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Bard Entrepreneur Awarded Funding



Donald McLean, CU Foundation; Alexander E. Bracken, Bard Center executive director; Lauresa Lopez, WedSteps founder; David Hammond, WedSteps CEO; Cheryl Rochford, Crystal Clear Insight; Rick Newton, Bard Center faculty; and Chester Winter, Bard Center Advisory Council

The Bard Center for Entrepreneurship has recently approved funding of \$100,000 for WedSteps, a wedding planning software company. WedSteps' founder Lauresa Lopez is a former Bard Center entrepreneurship student who started the company as a result of planning her own wedding. "I realized that there wasn't anything on the market that made the wedding planning process simple," Lopez says. The \$100,000 investment comes from the Bard Center's Rutt Bridges Venture Capital Fund, which was established to help young businesses get off the ground. Funding recipients negotiate an ownership interest in exchange for the investment.

Learn more at www.cudenver.edu/bard.

Interests Change, Careers Evolve Now You Can Stay Current

If you have completed your MBA or MS degree from any AACSB International-accredited business school, you can now continue your education at the Business School at CU-Denver. With more than 80 graduate electives to choose from each year, you are sure to find just the right ones to keep you at the leading edge of your field. Certificates can also be earned in fields such as change management, corporate financial management, entrepreneurship, international business and investment management.

Learn more at www.cudenver.edu/business or contact the graduate programs office at 303.556.5900 or grad.business@cudenver.edu.



The Fourteenth Street Journal

Business School | University of Colorado at Denver | Spring 2004

Dean and Mayor Join Leadership Exchange

Some say wisdom is the ability to learn from others' experiences, and that is just the purpose of the Seattle Leadership Exchange, an outreach of the Denver Metro Chamber Foundation. Last fall Dean Sueann Ambron traveled to Seattle as a delegate for the 2003 Seattle Leadership Exchange to meet with the city's civic and business leaders to discuss similar economic challenges and priorities and how to meet them through innovative thinking, partnerships, entrepreneurship and improved education.

Ambron was particularly interested in leading systems biology researcher Dr. Lee Hood's presentation on "The Intersection Between New Science and Entrepreneurship," and the site visit to the Fred Hutchinson Cancer Research Center, which included a demonstration and a discussion of "Building Successful Academic and Industry Partnerships in the Genomics Era."



Dean Sueann Ambron and Denver Mayor John Hickenlooper at artist Dale Chihuly's Boathouse Studio

Members of the Denver delegation witnessed how the University of Washington interacts with the business community and the role the university plays in the economic development of the life sciences industries. Delegates from Seattle travel to Denver in April to continue discussions.

Learn more at www.den-chamber.org.

11-Month MBA Collaborates with Coors

This year's 11-Month MBA class is engaged in a year long innovative and collaborative project with Coors Brewing Company, under the theme "Merging Similar Businesses from Different Cultures." Coors is the nation's third largest brewer and one of a handful of Fortune 500 companies headquartered in the Rocky

Mountain region. In early 2002, Coors acquired Carling breweries, the second largest brewer in U.K. The top management team at Coors has been working with professors teaching the marketing, finance, human resources, information technology, and strategic management classes in the 2003-04 program to do a hands-on exploration of Coors' business issues, as their manufacturing operations have gone global with a major international acquisition.

See "Collaboration," page 6

Opportunity Breakfast Inspires Students

Where there's a will, there's a way. That's how the Business School wants high school students to think about college education. And so in October the Business School hosted its tenth annual Opportunity Breakfast, inviting high school juniors and seniors from Denver area public schools to campus for a glimpse of what higher education is all about — and what it could mean for their futures. While the primary message of the breakfast is the importance of education, the secondary message is that CU-Denver is a great place to get that education.

Initiated 10 years ago by Business School staff member René Gash, the event has been growing in popularity ever since. The most recent event saw the largest turnout ever with representation from



Students from Denver's South High School and their counselor pose with Reggie Rivers.

approximately 15 high schools. The invitees, specially selected by their high school counselors, are students approaching graduation who have shown the potential to succeed in higher education, but have not shown a great deal of interest or are not aware of the opportunities available to them.

