grow its renewable energy projects.

“I had no idea it would take off this quickly,” he says.
class notes

1960s

ANNA ELLIOT (‘69 Business) came out of retirement in 1998 to head up a small rural hospital’s IT department. Her current plans are to relocate to the Front Range.
akelliot126@hotmail.com

1970s

ROGER HOOTEN (‘73 Business) is a senior implementation project manager with Kaiser Permanente living in Berkeley, Calif. roghooten@sbcglobal.net

JOHN ILTEN (‘78 Management) begins his term as president of the Sheet Metal and Air Conditioning Contractors’ National Association in October 2008. Ilten also is president of Ilten’s, Inc., a heating and air conditioning products and services contractor located in Cedar Rapids, Iowa.

1980s

DEBORAH DIAZ (‘83, M.S.), deputy chief information officer for the Department of Commerce’s United States Patent and Trademark Office, has been named an honoree by the Washington Business Journal in the fourth annual “Women Who Mean Business” awards program. She also is a volunteer with the Women’s Center of Vienna, Va., a counseling and resource center for women’s and families’ financial, career, legal, and psychological needs.

JEFF HANSEN (‘84 Accounting) has been the finance director for Golden, Colo., for the past five years. He was recently named Finance Officer of the Year for 2007 at the Colorado Government Finance Officers Association annual conference. In 2004, Hansen was president of CGFOA.

BRAD HOOPES (‘84 Management), along with Dr. Robin Herron, retired CSU professor, started Save A Life Story, LLC, in March to help individuals, organizations, and communities preserve their histories, life stories, and memories. bhoopesco@hotmail.com

KATHI WITT (‘85 Management) opened a new business, Parker Nutrition, The Daily Shake, which focuses on providing a fun environment in which to learn about weight management. Kathi@ParkerNutrition.com

1990s

RUSS MELBY (‘87 Finance and Real Estate) is working for Provident Royalties in Dallas, Texas. russ.melbye@providentroyalties.com

STEVE WILCOX (‘87 Finance) is living in Dillon, Colo., and is working as a financial analyst for Keystone Resort.

KARL BRAITBERG (’92 Production/Operations Management, ’96 M.B.A.) was promoted in September to vice president of demand management and planning at Cisco. kbraitbe@cisco.com

AMANDA (JONES) THOMPSON (‘98 Business Administration) is a recruiting manager for Qwest Communications. She recently earned certification as a Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR).

THERESA KENNEY (’93 Accounting) and her husband welcomed their second baby boy last spring. Their older son is 2 years old. tkenny002@comcast.net

HENRY HISSLICH (’94 Business Administration) recently joined Harris Williams & Co., a leading middle-market marketing and accounting firm, as the director of new business development. Previously, Hisrich was a director with PNC Capital Markets.

LISA RISSL HACKARD (‘97 Accounting/Finance) and Andy Hackard (‘96 Liberal Arts) welcomed their second child last spring. lhackard@kpmg.com

EARL WOOLERLY III (‘97 Finance) resides in Canada and is working on his CFA and CMA designations and Derivatives Market Specialist through Canadian Securities. Ewoolery111@hotmail.com

BECKY ZIEGLER WEESE (‘98 Accounting) gave birth to her second daughter early in February. rsweese@msn.com
A suggestion from a Colorado State University professor put Brenda Davis on the path to her dream job.

“Twenty-five years ago, I was a finance major, and he talked me into changing to information technologies,” says Davis, global chief information officer with Molson Coors Brewing Company. “It's proven to be the best decision I ever made. I get to be creative, work with teams of great people, and drive business value all at the same time.”

Davis says her education combined a solid technology background with a creative program to bring students into the real world. “CSU provides a practical curriculum,” she explains. “It offers the kind of down-to-earth information that meets the needs of a business. There's a reality to it.”

Follow-through also proved invaluable. “I was able to hit the ground running at graduation,” she says. “The school brought in lots of outside companies to help us get jobs. I had five offers around the country to pick from.”

Davis now lives in southwest Denver with her husband, Bill, and they have two daughters, Lauren and Hope. She held several jobs in other industries before signing on with Coors 16 years ago and is now an integral part of the company’s growth. A merger two years ago with Canadian brewer Molson, Inc., has turned Molson Coors into a $6 billion company with major operations in the United States, Canada, United Kingdom, and markets in the Caribbean and Asia.

