World Class

Students gain valuable insight and life experience when studying abroad
Greetings From the College of Business

S
pring is always a very busy and exciting time at the College of Business. While racing to bring the semester to a close and ensuring the many class projects are completed in time, each day, our faculty, staff and students find themselves attending additional professional workshops, symposia, lectures, and seasonal celebrations.

A special privilege for me each year is when I am also able to offer a congratulatory hand and diplomas to a new class of business graduates. The students leave our corridors having learned much more than finance, marketing or real estate. They’ve also learned the importance of making a difference in the lives of others – and working to make the world a better place.

For that reason, instilling students with a global perspective is a key theme in this spring edition of The Difference. Within you’ll find an article about business students who have enriched their educational experience by studying abroad. We believe these educational journeys help students gain valuable confidence and insight to face the challenges of the contemporary business world.

You can also read the remarkable story of Zubaida Bai, a recent graduate of the College’s Global Social and Sustainable Enterprise MBA program. Zubaida developed a sterile delivery kit that is helping women in rural India give birth to healthy babies.

In addition to the College’s global activities, our dedication to life-long learning continues to have a positive impact on the local community as well. For example, the College’s Center for Professional Development and Business Research recently introduced a certificate program providing specialized training to professionals working in the non-profit sector.

I would also encourage you to read Driving Big Ideas, which tells how a team of marketing students launched a successful awareness campaign for the new MINI Countryman automobile, with a budget of only $3,500!

As always, I am humbled by the efforts of our faculty, staff and students, and honored to give voice to their accomplishments. I hope these stories inspire you, as they do me. If you would like more information about a specific program or initiative, feel free to reach out to me directly at dean@business.colostate.edu.

Until next time, best wishes for a wonderful summer.

Ajay Menon
Dean
A World of Opportunity
Study Abroad is Integral to Four-year Degree Plan

Driving Big IDEAS
Capstone Course Devises Methods to Attract and Maintain Key Brand Demographics

The Impact of Innovation
Improving Lives Through Social Entrepreneurship

Improving Performance
Center for Professional Development and Business Research

A Conversation with the College’s Associate Deans
Ganster and Hoxmeier Have New Roles

Alumni Profile: Jose Garcia

Coming Full Circle: From Corbett Hall to The Denver Roundtable

Lessons from Legends
Recent Speakers at the College

Alumni Profile: Mike LaBaw

Class Notes Now Online!
http://difference.biz.colostate.edu/pages/classNotes.aspx?issueId=Spring12
A World of Opportunity

Austin Leffel (’12)
in Bilbao, Spain
Global awareness is no longer a differentiator but a need.”

– DEAN AJAY MENON

Finance major Jason Sandry (pictured on the cover in Italy) couldn’t believe his luck. After a morning spent studying international finance, he would hop the train to the ancient Roman Coliseum or stroll along sun-dappled beaches in the afternoon while his peers trudged through snow and ice to get to class.

Sandry, a senior finance major who spent a memorable semester at John Cabot University in Italy, was one of 100 students from the Colorado State University College of Business to study abroad last year. Art and history came to life in courses he couldn’t take on campus. He also passed four business classes for CSU credit – all in English – and remains on track to graduate this spring.

“Besides learning a new meaning for delicious food, I was able to experience international business firsthand,” Sandry says. “I
constantly interacted with people from several different countries in class and learned about group dynamics leading student trips on the weekends."

**Valuing Global Perspectives**

Dean Ajay Menon believes such experiences abroad are vital for students to gain a global perspective and have the confidence to do business anywhere in the world. CSU offers an array of study abroad opportunities all over the globe during breaks, summers, a semester, or academic year. Getting students to see where it fits into their educational goals is the challenge.

“The world is shrinking,” Menon says. “In order to compete effectively, students need an appreciation of global markets, and to be effective in global markets, they require an understanding of other cultures and governments. Global awareness is no longer a differentiator but a need.”

The campaign to internationalize the College curriculum began by hiring Kathy Lynch as the first-ever liaison between international programs and a college at CSU. Lynch, who has studied and worked abroad extensively, began this fall as manager of Study Abroad and International Initiatives for the College with the charge of strengthening and expanding collaborative agreements with schools in such places as the Czech Republic, Germany, Spain, and Vietnam and forging affiliations focused on business students.

“College of Business students are going abroad – around 100 majors each year and dozens of business minors – the most of any CSU college,” Lynch says. “Dean Menon wants to see those numbers doubled. We’re looking at existing programs, promoting and building on them, as well as new exchanges like the one with The Hague University in the Netherlands.”

International business and management studies are the focus of the exchange program at The Hague University of Applied Sciences. Subjects are taught in English, and students are exposed to organizations with global influence, such as the International Criminal Court and Europol and the corporate headquarters of Shell and Siemens.

This spring, the first students also traveled to Vietnam’s Foreign Trade University as part of a partnership with the school’s economics department that began four years ago with College faculty doing research there. One student at a recent Study Abroad fair was elated to discover she could learn a lesser spoken foreign language along with international business in a Southeast Asian country. The program is actually cheaper than a semester’s tuition and fees at the College.

“It’s a myth that it’s more expensive to study abroad,” says Lynch. “It can be cheaper, like the CSU/FTU Vietnam program and when study abroad is supported financially by scholarships and financial aid. Many affiliated programs also offer scholarships.” (See “Scholarships Make It Possible.”)

**Bringing Lessons Home**

Tapping into the treasure trove of information and experiences that returning students can offer in the classroom is a key component of a Universitywide Study Abroad Curriculum Integration initiative, a collaboration between CSU academic departments and the Study Abroad office.
Scholarships Make it Possible

Colorado State University’s College of Business is committed to making study abroad more feasible financially for its students by increasing scholarships and getting the word out about financial aid sources.

“We want to create a global culture and awareness in the College of Business where students see from day one that study abroad is valued highly and can be integral to their four year academic degree plan,” says Kathy Lynch, manager of Study Abroad and International Initiatives for the College.

“In doing so, we need to help students understand that scholarships, financial aid, or a combination of the two can make study abroad a reality.”

The price tag for study abroad should not scare off families. While some carry a hefty price tag, others are less expensive than a semester at CSU. Students are encouraged to apply for CSU and other scholarships, such as the Benjamin A. Gilman International Scholarship, to help defray such costs as airfare and accommodations and can receive these monies on top of federal Pell Grants and other aid they already receive, thus making study abroad feasible.

If you are interested in contributing to the College of Business Fund for Study Abroad Scholarships to help us make a quality study abroad experience a reality for more students, please contact Erik Olson in the College of Business Development Office, erik.olson@colostate.edu. Also, for information on the College of Business Study Abroad program, visit the website at biz.colostate.edu/studyabroad.