Keynote speaker Reggie Rivers inspired and entertained the audience. Rivers, editorial columnist,

See "Opportunity Breakfast," page 6



Sueann Ambron

While I usually write to you about programs and events at the Business School, in this letter I want to address two external activities that could have a great impact on the future of the Business School.

According to CU President Elizabeth Hoffman, the university “is at a critical budget juncture. CU and other higher education institutions need immediate relief from a serious budget crisis brought on by general funds cuts in the last three years, unfunded enrollment increases, and rapidly increasing operating costs. If there is no relief in this fiscal year in the form of tuition flexibility through enterprise status, budget cuts and shortfalls could result in permanent, long-term damage to the institution.”

We need your help. President Hoffman supports passing a ballot initiative to reform TABOR and Amendment 23 and asks you to talk to your state legislators, “your friends, neighbors, family and colleagues about the importance of doing this for the future of higher education in Colorado.”

While the system wrestles with what to do about the funding situation, it is also coming to a conclusion regarding the feasibility of the consolidation of CU-Denver and CU-Health Sciences Center. By the time you read this, that study should be complete. If no major issues have been identified, the second part of the process—sorting out how a consolidation could happen—should be underway. Conclusions from the consolidation study could be presented to the president and eventually the Board of Regents for their approval as early as this summer. Read more at www.cu.edu/consolidation.

It is a challenging time for all of us involved in higher education, and we at the Business School remain committed to you and value your input and support. For updates and a way to become involved, visit www.cu.edu/cuambassadors.

Sincerely,

Sueann Ambron

News Briefs

Your Identity: Keep It to Yourself

By Matthew J. Lynett, president of Wells Fargo Bank in metro Denver

Identity theft is the top consumer crime in Colorado. Victims report spending an average of 175 hours trying to clear their names and untangle the havoc created by identity theft. You are the best line of defense to fight crooks and fraudsters. Following are some tips to help protect your identity and prevent fraud:

- Carry only the cards (credit and debit) and personal identification you really need.
- Leave your Social Security number, driver's license and telephone number off your checks.
- Never give any account numbers or financial information to people you do not know. Be particularly wary of unsolicited inquiries to verify information over the phone or Internet.
- Make sure none of your checks is missing from a new order.
- Use debit/check cards instead of paper checks whenever possible.
- Reconcile your bank statement as soon as you receive it. Notify your bank immediately if any discrepancies appear.

- Sign up for online banking and online bill payment to minimize the number of checks you write and frequently monitor your account.
- Shred all unneeded financial documents.
- Do not put bill-payment mail in your residential mailbox. Use a United States Postal Service box instead.
- If regular bills or statements are not reaching you, immediately call the billing company to make sure a change of address has not been falsely filed.
- Protect your ATM password and do not use obvious or easily attainable information.
- Review your credit report at least annually.

If you believe you have been victimized, immediately contact your financial institution(s) to cancel cards and close accounts. File a report with your local police department and ask these credit-reporting companies to put a “fraud alert” on your account:



Matthew J. Lynett

- Equifax 800.525.6285
- Experian 888.397.3742
- Trans Union 800.860.7289

By taking care with your personal information, you will stay a step ahead of those who want to make your identity theirs.

In metro Denver, Wells Fargo has more than 55 banking stores that provide individuals and businesses with a complete range of financial services, including banking, mortgage, investments, insurance and consumer and business finance. Lynett can be reached at 303.863.5910 or Matthew.J.Lynett@wellsfargo.com.

Job Shadow Program Earns Kudos

First National Bank of Colorado (FNBC), led by president and chairman (and Business School Advisory Board member) Dave Gilman, has been selected as the third place winner of the 2004 Mountain States Employers Council Human Resources Best Practices Contest. FNBC recognizes that employee retention, satisfaction and performance are critical to the strategic business goals of the bank. As part of a bank-wide education and workforce development initiative, FNBC developed a job shadow program that creates opportunities for employee development partnerships, insights and discussions. The program has three levels: development exploration, job shadowing and development planning. Participating employees explore various positions at FNBC that align with their career values and development interests, and gain exposure to the requisite skills and education needed for that position. FNBC's job shadow program provides employees opportunities for increased self-confidence and personal growth, creating a strong foundation for opportunity and achievement throughout their careers.