Her CSU roots still strong, Davis wants to help today’s students understand that information technology is an exciting career choice. “IT student enrollment is down due to the myth that IT careers are all outsourced, or it means sitting behind a computer screen all day,” she says. “The message that the field is both lucrative and potentially creative needs to be targeted at both college-bound students and parents of high schoolers.”

From her office in downtown Denver, Davis continues her involvement in Molson Coors’ growth.

“It’s an exciting time,” she says. “I’m living my dream job.”
CHRIS VAUGHN (’99 M.B.A.) is a major in the United States Air Force. Recently returned from a tour in Baghdad, Iraq, he is currently doing a one-year, in-house military fellowship at the Pentagon in Washington, D.C., within Strategic Plans and Programs, with a follow-on assignment with the Air Force Surgeon General’s staff.

JOE FORTNA (’99 Entrepreneurship) is currently a marketing director for FirstBank. Joseph.Fortna@efirstbank.com

INDY (HATHAWAY) FRAZEE (’00 Accounting) was married in June. indy.fraze@mountainasset.com

MIKE HARSCH (’00 Business Administration) works for Sun Microsystems.

JEFF REHNBERG (’00 Finance and Real Estate) has been working in the hospitality industry for seven years, holding positions of assistant controller, director of finance, and regional controller. He has worked for the Marriott, Renaissance, Hilton, Starwood, and Ritz Carlton brands. Currently, he is the director of finance for the Ritz Carlton in Denver. Jeff.Rehnberg@ritzcarlton.com

JAN LARSON (’02 M.B.A.) will run the 2008 Boston Marathon with the Melanoma Foundation team. janlarson@mail.com

MICHAEL HALL (’03 Finance) is the vice president and oil and gas equity researcher for Stifel, Nicolaus & Company, Inc., in Denver. hallma@stifel.com

JANNA REDDING (’04 Marketing) accepted a job at OMD UK as a communications planner and will be moving from New York City to London for two years.

DAVID STALFORT (’04 M.B.A.) is a captain in the U.S. Coast Guard and the commanding officer of the Coast Guard’s National Maritime Center located in Martinsburg, W.Va. stalfort@comcast.net

2005

MICHELLE (RICKERT) ARENTZEN (’05 CIS) [pictured] married Erik Arentzen on Sept. 8, 2006. They live in Longmont, Colo. michelle.rickert@gmail.com

DAVID DEARING (’05) is in the M.B.A. program at Arizona State University.

RYAN FINCH (’05 Real Estate) is a bank officer for US Bank in the real estate banking department in Denver. ryan.finch@usbank.com

TAMMY GOODELL (’05 Business Administration) and Jeff (’05 Engineering) welcomed a baby boy, Caden.

BETHANY KLAENE (’05 Marketing) is working for the communications agency Hill|Holliday Advertising as a national network buyer. bklaene@hhcc.com

ODIE KROOG (’05 Marketing) works as the experiential marketing coordinator for General Motors R*Works in Irving, Texas. Odie.Kroog@GMRWorks.com

LARISSA THOMPSON (’05 Marketing) is working for the marketing consultancy NewEdge in Seattle, Wash. Her most recent public accomplishment was her involvement in Microsoft Surface, a new Microsoft product launched last fall. thompson.larissa@gmail.com

2006

HILLARY MOORE (’06 Marketing) was hired one month after graduation by the Internet-based company HEALTHecareers and is now an account representative for the mid-Atlantic region. hillary.moore@healthecareers.com

PIPER FAIRBANKS (’06 Marketing) was recently promoted to director of marketing for a manufacturer of custom motorcycles. piper@thundermountaincustoms.com

2007

PETER BOYLE (’07 Management) began the Professional M.B.A. program at CSU in the fall along with starting a new position as workforce planning lead for Hewlett-Packard’s Personal Systems Group Human Resources. peter.j.boyle@gmail.com

MIKE RIBBLE (’07 Finance) currently works at OppenheimerFunds in Denver as a fund analyst. He is also applying to law school.
Mike Mooney’s road to executive vice president and CFO in the United States for the British “major” of the music industry, EMI, was paved with questions.

Logical thinking and the ability to ask the relevant questions is a strength he credits to his education at Colorado State University. It took him from being a captain in the Air Force to senior positions in several diverse industries before being recruited 13 years ago by EMI, where he oversees the financials, business development, planning, and production for all the commercial aspects of EMI’s $1 billion U.S. business.

Mooney attended Colorado State on an Air Force ROTC scholarship. His education came both from the classroom and interaction with a broad scope of people. “Certainly, the technical training was crucial, but equally important, I learned to think on my feet and ask focused questions,” he says. “My time at CSU enhanced my appreciation for a diverse ways of thinking and identifying solutions, both crucial to my growth.”