Another step toward internationalization is the hiring of an assistant director of internships in the Study Abroad office. “It’s pretty valuable to have international work experience on a resume in a tough job market,” Lynch points out.

Austin Leffel, a senior business management major who studied and worked with a local nongovernmental organization in Bilbao, Spain, knows firsthand the advantages of going abroad.

“Learning about business in Spain, which relates to business in Europe as a whole, was a perfect way to increase my understanding of doing business on a global scale,” Leffel says. When not in class or with his host family, Leffel translated project proposals from English to Spanish for Solidaridad Internacional, networking with organizations across northern Spain and gaining practical international experience.

Already a step ahead of many job seekers, he plans to use connections to Spanish business owners, a professor who runs his own marketing firm, and Bilbao program advisers during his job hunt after graduation in the fall.

“Study abroad was honestly the best experience of my college career,” Leffel says. “At times, it was difficult to adjust to new situations, but that is part of the journey. Studying abroad will evoke a strong sense of personal learning that is hard to find elsewhere.”

For more information on College of Business study abroad programs, visit biz.colostate.edu/studyabroad.
What is the best way to attract a new, key demographic to your brand?

That’s a question MINI of Loveland brought to Colorado State University’s College of Business.

Last semester, a group of 17 honors students enrolled in their senior capstone course in marketing were “hired” by the Larimer County dealership to make their brand more appealing to college students. To do so, the marketing students were tasked with designing and launching an actual marketing campaign for the MINI Countryman, a more rugged version of the iconic car from the former British automaker (the MINI brand is now owned by BMW).

To gain hands-on experience, the honors students taking Marketing 492 operated under the business moniker “One.O.Five Marketing.”

Students working on the project presented their research and campaign plans to Christina Dawkins, co-owner of MINI of Loveland, as well as the dealership’s marketing administrator, Marissa West, both of whom are alumna of the College of Business.

After conducting market research and assessing student perceptions of the brand, the team created buzz via campus events, advertising, and social media to educate CSU students about the new Countryman and what the MINI brand as a whole has to offer.

“The students’ objective was to increase awareness and consideration of the MINI Countryman among the student population at CSU,” West says. “It was really fun and exciting to see the creative ideas the marketing team came up with for this campaign, and we’re very pleased with the results they were able to achieve.”

To help accomplish their goals, the students were given a $3,500 budget by the dealership to carry out their plan. To kick off
the initiative and raise awareness, the students drove a green MINI decorated in CSU decals in the University’s annual homecoming parade.

In early November, the students then created and implemented a teaser campaign by distributing, T-shirts, posters, and fliers around campus with a mysterious message inviting students to “Meet the New Man in Town.”

The team also worked with local coffee shops to distribute coffee sleeves with the message, “Fuel Up With MINI,” and the first 10 students who brought one of the sleeves to the MINI dealership in Loveland received a $10 gas card. The idea was to draw students to visit the dealership, and all of the gas cards were quickly claimed.

Finally, the team hosted an event on the plaza outside the Lory Student Center, where passing students could get inside an actual MINI Countryman, talk with the marketing team about the car’s features, and enter the “Design Your Own MINI” contest by customizing features on a new Countryman through MINI’s website. The first 50 entrants into the contest received T-shirts, while just about everyone else received some type of branded merchandise, simply for stopping by.

“This class project serves as invaluable hands-on experience for the students,” says Gina Mohr, instructor of the class. “When employers review resumes and check internship experience, it’s not always clear what role a student played in a company, but this project leaves nothing unclear. They’ll have a real, finished project to show potential employers.”

Senior Kayla Patterson was in charge of the team’s public relations effort and sees long-term value for her career as a result of the project.

“Looking down the road at my upcoming graduation, I’d be lying if I said I wasn’t a little intimidated about having to find a job in this economy,” Patterson says. “But I have faith in the College of Business and in myself that my hard work will pay off.”

In the end, the students’ efforts paid off for the dealership. Through comparing the results of randomly sampled surveys before and after the campaign, the students were able to present measurable gains in awareness, knowledge, and desirability of the MINI brand.

For example, the marketing team increased the desirability for the MINI Countryman among college students by 20 percent, which is an impressive feat for marketers of any level. Additionally, surveys showed improvements in the perception of MINI’s customizability, quality, and fuel efficiency, while student knowledge about the location of the Loveland MINI dealership also increased dramatically.

“One.O.Five Marketing really exceeded our expectations with this campaign,” Dawkins says. “All three of our goals – increasing awareness of the MINI brand, of the new Countryman, and of our dealership – were all met. I can’t stress enough how impressed we were with the results these students were able to achieve.”

You can view the student’s website at www.105marketing.com
INNOVATION is a central focus in the Colorado State University College of Business, where faculty, staff, and students see entrepreneurship as a path to social and environmental sustainability.

“Not long ago, the image of business was focused solely on profit, not on people or planet,” says Ajay Menon, dean of the College. “The University has a history of addressing global challenges – it is part of the fabric of campus. What we are doing in the College of Business is building on that tradition. We approach business as a vehicle to solve problems. Success is not measured by wealth but by societal impact.”

Entrepreneurs Making a Difference
Zubaida Bai is an alumna whose social venture could help save millions of infants and mothers who lose their lives due to unsanitary birthing conditions in impoverished regions of the world. Bai has a background in technology development and is a recent graduate of the College’s Global Social and Sustainable Enterprise MBA program. She is founder and CEO of AYZH, an organization that focuses on identifying tools that impoverished women need to improve their lives. One product AYZH has developed and made accessible to women is a sterile delivery birthing kit that promotes infection-free births. In 2011, 35,000 of the $2 Janma Clean Birth kits were sold in rural India. Interest in the kits is growing in other countries as well. This year, AYZH plans to introduce a kit for newborn care and a water filter that provides high-quality drinking water at a low cost.

Paul Hudnut, a faculty member who worked with Bai when she was completing her M.B.A., writes a blog that explores how entrepreneurs are improving the lives of the world’s poorest people. Hudnut’s blog, www.bopreneur.blogspot.com, draws on his extensive experience developing environmentally friendly technologies and bringing them to market.

College of Business alumni Juwon Melvin and Aaron Madonna also incorporated a philanthropic structure when they co-founded LifeSoap Company in 2011. The entrepreneurs produce organic soap and give 90 percent of their after-tax profits to fund clean water projects for schools in developing countries. In February, they traveled to Nicaragua to visit the first two schools to benefit from clean water projects supported by LifeSoap. Melvin, who graduated with a bachelor’s in management and a certificate in

The Impact of Innovation

Improving Lives Through Social Entrepreneurship
entrepreneurship, attributes his philanthropic business structure to experiences at CSU.