Learn more: Contact Amy Maranowicz at 303.938.4610 or amaranowicz@fnbconline.com.

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find us on the Web at
www.cudenver.edu/business

Students Tackle Real-World Marketing Problems



Students Josh Montano and Svetlana Sheshina try out client software.

When Gary Schornack, senior instructor of marketing, says real-world experience, he means business. Schornack's Applied Marketing Management course gives students a full dose of practice-based learning by involving them in the application of marketing concepts and techniques to solve real-world client problems. The clients and their challenges are real, and

the competition and pressure to perform is intense — teams can even fire ineffective members.

Recent clients have included Cook Street School of Fine Cooking, a contemporary culinary center devoted to professional and recreational education, and the Wild Divine Project, creators of multimedia adventures that promote healing and transformation through biofeedback technology. This semester's client is Annaé Enterprises and their revolutionary new line of natural personal care products for both women and men. Clients are not hard to come by for Schornack, who says he gets calls regularly from prospects based on the reputation of the marketing program and its students. The challenge is finding

the right fit: Schornack seeks out innovation and creativity and selects clients with products or services that will engage students and keep them interested.

The project is kicked-off each semester with networking events to build a sense of teamwork and introduce the client and their needs. In formulating their plans, interdisciplinary teams focus on product planning, placement, pricing and promotion. Plans are expected to include all aspects of the marketing process, including niche analysis, competitive analysis, consumer behavior, market positioning, segmentation, sales and customer service strategies. At the end of the semester, plans are presented to the clients and prizes (provided by the clients) are awarded based on plan usability. Ultimately, clients are looking for ideas worthy of implementation.

Schornack's marketing plan project is a win-win situation. Students learn through hands-on projects, which connect them with the local business community and provide experience they'll need later in their careers. Clients, who often have their own internal or external marketers, gain a fresh perspective on their marketing activities from the class's combination of youth, creativity and business training. All in all, it is the type of cooperative project that is an essential part of the Business School experience.

Learn more at

<http://carbon.cudenver.edu/~gorschorna>
or contact Gary Schornack at 303.556.5854 or gary.schornack@cudenver.edu.

Graduate Students Travel to Thailand

International health issues have moved to headline status in recent years and will continue to be among our most critical concerns in coming generations. Recognizing this, Blair Gifford, associate professor of health management and clinical sciences, led a group of seven University of Colorado graduate students (health administration, public health, nursing and medicine) on a trip to Thailand for the International Health Policy and Management winterim travel study program.

The group spent 19 days in January traveling throughout northern (Chiang Mai/Chiang Rai), central (Bangkok) and southern (Phuket) Thailand, visiting health and community organizations as well as many cultural and historical landmarks. Topics covered in the course included Eastern and Western medicine in a Buddhist culture, developing international/private health markets, health access in rural and urban settings, refugees, drug trafficking, mental health, infectious diseases (including HIV and SARS) and reproductive and population health. Abby Erikson, a CU graduate student conducting research in Chiang Mai, and Dr. Thonglaw Dejthai, professor and associate dean of public health at Mahidol University in Bangkok, provided teaching assistance throughout the course.



Students join public health workers outside a public health clinic on the Burma/Thailand border.

The first week featured visits to the Ministry of Public Health, the Health Insurance Ministry of Thailand, Save the Children, the Population and Social Development Association, community health centers and a private international hospital (Bumrungrad). The second week included visits to Buddhist Wats, sessions with HIV/AIDS support groups, meetings with ethnic tribes (Akha and Lisu) and a visit to a provincial hospital (Phayao). The final few days of the course were spent on the beautiful southern coast of Thailand, visiting additional health sites, taking the final exam and relaxing. The course is scheduled to be offered again next winter (late December/early January). **Learn more: Contact Blair Gifford at 303.556.5866 or blair.gifford@cudenver.edu.**

Davenport Featured in Business Smart Series



Best-selling author and world renowned thought leader Thomas Davenport has helped hundreds of companies revitalize their management practices. This spring he will share his knowledge with Denver's business community as part

of the Business Smart Speaker Series. Davenport has written or co-authored eight best-selling business books and has been a creator and early author for key business ideas including business reengineering, knowledge management, human approaches to information management and the value of enterprise systems. Davenport's latest book, *What's the Big Idea: Creating and Capitalizing on the Best Management Thinking*, was published in May 2003 and was named one of the three best books of the spring 2003 season by *Fortune* magazine. Another one of his books, *The Attention Economy*, was named one of the best business books of 2002. Davenport's next effort will be a book on knowledge workers and is scheduled for publication by Harvard Business School Publishing in 2004.