Mooney served in the Air Force from 1972-1976 and was responsible for the negotiation of sole source, multi-million dollar weapon system contracts with major defense contractors, including the F4 fighter and the Minuteman missile system. “I was thrown into face-to-face negotiations, usually involving tens of million dollars, right out of school. It forced me to apply a whole range of technical and subjective knowledge when facing officers from major aerospace corporations,” he says.

Asking the right questions later led Mooney to a director position with Beckman Electronics, an international senior vice president position with Allergan Pharmaceuticals and then a career with EMI. Jumping from pharmaceuticals to entertainment was a rather unusual move. “I often laugh when I recognize I ended up with drugs and music on my resume,” Mooney says.

Because of major changes in the industry, his move to EMI was full of questions. “From the day I started, there were many questions to be asked because so many aspects of the music industry did not follow more traditional business logic.”

Facing the onslaught of the digital format shift, business logic became a priority. “As one from outside the industry, I’ve been able to view issues with a unique perspective,” he says.

Mooney is now flirting with retirement. “I want to move in the direction of consulting and have more free time to teach my grandchildren to snow ski and, I might add, to ask the right questions in life,” he says.

His daughter Jennifer, son-in-law Todd and granddaughters, Caden, 4, and Isabel, 6, live in Portland, Ore.
in memory of

**BARBARA PERRY FISHER** ('61 Business Administration) passed away Sept. 22, in Kula, Hawai‘i. Fisher was an associate professor at Maui Community College.

**AMARIS JEANNE (REED) SPRAGUE-VETTERLING** ('65 Business) passed away April 29, 2007, in Jackson, Mich. She spent 40 years of her life in Fort Collins, where she worked as a realtor.

**CARL F. MARSALIS** ('66 Business) passed away on Oct. 18, 2006.

**THOMAS E. HOFMAN** ('69 Business) passed away on July 14, 2007, in Fort Collins from a rare ocular melanoma. During the 1970s, Hofman built solar-powered homes in Evergreen and Steamboat Springs. In the 1980s, he founded Shamrock Transportation, including Shamrock Taxi and Airport Express.

**SCOTT MARIAN** ('80 Marketing) passed away unexpectedly on Oct. 21, 2007.

**JACK CULLEY** ('88), a retired management professor, passed away.

**BARB OBESTER** ('92, '99 Business) passed away on July 13, in Fort Collins from the advanced stages of breast cancer. In 1984, Obester started her career at Colorado State University as an accounting technician in payroll. She continued in Business and Financial Services from 1993 to 2005 and was appointed associate controller in 2000. In 2006, she became the associate director of human resources until she retired in April 2007.

**MATTHEW E. GULAKOWSKI** ('95 Business) passed away.

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2727 Eldorado Springs Dr.
Loveland, CO 80538-5321
(970) 222-3994
www.dawnweimer.com
Roebken, a 1990 marketing graduate of the College of Business, is one of the state’s top commercial real estate brokers. Over his 16-year career, he has brokered $500 million worth of real estate transactions from Fort Collins to Pueblo, mostly working as a broker representing commercial building tenants and negotiating land and building sales.

His career has included positions at most of the major commercial brokerage firms in Denver. In fall 2007, he joined Jones Lang LaSalle Inc., which operates in 700 cities in more than 60 countries.

He still manages to do some cycling and skiing when he isn’t working or mentoring College of Business interns.

“I work with a lot of executives, and they try every way possible – every form and fashion – to stay in Colorado,” said Roebken. “I work to help Colorado companies grow and match their real estate strategy with their business strategy. Real estate is one of the most expensive items for a company.”

Roebken said his College of Business degree prepared him for a career, but he is up-front about needing to further his education to understand his clients’ business. This summer, he’ll receive his M.B.A. from another area university.

“It was great that I went to business school at Colorado State University – I don’t think I could have done it without that base,” said Roebken. “Some of it must have stuck. The business, marketing, accounting classes – just having a basic understanding of that really helped me as a platform for learning real estate finance. I think it primed me to be a continuous learner.”

Tim Harrington, senior vice president at Grubb & Ellis, gave Roebken his first job in real estate because he saw an honest, personable individual.