“I met so many students who were inspiring and faculty members who were supportive of my dreams,” says Melvin. “My experiences at CSU taught me to effectively organize people and resources toward a common goal. I view my work at LifeSoap as a continuation of the learning that started at CSU.”

Brennan Zelener is a full-time undergraduate student who put his education and entrepreneurial acumen to the test when he launched Green iPhone, an iPhone recycling business. Through Green iPhone, Zelener buys used iPhones and other smart phones from individuals and businesses. The used or broken phones are unlocked and wiped clean of personal data, then refurbished and resold. Zelener created Green iPhone in 2010 and is currently a junior pursuing a major in business management, a minor in global environmental sustainability, and an entrepreneurial certificate.

“The business program at CSU is truly exceptional,” says Zelener. “I’ve been fortunate to have many close mentors and advisers in the Col-

“I’ve been fortunate to have many close mentors and advisers in the College.”

— Brennan Zelener (’13)
choose the GSSE program which is also being offered through a network of African universities working in cooperation with CSU.

“The power of business is unmatched in attacking poverty and social inequality,” says Carl Hammerdorfer, executive director of the College’s Center for the Advancement of Sustainable Enterprise. “I believe there are incredible economic opportunities in developing markets. We should stop viewing developing nations as charity cases and look at them instead as customers, fellow entrepreneurs, and partners.”

* The faculty were recognized in the most recent annual study conducted by the Neeley School of Business at Texas Christian University.

**Juwon Melvin in Africa.**

**Innovative Programs**

The College’s focus on innovation also is manifested through its growing entrepreneurship and sustainable enterprise programs. The Institute for Entrepreneurship offers students the opportunity to earn a certificate in entrepreneurship, a program that currently enrolls 536 students and has seen 30 percent growth each year since its introduction in 2007. Students also can participate in the Entrepreneurship Club, Venture Adventure business plan competitions, speaker series, and discussions with advisers who can help take their ideas to market. The College’s New Economy Venture Accelerator supports emerging business owners, including students, in their firms’ early stages.

Individual courses and certificate programs are available to working professionals through the College’s Sustainability Executive Education Program. Graduate students may

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**Business Dean Works to Make Colorado the Most Innovative State**

Last November, Gov. John Hickenlooper created the Colorado Innovation Network, an initiative aimed at stimulating economic growth, creating jobs, and creating an environment that fosters innovation. Hickenlooper appointed Ajay Menon, dean of the College of Business at Colorado State University, to lead the new initiative as the state’s first chief innovation officer. Menon has taken on this role in a volunteer capacity, in addition to his full-time work as dean.

“Our goal is to increase and enhance innovative activities within the state of Colorado, with the intention of making it the most innovative state in the union,” says Menon. “We’re working to convene people and to inspire collaboration among private, public, and academic entities. COIN will link entities such as federal research labs, university research labs, and state agencies with large, medium, and small companies or with entrepreneurs who are trying to take innovative ideas and turn them into successful business ventures.”

Upcoming projects for COIN include creating a statewide web portal that will facilitate connections among entrepreneurs, inventors, mentors, infrastructure, and funding sources. Menon says the electronic portal project is in the preliminary planning stages.

Menon also is looking ahead to COIN’s Colorado Innovation Summit in August. The two-day event is aimed at bringing together innovation leaders to share ideas, report on issues affecting innovation, and develop collaborative new programs.
Susan Schell has been named the new career management center director for the College of Business at Colorado State University. Schell brings a wealth of experience to the position, as well as knowledge of the College and the Colorado job market. A member of the College of Business faculty since 2006, she has taught undergraduates and MBA students. Before accepting this new position, Schell served as president of Citadel Advisory Group. The majority of her business experience was 18 years as vice president of global human resources and quality for Advanced Energy Industries. In 2009, Schell received the Woman of Influence in Business award in Northern Colorado. We are thrilled that Schell has agreed to help move the Career Management Center to the next level!

Katie Ditter was recently named a new academic adviser for the College’s undergraduate programs. Ditter is a proven educator with more than 14 years of experience in secondary and higher education counseling. She has demonstrated a passion for working with diverse populations and a commitment to helping students attain academic and career goals. Ditter went to school and was the team captain of the volleyball team at CU-Boulder for three years before transferring and finishing her final year at the University of Wisconsin-Madison, where she earned her Bachelor of Arts in English. After gaining experience in the professional world (which included a stint as an assistant volleyball coach at CU), Ditter went back to school in Wisconsin, completing her master’s in counseling at Marquette University. Welcome to Ram country.

Toni-Lee Viney, after working for CSU’s College of Liberal Arts for the last three years, was recently named an academic adviser for undergraduate programs in the College of Business. Viney completed her undergraduate degree at Ripon College in Ripon, Wisc., majoring in communication with a minor in Spanish. After graduating, she then earned her master’s in communication studies with a certificate in women’s studies at CSU. Viney is also a yoga instructor at Corepower Yoga in Fort Collins. When she’s not busy working, Viney loves spending time with Sunny, her springer spaniel.

Felicia Zamora is the College’s new assistant director of the Center for Professional Development and Business Research. Zamora will be working with faculty and staff in the development and management of the College’s outreach efforts to offer educational and training programs to stakeholders in the private, public, and not-for-profit sectors. Zamora earned her Bachelor of Arts in communication studies with a minor in English from Iowa State University and is a Spring 2012 candidate for a Master of Fine Arts in creative writing with an emphasis in poetry here at CSU. Before coming to work for CSU almost seven years ago, Zamora worked in nonprofit probationary and mediation services, multicultural recruitment, program coordination, and academic advising. She has facilitated diversity-related workshops and trainings and sits on the Internal Advisory Committee for Diversity for the vice president for diversity at CSU.

Kathy Lynch, recently hired by the College, works with the Office for International Programs to enhance and expand study abroad opportunities for students and to work with faculty on international partnerships and research initiatives. Lynch’s international experience began in Ireland, where she graduated from Trinity College, Dublin. She also studied at the University of Heidelberg, Germany, and Montessori Centre International in London. After college, Lynch became the Study Abroad adviser at the University of Kentucky. Following two years as a Peace Corps volunteer in Mali, West Africa, Lynch designed training programs for agribusiness entrepreneurs from former communist countries.
for the USDA’s Cochran Fellowship Program in Washington, D.C. This led to a position as country director for ACDI/VOCA’s Agribusiness Exchange Program in Warsaw, Poland. Due to a lifelong love of international education and development, Lynch founded the International Service Learning Alliance in Fort Collins, offering opportunities abroad for individuals to work on sustainable, community-initiated projects.