Business Smart Speaker Series

Wednesday, May 5, 7 a.m.

Adam's Mark Hotel, 1150 Court Place

Admission \$125, includes signed book, breakfast and presentation

Business School Alumni and Students: Call for special rate.

Learn more at

www.cudenver.edu/business/executiveeducation or contact Rebecca Zweig at 303.620.4173 or rebecca.zweig@cudenver.edu.

Third Annual Business Plan Competition

Now in its third year, the Bard Center for Entrepreneurship Business Plan Competition seeks to encourage the creation of new businesses by promoting the development of high-caliber business plans and recognizing the most outstanding plans with cash and in-kind awards from area businesses.

The competition's specific objectives include:

- Support students, alumni and faculty researchers in their entrepreneurial endeavors.
- Encourage the commercialization of promising ideas and the creation of new businesses.
- Build bridges between the Business School at CU-Denver and the Denver-area business community.
- Be a catalyst for economic development and new business growth in Colorado.

This year's prize purse includes \$20,500 in cash and \$25,000 in in-kind support. A new award will recognize the top plan in the biotech, life sciences and medical device industries.

A presentation of the top six plans and an awards luncheon will take place June 15 at the Denver Marriott City Center. Keynote awards luncheon speaker is Aaron Kennedy, founder of Noodles and Company.

Learn more and reserve your space at www.cudenver.edu/bard or contact Beth Polizzotto at 303.620.4050 or beth.polizzotto@cudenver.edu.

University Recognizes Outstanding Graduates

Each semester during Commencement, the schools and colleges at CU-Denver honor outstanding graduates, individuals who have proven themselves both inside and outside of the classroom. Outstanding graduates from the Business School recognized at the December 2003 graduation were **Corinne A. Brown** (BSBA), **Rock Alan Fankhauser** (MBA) and **James Christopher Fukuhara** (MS).

To be considered for the honor, undergraduates who have achieved the honors status of summa cum laude and graduate students on the Dean's List are invited to submit essays addressing what their degree has meant to them and highlighting their non-academic achievements.

Project Management Certificates and Course Offerings

Rapid PMP Certification

Program 1: June 16-18, July 14-16 and Aug. 18-19
Program 2: Oct. 13-15, Nov. 10-12 and Dec. 9-10

Practitioner Certificate in Project Management

Program 1: July 7-9, Aug. 12-13, Sept. 9-10 and Oct. 14-15

Advanced Certificate in Project Management

Program 1: July 21-23, Aug. 26-27, Sept. 29-30 and Oct. 27-29

Learn more at

www.cudenver.edu/business/executiveeducation
or contact **Rebecca Zweig** at **303.556.4173** or rebecca.zweig@cudenver.edu.

Club News

FMAI Keeping Members Informed

The CU-Denver Chapter of Financial Management Association International (FMAI) kicked off its event-filled semester with a presentation on the importance of credit analysis and understanding credit by Greg Blanchard, assistant vice-president of US Bank. Other presentations included an overview of what to expect in the investment markets by Louis Llanes, CFA, CMT, president of Blythe-Lane Investment Management Company, and the importance of planning now for your retirement by CitiStreet representatives Keree Frakes, financial counselor, and Jennifer Sharp, regional manager. Mortgages, investments, and banking were the topics of industry-specific events featuring Lisa Voller, mortgage consultant from Premier Mortgage Group; Vitaliy Katsenelson, vice president of Investment Management Associates; and Robert Phelps, managing director of J.P. Morgan Private Bank.

The chapter has several more events planned for the semester. All activities are posted on the chapter's website along with information on becoming a member. This semester the chapter extended a special invitation to accounting students to join the organization and expand the networking opportunities of FMAI.

Learn more at www.cudenver.edu/business/fma or contact **Jennifer Hansen** at fmai@cudenver.edu.