“Todd worked harder than anybody I hired to work for me. He was always thinking about next steps without being told what to do,” Harrington said. “CSU is such a great school – they produce a lot of really good people who you can trust.”
the company we keep

the following individuals spoke to students, presented at seminars, or served on panels at the college of business during the past six months.

christine benero  
CEO | AMERICAN RED CROSS – DENVER

juana bordas  
AUTHOR | MESTIZA, INC.

steve bye  
EXECUTIVE VICE PRESIDENT, SENIOR MANAGING DIRECTOR | NORTHMARQ CAPITAL

toti cadavid  
PRINCIPAL | XCELENT MARKETING

frank canepa  
PRINCIPAL | CADDIS CAPITAL

robert cohen  
CEO | IMA FINANCIAL GROUP

donald daboub  
GENERAL SALES MANAGER | UNIVISION COLORADO

brett dilley  
RECRUITER | MOLSON COORS BREWING COMPANY

sheryl friesz  
FOUNDER AND VICE PRESIDENT FOR PARTNERSHIPS | SANTORINI CONSULTING, LLC

timothy gonerka  
REGIONAL LEASING MANAGER | GENERAL GROWTH

jim henderson  
REGIONAL ADVOCATE | US SMALL BUSINESS ASSOCIATION

ross hendrix  
CONSULTING ANALYST – NETWORK TECHNOLOGIES SERVICE LINE | ACCENTURE

angela hoffner  
ENTERPRISE METHODS AND PROCESS SYSTEMS ANALYST | VISA

mark hoog  
AUTHOR | GROWING FIELD BOOKS

kenneth joel  
SENIOR MANAGER – MANAGEMENT CONSULTING PRACTICE | ACCENTURE

larry kendall  
CHAIRMAN EMERITUS | THE GROUP, INC.

allen lampert  
PARTNER | DAVID, HICKS & LAMPERT BROKERAGE, LLC

pete lansing  
PRESIDENT | UNIVERSAL LENDING COMPANY

mary beth lewis  
CFO | FRESH PRODUCE

chris mcelroy  
BROKER ASSOCIATE AND PARTNER | THE GROUP, INC.

chuck mcneal  
CHAIRMAN | THE GROUP, INC.

chad mcwhinney  
CO-FOUNDER AND CEO | MCWHINNEY HOLDING COMPANY, LLP

jim passarelli  
AGENCY FIELD EXECUTIVE | STATE FARM INSURANCE

mike rinner  
VICE PRESIDENT OF OPERATIONS | GENESIS GROUP

robert russo  
SENIOR CONSULTANT | HARTSOOK COMPANIES

sue rychel  
BRANCH BROKER AND TRAINER | SLIFER SMITH & FRAMPTON REAL ESTATE

mark seferian  
BUSINESS DEVELOPMENT | TEXTURE MEDIA

brian silverman  
VICE PRESIDENT – CONSULTING SERVICES | CALLIDUS SOFTWARE, INC.

tom stoner  
OWNER | SPOONS

ginny teel  
FINANCE MANAGER | FOOD BANK FOR LARIMER COUNTY

jamie van leeuwen  
PROJECT MANAGER | DENVER’S ROAD HOME

jack wolfe  
PRESIDENT, COMMERCIAL AND MIXED USE PROPERTIES | MCWHINNEY ENTERPRISES

clarence wong  
RESEARCH MANAGER | CO-STAR GROUP

bill woodward  
PRINCIPAL | INVERNESS PROPERTIES
April 19
College of Business Alumni Group
Alumni Night Fundraiser
Allison.Robin@colostate.edu

May 10
Green & Gold Celebration
csugreenandgold@gmail.com

May 16 & 17
Commencement
Pam.Johannsen@colostate.edu

May 24
APICS NOCO Connect Fore Golf Classic
Highland Meadows Golf Course
vpevents@apicsnoco.org

June 13
Hoeven Games Golf Tournament
Southridge Golf Club
MattHoeven@yahoo.com

August 20
Chamber of Commerce
Business After Hours at CSU
general@fcchamber.org

August 30
Rocky Mountain Showdown
Rams vs. Colorado*

September 5
Everitt Real Estate Center
5th Annual Golf Tournament
Ute Creek Golf Course
Anne.Spry@colostate.edu

September 6
Rams vs. Sacramento State*

September 20
Rams vs. Houston*

October 4
Homecoming Breakfast & Bleachers
Rockwell Hall
Allison.Robin@colostate.edu

October 9
Cans Around the Oval Food Drive
Allison.Robin@colostate.edu

*For Rams game and ticket information, go to http://csurams.cstv.com/tickets/csutickets.html