Charisse McAuliffe has earned the position of managing director for the Institute for Entrepreneurship in the College of Business. McAuliffe was previously director of marketing at VanDyne SuperTurbo, a Fort Collins company that specializes in the design, development, and production of the Super-Turbo for the global automotive market and heavy-duty engine manufacturers. She was founder and CEO of GenGreen LLC, which assembled the largest database of screened environmental and healthy living businesses and resources in North America and was the “Green Living” columnist for the Fort Collins Coloradoan.

The mission of the Institute for Entrepreneurship is to train entrepreneurs who will positively impact the community, state, country, and world. As managing director, McAuliffe will be responsible for day-to-day management of the Institute for Entrepreneurship, including overall program management, student engagement and oversight of student ventures, management of the physical location, assistance to entrepreneurship faculty in the achievement of the program’s teaching and research goals, marketing and public relations, and assistance in capital campaigns.

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**Colorado State University**

**College of Business**

**12** C O L O R A D O S T A T E U N I V E R S I T Y
Best in Class: CSU Professor Receives Best Paper Award

College of Business

Professor Susan Golicic received the prestigious award for Best Article in 2010 from the Journal of Operations Management. This is a premier academic journal in the field of operations management.

The award-winning article is titled “Evaluating Buyer-Supplier Relationship-Performance Spirals: A Longitudinal Study.” Golicic co-published this article with Chad Autry of the University of Tennessee. It addresses gaps in buyer-supplier relationship theory through examining how buyer-supplier relationships become stronger or weaker over time as a result of prior performance. Additionally, it assesses the cyclical impact of performance changes in relationship strength throughout the relationship.

Professor Publishes The Competitive Dynamics of Entrepreneurial Market Entry


Understanding industry’s landscape and market dynamics is vital for a firm’s short-term performance and long-term resilience. Markman’s research enhances this understanding because it sheds light on how firms enact their strategies, defend their positions, execute incursions into markets, and test their opponents’ mettle and capabilities.

Alumni Name Lumina Albert as Best Teacher

Lumina Albert is an assistant professor in the Department of Management in Colorado State University’s College of Business. Her research seeks to extend knowledge of ethical behavior, work-family enrichment, coping responses to stress, and interpersonal behavior in organizations. Her current work focuses on intergroup trust, work-family experience, behavioral ethics, and social justice in organizations.

As part of her doctoral dissertation, Albert conducted research on the work-family experience in the Department of Psychology at Stanford University. She then continued her research as a postdoctoral fellow at Stanford in the Department of Psychology and the Graduate School of Business. She was awarded the American Association of University Women Post-Doctoral Fellowship Award (2006–2007). Albert’s postdoctoral research has been published in the Journal of Business Ethics and presented at the 2009 annual meeting of the Society for Interpersonal Research and Theory.

Besides teaching and research at CSU, Albert is the faculty adviser for International Justice Mission (Student Chapter), an international human rights organization that secures justice for victims of slavery, sexual exploitation, and other forms of violent oppression. She has also served as a consultant with organizations such as Procter & Gamble, International Justice Mission, and Child Relief & You on issues ranging from strategic public relations to organizing social marketing campaigns.

In Memoriam

Charlie Warnock

Former CIS Professor Charlie Warnock passed away on Jan. 24, 2012, in his home in Delta, Colo., at the age of 85. He served in the Air Force and earned a doctorate in business administration from Florida State University before accepting a teaching position at Colorado State University, where he inspired students for approximately 18 years. During his time at CSU, he was granted two leaves of absence and taught at the New South Wales Institute of Technology in Sydney, Australia, and at the Chinese University of Hong Kong. He was a lover of square dancing and quilting, and he is survived by his wife, Arlene.
Let’s say you’re the CEO of a large nonprofit, and fundraising has stalled. There is a new training resource Northern Colorado and Denver professionals are turning to with help from Colorado State University.

Directors and managers can expand their skills in professional development classes taught by CSU’s renowned College of Business professors and other experts in a downtown Denver classroom. The courses are part of the Certificate in Not-For-Profit Leadership program offered by CSU’s Center for Professional Development and Business Research.

Overseeing the complex spectrum of departments and roles within a nonprofit requires lots of tools in your leadership toolbox, says Felicia Zamora, assistant director of the Center for Professional Development and Business Research in the College of Business.

“Nonprofit leaders must build capacities that form the scaffolding for the entire organization in order to create a foundation to implement procedures for recruiting funds,” Zamora explains. The center’s specific curriculum is designed to improve a professional’s capacity in areas such as legal compliance, strategic planning, volunteer reliance, culture advancement, branding, and resource development.

The two-year-old center provides expertise in research, consulting, training, and development services.
to private- and public-sector organizations in Northern Colorado. The Professional and Executive Development Program offers five to six certificates yearly in leadership, entrepreneurship, and core business competencies with no commitment to a degree program.

Professors partner with outside experts, such as The AthenA Group LLC and Third Sector Enterprises Inc., to provide in-depth, comprehensive programming. “We have very qualified facilitators drawn from faculty and practitioners in industry and not-for-profit organizations,” says G. James Francis, center director and CSU professor. “The topics and content of the sessions are also fairly unique. One program offers coaching to participants to expand upon their knowledge and their abilities to apply it.”

Popular former Rams football coach Sonny Lubick speaks frequently to organizational leadership participants in his role as director of community outreach in the College. The center utilizes Lubick in such programs as the Certificate in Strategic Organizational Leadership because his stories and experiences transcend the athletic realm and are an inspiration to all motivators and leaders, Zamora says. “What better way to help advance leadership skills than by inviting speakers like Sonny to share knowledge of the multiple dimensions of leadership and success?”

The short time commitment and opportunity for networking is attractive to busy professionals. Certificate programs range from three to seven class sessions, and enrollment is a maximum of 20 people. More than 70 open enrollment short courses are also available with the opportunity to earn professional development or professional development credits. Classes are held at the CSU Alumni Center in Denver.

Local companies OtterBox, Advanced Energy, and Woodward have a number of CPDBR graduates. Businesses that enroll three or more students are eligible for a discount, and alumni receive a 10 percent break on most programs. Francis emphasizes that the center continues building on its brand to do more in-house customized programs and boot camps that tailor to an organization’s current goals and needs.

For more information on professional development courses, customized programs, or boot camp options, go to biz.colostate.edu/PDBR.

The center’s online certificate programs, open to anyone, have attracted an average of 225 undergraduate students each semester. Some of them will become repeat customers as young professionals.

“CSU students like the idea that they can continue their education with their alma mater,” Francis says. “As more people become aware of what we do, they are genuinely excited about the chance to maintain contact with the College of Business and CSU.”
College Briefs

Marketing Coffee, Cafés, and the LSC

Last semester, students from Kelly Martin’s Marketing class teamed up with the Lory Student Center, Exdecaf Universal Coffee, a Mexican coffee company and Next Door Food and Drink, a local café. The students were challenged to create exceptional marketing plans.

Martin explains, “The marketing capstone course provides a great opportunity for students to apply all that they have learned throughout their marketing education and put it into practice. The marketing plan project experience helps students transition from the role of student to the role of marketing manager and decision maker.”

College of Business Maintains Prestigious AACSB Accreditation

The College of Business at Colorado State University has maintained its business accreditation by AACSB International – the Association to Advance Collegiate Schools of Business.

Only 643 schools of business, or less than 5 percent worldwide, have earned this distinguished hallmark of excellence in management education. To maintain accreditation, a business program must undergo rigorous internal review every five years, during which a program must demonstrate its continued commitment to the 21 quality standards relating to faculty qualification, strategic management of resources, interactions of faculty and students, and a commitment to continuous improvement and achievement of learning goals in degree programs.

“It takes a great deal of self-evaluation and determination to earn and maintain AACSB accreditation,” says Jerry Trapnell, vice president and chief accreditation officer of AACSB International. “Schools not only must meet specific standards of excellence, but their deans, faculty, and staff must make a commitment to ongoing improvement to ensure continued delivery of high-quality education to students.”
Mark Carleton Meets With MAcc Students

Mark Carleton, senior vice president at Liberty Media Corporation, recently met with CSU accounting students and provided valuable insights about his career and experiences.

Carleton’s advice to current students and recent graduates is to be patient and focus on how to communicate effectively. Communication is a more important skill than any of the technical skills he learned in college, Carleton says. He offers that being able to communicate at all levels, with management, family, and even yourself about what boundaries you want, will allow one to manage their own career and be more satisfied with the effort they put forth.

Supply Chain Launches New Forum
The Supply Chain program is excited to launch a partnership-based company forum. The purpose is to enable stronger interactions and to provide resources for companies, the Supply Chain Management faculty, and students. Inaugural partners currently include Coca-Cola, Micro Motion, Otterbox, and Stolle Machinery. These companies will have the opportunity to participate in specially designed symposia, to sponsor practicum projects, and to have early access to faculty research.

Supply Chain Students Pass CSCA Exam
Last fall, 26 supply chain students took the CSCA exam offered by APICS Northern Colorado, and those 26 students are now certified supply chain analysts. This brings the total number to more than 125 certified students and maintains the program’s 100 percent pass rate. Special congratulations to all of these students.

Entrepreneurship Encouraged by Venture Adventure Competition
Business students and aspiring entrepreneurs presented their ideas for new business ventures to a panel of business leaders, inventors, and experts in entrepreneurship at the annual Venture Adventure Colorado competition in December.

Awards were given to the teams with the best ideas, based on the quality of the students’ presentation, business viability, and economic potential.

The two first-place awards went to Ary Diamond Grinding and Grooving – a heavy highway construction company that specializes in diamond grinding – and to the Fort Theatre – a large scale venue in Northern Colorado with a seated capacity for 3,500. Congratulations to this year’s CSU Entrepreneurship Center Venture Adventure award winners!

College of Business Offers Another New Distance Learning Technology
In today’s rapidly evolving world of technology, the way that students learn is expanding far beyond the typical classroom experience. Take, for example, the College of Business’s new synchronous classroom technology. Students taking graduate-level computer information systems courses now have the option of signing in via webcam and experiencing a live classroom setting, right from the convenience of their homes or offices.

“It doesn’t matter if they are halfway across the country or across the world – if students are available during the class’s meeting time, they can log in and be a part of the live classroom setting from a remote location,” says Susan Meyer, director of department-based graduate programs for CSU’s College of Business.
Accounting Students Compete in PWC’s xtreme Games
Twenty CSU students participated in Price-waterhouseCoopers’ (PWC) xtreme competition.
Their assignment was to provide advice to a hypothetical company in a fictitious country regarding state income tax and sales tax issues involved in delivering their gaming software via “cloud computing.” One of the biggest challenges the students faced was finding time to meet as a group to analyze the problem and develop their solutions. The assignment provides valuable opportunities for student collaboration.

The winning team from CSU was awarded $1,000, and their presentation will be submitted to the national competition. This year’s winning team was called Cloud 9 and the team members consisted of Alex Bervik, Joshua Bennett, Alana Botdorf, Erin Nuland, and Amber Reese.

New Kermit L. Allard Accounting Scholarship Fund
A new scholarship named for Kermit L. Allard, one of the most distinguished graduates of the Colorado State University Department of Accounting, has been established. The scholarship honors Allard for his long and distinguished career in accounting, as well as his loyal association with CSU. The Kermit L. Allard Scholarship is a tangible tribute to recognize all that Kermit accomplished, and we are honored to have his name attached to this fund.

Beverage Business Institute Completes Two Workshops, Two Yet to Come
The recently formed Beverage Business Institute at Colorado State University’s College of Business has hosted an exceptional group of executive speakers and facilitators at its first two workshops. The Inaugural Workshop in Beverage Business Management included two and a half days of interactive courses, speakers, and tours of local breweries, while the second workshop focused on the essentials of supply chain management. To complete the certificate in Beverage Business Management, participants must complete all four workshops offered by the BBi.

To learn more about the programs and the workshops, visit www.csubbi.com.
CSU Executive MBA Students From Russia Visit U.S.

Colorado State University’s Executive MBA students from Tatarstan, Russia, recently completed a whirlwind visit to New York City and Washington, D.C., where they explored key leadership issues for U.S.-Russian business relations.

The Executive MBA students from Tatarstan are enrolled in Colorado State University’s innovative leadership-based MBA program offered to select government and business leaders in the Republic of Tatarstan. The program, established in July 2009, combines the Online Professional MBA curriculum with several on-site specialized courses delivered in Kazan, the capital of Tatarstan.

“Course work for a class, whether on campus or via our Online Professional MBA program, can only take a student so far,” says John Hoxmeier, associate dean for the College of Business. “A trip such as this allows our Russian students to examine and critically question traditional Russian leadership styles and to focus on the importance of international relations driven by trust, integrity, and the rule of law.”

Seniors Get Hands-On Education Through Service Learning

Paul Mallette has been teaching business students at Colorado State University for more than 20 years. This semester, the students in his Strategic Management capstone class are getting some hands-on experience working with nonprofit organizations in the Fort Collins community.

As part of their course work students in the class each chose a local organization with which they worked on a volunteer basis. The students performed various services for the nonprofits, from business consulting and management functions to actually doing the work of an average employee or working as a volunteer within the organization.

“I would encourage anyone to make time and give back to the community they live in,” says Daniel Filbert, a student who volunteered at Animal House, a local dog shelter. “The one thing I regret is not starting this volunteer assignment sooner because I truly enjoyed it.”
Two graduates from the Colorado State University College of Business’s Global Social and Sustainable Enterprise MBA program have won the regional round of Walmart’s Better Living Business Plan Challenge, coordinated by Net Impact.

Akafia Esther and Afrane Forson are the founders of Access Academies International, a business with the goal of providing affordable, high quality, and accessible elementary education for Ghana’s emerging middle class.

The plans for the venture were created while Akafia and Forson were enrolled in the GSSE MBA, and their business model was selected for further development after the pair graduated from the New Economy Venture Accelerator at CSU’s Center for the Advancement of Sustainable Enterprise.

“A challenge for Ghana and for much of sub-Saharan Africa is that quality education is not accessible in the early years of children’s development. This lack of access means that these children start out life with a disadvantage, and this has profound implications for social welfare, human development, and economic growth. Our business model provides this access, is sustainable, and is funded through cash generated by the schools rather than being continuously funded by outside charities,” says Forson.

See what it’s all about on our social media sites!

Friend: facebook.com/BizatColoradoState
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From left, Dean Ajay Menon, Akafia Esther, and Carl Hammersdorfer

GSSE Alumni Advance to Finals at Walmart’s Better Living Business Plan Challenge

GSSE Students Place Second at the Camino Real Venture Competition

Timamu Food Solutions, a team of social entrepreneurs currently enrolled in the College of Business’s Global Social and Sustainable Enterprise MBA program, finished second out of 10 schools at the annual Camino Real Venture Competition March 9 and 10 at the University of Texas-El Paso.

The competition focused on new, independent ventures in the seed, start-up, or early growth stages, and all ventures presented were seeking outside equity capital. Team members Laura Arendacs, Meghan Coleman, and Liz Gicharu presented their business plan to a panel of judges consisting of successful business leaders, entrepreneurs, venture capitalists, and other business experts. Timamu Food Solutions’ main goal is to prevent chronic child malnutrition from micronutrient deficiencies throughout Kenya by improving access to affordable, nutritious foods specifically tailored to meet local needs.

Gicharu says Timamu Food Solutions hopes to accomplish their mission by developing, producing and distributing innovative, nutrient-dense food products that are made locally by Kenyan workers and, when possible, using locally available raw materials.
We fit CSU MBAs into our lives.
You can, too.

Mohamad Zaki completed his Online Professional MBA in the midst of the 2011 revolution in Egypt.
  **Online Professional MBA – Anywhere – Anytime**

Melissa Temple is completing her Executive MBA in Denver while working as Controller for Earthstone Energy, Inc.
  **Executive MBA – Downtown Denver – Evenings**
A Conversation With the College’s Associate Deans

The Colorado State University College of Business has announced new associate dean responsibilities for Dan Ganster and John Hoxmeier. Dan Ganster, current Department of Management chair, has been named the new associate dean for administration. His areas of responsibility will include budget, research, global issues, and faculty issues. John Hoxmeier, associate dean of graduate programs and associate professor of computer information systems, will expand his role to include undergraduate programs and career services as the associate dean of graduate and undergraduate programs.

DAN GANSTER

Q  What do you view as opportunities and challenges in your role?
A  An area I would like to have a significant impact in is research. The College has made remarkable strides in research productivity over the last 5-10 years, and it will be a challenge to find ways to help us move to an even higher level. We have the potential to increase our externally funded research, but it will take an effective strategy. I’d like to help us find ways to effectively leverage University resources by collaborating more extensively with other colleges at CSU and forming multidisciplinary research projects.

Q  What is your vision for your new role?
A  While we strive to deliver degrees that can compete with the top programs in the country, our basic thrust is pretty fundamental; business with a conscience. Our students will understand the changing role of business and capitalism with society and the importance of making a difference in everything they do.

Q  How has the College of Business made a difference in your life and career?
A  As an alumnus of the College, I am passionate about the importance of everything we do and the influence we have on the student experience. My career was shaped not only by what I learned here while in graduate school, but also by the people I met and the important mentors in my life. We have a unique opportunity to position individuals for success. I believe we have a dedicated staff and terrific faculty who are committed to help deliver this same experience to each student.

JOHN HOXMEIER

Q  What do you view as opportunities and challenges in your role?
A  As a faculty member, I was really naïve about the role of administration within higher education and at CSU in particular. There are multiple constituents that are impacted by every decision, from parents and students to recruiters and alumni. This creates both opportunities and challenges. The opportunities are clearly focused around the total enhancement of the student experience. We are in the business of changing lives. The challenges fall in the design and delivery of programs that are a good balance of rigor, workload, convenience, and value. The College has always been a strong value proposition.

Q  What is your vision for your new role?
A  This is my third year at CSU, but I have spent 34 years working for colleges of business. Land-grant institutions have become a tremendous resource for our country and in many ways serve as the prime engines of economic development. As I have told students for years, all the big problems of the world – hunger, poverty, war – are really management problems at their core, and finding ways to solve management problems is what we do in the College of Business. I feel incredibly grateful to be at a great institution like CSU.
Jose Garcia is working under a one-year contract with Goldman Sachs International in the Investment Banking Division. He is the only Colorado State University alumnus in the program, and he works alongside graduates from Harvard, Oxford, and Wharton, as well as professionals from prestigious organizations such as McKinsey Consulting and Deloitte.

“As a finance major and as someone who had worked in investment banking,” says Garcia, “Goldman is the pinnacle and a dream-come-true.”

However, the road to such an esteemed position was not an easy one. Last year, thousands of applicants, including Garcia, applied for eight positions within Goldman Sachs through a program known as the City Fellowship Programme. This program helps place experienced finance professionals into various divisions within Goldman Sachs and Morgan Stanley, but the competition is fierce.

After submitting a resume, letters of recommendation, transcripts, and an essay, Garcia was selected with approximately 30 other candidates to interview for the positions. Garcia was chosen as one of the top three applicants to interview with various vice presidents within Goldman Sachs. Garcia came out on top, and he was offered the job in London.

Garcia is the first Latino to be invited to work for the investment banking division through the City Fellowship Programme.

“I am representing my wife, my family, Latinos, CSU graduates, College of Business graduates…the list goes on and on,” Garcia says. “I am proud of where I am, and I want to present all these groups well to hopefully open doors for the next person.”

Garcia now works with some of the world’s largest construction companies, airline providers, rail companies, aerospace and defense contractors, and manufacturers from across the world. His performance this year will determine his placement in Goldman Sachs in the future.

The first member of his family to graduate high school, Garcia is proud to say that he struggled his first year in college. At one point, he wasn’t even sure college had been the right decision, but the inspiration of his professors – especially his Latino studies teachers – showed him that he could succeed. He is delighted that he was able to show resiliency and to excel beyond what he imagined by the time he graduated. He credits his inspirational professors, classmates, and fraternity brothers with helping him find great success during his time at Colorado State.

When he was still a finance undergraduate, Garcia left his father speechless after a presentation he gave for his Principles of Investments class. Seeing his son excel at a level that was a first for the Garcia family amazed Garcia’s father and brought him to tears.

At a celebration for the newest Goldman Sachs employees, the vice president of investor relations, Dane Holmes, reminded the newest members of the team what an accomplishment it was to be selected. He told them that earning a position at Goldman Sachs is statistically more difficult than getting into Harvard, Stanford, or Wharton. It’s quite the testament to Garcia’s education at CSU for him to penetrate such a competitive company.

Garcia has given talks to finance classes at CSU to help students understand his career in banking, and he remains an advocate for the University. Garcia’s wife, Amy, will be joining him in London shortly and will be working in a consultative sales position for a large technology services company. The couple plans to explore more of Europe when they are reunited.
As with many things, people often grow out of the friendships they make early in life. People change and develop interests for new ventures, and eventually, many close acquaintances are lost to history. However, in rare situations, friendships stay strong despite changing circumstances, and these relationships provide the foundation for lasting connections.

Brian Cunningham, finance and real estate, ’84; Dean Dunn, accounting, ’83; and Chuck McDaniel, civil engineering, ’85; are one of those exceptional examples of friends who were able to stick together. Graduates of Denver’s Ranum High School (which no longer exists), the trio attended Colorado State University after high school. McDaniel and Cunningham were suitemates, and appropriately, Dunn, a year older, was their resident assistant.

The three young men continued to maintain a strong connection throughout college. After Dunn showed the younger two the ins and outs of life at CSU, the three students began finding their niches academically and socially in Fort Collins.

“Dean got us hooked on country swing dancing, which we did a lot,” says Cunningham, now CFA, CIO, and president of 361 Capital. “We also spent a lot of time going to Rams games, concerts, and in later years, more than a few parties at Dean’s house.”

The three students mutually influenced each other in regards to collegiate pursuits as well. When Cunningham was contemplating changing his major from business administration to premedical, it was Dunn who convinced him to stick with business. Dunn introduced Cunningham to the Business College Council, where Cunningham became treasurer – and where he met his future wife.

“Chuck was in my wedding, as were two of my other friends from Corbett Hall,” says Cunningham.

The closeness of the group was an important factor in each man’s success in college and beyond. Having friends they could trust and with whom they could share ideas cultivated an environment conducive to achievement. They stress how important it is for current students to develop these close ties, which can serve as a support system for managing the stresses of college and venturing into the professional realm.
Building a Strong Network

The mission of the Denver Business Roundtable is to create a network in the Denver Metro area based on the foundation that all members are strong supporters of Colorado State University and the College of Business. The Roundtable will provide members the opportunity to engage with business leaders from around the country and also offer their own time and talent to help mentor and steward fellow Roundtable colleagues. The Roundtable will be a sounding board for the College of Business in the Denver Metro area and help carry out its vision to become the top-ranked business school in the region.

For more information on the CSU Denver Business Roundtable, please contact:

Erik Olson
Director of Development,
Erik.Olson@business.colostate.edu
(970) 988-4626

“Brian was very influential in my decision to go into financial services, which is where I am now,” says McDaniel. “Though I studied engineering in college, he felt that my skillsets were better suited for the business world.”

Now, almost 30 years graduated from CSU, each one of these College of Business alumni has thrived in the professional world. Besides Cunningham’s success at 361 Capital, Dunn is the chairman and treasurer for Dunn, Henritze & Diehl LLP, and McDaniel is president and CEO at Lockton Companies.

Perhaps even more impressively, the friendship that was so important throughout their college careers is still thriving today. Cunningham and McDaniel live near each other in Denver, while Dunn resides in Fort Collins, but they continue to talk often and see each other when their busy schedules allow.

Better yet, the CSU Denver Business Roundtable has provided a new avenue for the three men to stay in contact and to reach other business alumni as well as students. The organization is dedicated to creating a strong network of supporters of CSU and the College of Business.

On a formal and informal basis, the Roundtable provides a forum for information-sharing and the exchange of ideas. One of the most impactful experiences of the Roundtable, McDaniel says, was when he and his daughter (a CSU student) accompanied Dean Ajay Menon and director of development Erik Olson to a CSU football game. During this casual outing, Menon discussed the possibility of taking supplemental business courses with McDaniel’s daughter, and that conversation has proved to be influential in her college career.

While college is a time when students explore creativity, grow, and change, one of the most important aspects is the relationship-building. Through professors, classmates, and friends, students often find the people who will prove to be instrumental in career development after graduation. Cunningham, Dunn, and McDaniel’s friendship is just one example of what an impact these connections can have.
Two giants of industry and a man who rose up from homelessness to become one of Wall Street’s top investors highlight an impressive list of speakers at the Colorado State University College of Business over the past year.

Alumni, current students, and community members heard life lessons and tips on being successful from Muhtar Kent, CEO of The Coca-Cola Company; Pete Coors of Molson Coors Brewing Co.; and Chris Gardner of Gardner Rich & Co. LLC brokerage firm.

Gardner, whose life struggles and devotion to his son were chronicled in the bestselling book *The Pursuit of Happyness*, served as capstone speaker at Business Day in April. The event is a celebrated tradition in the CSU College of Business that allows students to hear from industry experts.

The nattily dressed CEO—who was played by Will Smith in the award-winning movie—held the audience captive with tales of financial failure and how hard work, persistence, and loyalty helped him grapple with ethical dilemmas and realize his dreams.

Key decisions made as a small child helped shape his life. “I loved trumpet, but my mama convinced me I wasn’t going to be Miles Davis,” he says. “I became determined to be world class at something.”

Gardner eventually found the one thing that turned him on as much as music—the trading floor. “The first day I walked in there and saw the ticker tape, it was like reading a sheet of music. It was the place I wanted to be.”

The road to investment jobs at Dean Whittier and Bear Stearns was a bumpy one. A series of missteps, bad timing, and a failed relationship left him on the streets alone with his 14-month-old son. Resolved since boyhood that his children would know him, Gardner was determined to raise his son and break the cycle of black men leaving their babies.

“There are times you have to walk the walk,” Gardner says. “I didn’t know when the next meal was coming, but I knew we’d be together.”

The train station where they once slept served them again when the Happyness Child Care Center opened in the terminal. Renting just down the street, he realized they no longer had to carry all of their belongings out the door every morning. It was a feeling of lightness Gardner will never forget.

“Poverty, illiteracy, domestic violence—the name of the cycle doesn’t matter,” he says.
“Someone in this room has decided that what was a challenge or problem for me is not going to be for my child. That’s breaking the cycle.”

The importance of sustainable growth was the theme of Coca-Cola Chairman and CEO Muhtar Kent’s talk in the fall.

Businesses need to get off the sidelines and make sustainability projects an integral part of their systemwide practices, Kent says. “We need to bring together the Golden Triangle of business, government, and civil society, each doing what they do best, all working as one – creating through collaboration and cooperation what none could achieve alone.”

Corporations must protect natural and human resources in four key areas: water stewardship, sustainable packaging, community, and climate protection, he says. The Coca-Cola Company, for example, is teaming with the World Wildlife Fund on Arctic Home, a conservation program to create a safe haven reserve for polar bears.

Kent expects businesses around the world to adopt similar programs. “When you add more people, with more wealth, consuming more and demanding more – sustainability becomes one of the most important issues of our times.”

In December, CSU announced a new Water Scholars program funded by Coca-Cola with two partner universities in China – East China Normal University and Anhui Agricultural University – that combines the universities’ expertise with water issues and the company’s focus on water sustainability around the world. The program brings international students to CSU, with two more Chinese universities being added in 2013.

Career success starts with a job well done, Pete Coors told the 2011 graduating class in the College of Business. Coors, chairman of MillerCoors and vice chairman of Molson Coors Brewing Co., received an honorary Doctorate of Humane Letters from CSU’s College of Business and used his address to remind students that work has its own rewards.

Coors challenged the graduates to get out into the work world and apply their skills and knowledge. “Your best contribution to society and our community is to be amongst the ranks of the employed.”

Even if your first job is not exactly what you had in mind, take it seriously. “Remember, you must start somewhere,” Coors says. He recounted working as a trainee in the wastewater treatment plant at the family brewery in Golden.

“I didn’t appreciate it then, but it was perhaps the most important job I’ve ever had,” he says. “I learned how important every single job is in an institution. If we didn’t have talented people handling the wastewater, the brewers and accountants could all go home because we would have to put a cork in the operation.”

Coors has served in a number of positions from director to CEO of the company, which spans five generations and more than a century in the brewing business. He became chairman of MillerCoors in 2008, the Molson Coors’ U.S. joint venture, and after serving two years as chairman of Molson Coors, he alternated back to vice chairman in May 2011 per company bylaws.

If you want to succeed in business, there are no short cuts, Coors advises. “Hold yourself accountable to be the best among your peers,” he says. “Take personal responsibility, and don’t blame others. Some may cheat or brown nose, but in the end, you get ahead because of your achievements.”

The College of Business invites you to attend future dynamic speakers. Please visit www.biz.colostate.edu for event and speaker information.
When the success of a company exceeds the goals of the owner, somebody is doing something right. For Sound Telecom, that person has been Mike LaBaw, Colorado State University College of Business graduate and president of the company headquartered in Seattle, Wash.

Sound Telecom provides call center services to a variety of companies – from a local pest-control company to Boeing. Businesses can employ the company’s answering services, inbound and outbound call services, and unified communications. LaBaw’s original vision was for the company he founded to be the largest answering service company in the Seattle area. Now that Sound Telecom has far surpassed that objective and provides services nationwide, he has his sights set on being the premiere supplier of these services in the nation.

LaBaw travelled a long road before establishing Sound Telecom in 1986. He grew up in Broomfield, Colo., and attended Broomfield High School. He graduated from CSU in 1974 with a degree in accounting. During his time in college, he sold books door-to-door for the Southwestern Company and discovered his love for marketing and sales.

He worked in a variety of fields after graduation. He was a CPA for Grant Thornton, where he was a member of the audit and tax staffs. He also worked for an agricultural processor and a beauty supply distributor and owned a restaurant in Moscow, Idaho. Through his many career ventures, LaBaw has learned the importance of patience. “I earned my master’s degree at the school of hard knocks,” says LaBaw.

But patience is not the only virtue LaBaw has accumulated in his career. LaBaw has learned how to differentiate his company from his competitors, which has allowed his business to grow tremendously. LaBaw discovered that a centralized location in Spokane, Wash., for his company’s call center provides an advantage over companies who decided to purchase other companies and roll them into large, decentralized businesses.

LaBaw also understands the importance of growth. Sound Telecom is looking to expand to new markets, and the company is currently setting up a sales office and bilingual call center in Westminster, Colo., near Denver. LaBaw is proud of the way his 25-year-old company conducts its business and believes the combination of a talented management team, well-trained customer-oriented agents, and state-of-the-art equipment allow it to deliver excellent services at affordable prices.

He describes Sound Telecom as a “high-tech company in disguise.” To provide only a few examples, his call centers are web-enabled, some of their platforms are Cloud-based, and the underlying technology for the operation is actually set up more like a data center rather than a call center. This setup allows for a more robust center, responding 24 hours a day to mission critical items. The center is located in Spokane for a variety of reasons, including the reliable electric grid and inexpensive electricity that the city provides.

Now an established and respected businessman, LaBaw wishes to pass along his knowledge to up-and-coming entrepreneurs. He hopes to have the opportunity to share what it takes to build a business and the importance of marketing. LaBaw also appreciates the opportunity to bring jobs to people – he says it has been and continues to be the primary focus of his career.

“Entrepreneurs make a ton of mistakes,” LaBaw advises. “If your vision is strong enough, you can survive and thrive.”
The Company We Keep

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Leprino Foods
Brad Cunningham
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Mark McFann
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Sheehan Meagher
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Universal Forest Products Inc.
Jacob Mendez
Purchasing Agent

University of Exeter
Alan Gregory
Professor

Wells Fargo
Margie Grace
CFA Senior Vice President
2012 Calendar

Aug. 20 | Fort Collins
Fall Semester Begins

Sept. 2 | Denver
www.csurams.com
Rocky Mountain Showdown

Sept. 5, 4:30-6:30 p.m. | Fort Collins
College of Business Networking Event

Sept. 6 | Fort Collins
College of Business Mock Interview Day

Sept. 23 | Fort Collins
www.rambicycleclassic.org
4th Annual Ram Bicycle Classic

Oct. 5-7 | Fort Collins
Homecoming and Family Weekend

Class Notes
Now Available Online

To read and share personal and professional news, follow this link
difference.biz.colostate.edu/pages/classNotes.aspx?issueId=Spring12