SHRM Career Development

CU-Denver's Society for Human Resource Management (SHRM) student chapter informs members about the human resource management (HRM) profession while developing their knowledge,

Alumni Spotlight:

By Sherry Maloney



In this installment of the Alumni Spotlight, we feature Lance S. Holman, who received his MBA and MS in Finance at the Business School in 1993. He is currently the vice president of the Public Sector Finance Group at SunTrust Leasing Corporation in Rancho Santa Margarita, Calif.

You earned your graduate business degrees at the Business School. Where did you get your undergraduate degree and what was it in?

I received a BS in Public Finance from Indiana University, Bloomington.

What did you do after you received your bachelor's degree?

I took a job with Amoco Oil Company, marketing tires, batteries and automotive accessories and providing selling strategies to Amoco dealers in metro Denver.

What brought you to Colorado?

I came to Colorado as a result of the job opportunity with Amoco Oil Company.

When you decided to go to graduate school, why did you select the Business School at CU-Denver?

Good reputation, proximity to work and university accreditation.

What was your educational experience like at that time?

Awesome! I liked the professors, curriculum and my fellow students. I enjoyed the intellectual exchange of ideas. I would not change anything about my experience at CU-Denver.

Were there any courses or faculty members that made a difference in your personal or professional growth?

Professor John Ruhnka, business law. I liked his honesty, preparation and intellectual thought process. Business law is a big part of my job as a commercial lender.

Associate Professor Ken Bettenhausen, negotiation. As a commercial lender, I used the tactics he taught me to negotiate fair deals for both the bank and my clients. He was very sincere, intelligent, and took a real interest in the students and his course. I learned quite a bit.

Tell us about your current position — title, responsibilities, etc., and the journey you've made to reach this success.

I work for SunTrust Leasing Corporation, a wholly owned subsidiary of SunTrust Banks, Inc., which is the ninth largest bank in the U.S. with more than \$127 billion in assets.

As a member of the Public Sector Finance Group, we provide capital equipment leasing solutions to public agencies and corporations in the \$1 million to \$100 million range. Our typical clients are states, cities, counties, universities, etc. My market area is from Nebraska to Hawaii, so I am on the road quite a bit. I work with CFOs and their legal staff.

It's a very challenging job with lots of details to manage. As the bank officer, I am responsible for business development, understanding the client's specific needs, proposal preparation, attaining credit approval, negotiating contracts and transaction funding. I typically work on five to 15 transactions at any given time, so it's imperative to be highly organized and disciplined.

Lance S. Holman

Prior to SunTrust, I worked at Banc One Leasing Corporation in their Public Sector Finance Group managing the California market. My first job in the banking industry was at US Bancorp as a fixed income sales officer in their broker dealer subsidiary working with commercial clients to invest their working capital and excess capital. Overall, I have been in the banking industry for 11 years.

What are current issues confronting your industry/department today and what do you see happening with it in the future?

I see continued consolidation in the banking industry. As an example, on January 14, it was announced that Bank One Corporation, with more than \$290 billion in assets, will be acquired by J.P. Morgan Chase to form another trillion-dollar bank. The world is getting smaller due to globalization, improved communication and technology, democratization of governments, erosion of cultural barriers, and the exchange of goods and services. Although the long-term effects are overwhelmingly positive, change is hard for some people to accept. These macro issues impact our business with increased interest rates and credit risk. Overall, the big banks will be better suited to absorb the financial shocks to come, so our industry and country should be fine in the long run.

What do you attribute your success as a business professional?

I attribute my success to my parents, teachers and mentors who took an interest in my personal development. Second, as a husband and father, I have a responsibility to represent my family in the most positive light and be someone they can be proud of. Finally, as an officer of a bank, we deal with the public's money and trust, and integrity is key to long-term success and viability.

What has been your greatest challenge during your career?

Learning to be patient. I have gotten better as I have matured. Big changes come in small steps. If you are patient, possess a good plan, lead by example, and can be sensitive to other people's feelings, the best outcome is more likely.

What are your professional goals?

I would like to become the CEO of a bank and a business and political leader. I often think about running for the U.S. Senate when I am 50 years old. Somehow, I think I am destined for being a positive force of political change. Finally, to continue to give back to society by being the best person I can be.

Looking back, is there anything you would have done differently?

Education is the building block to leadership in any discipline. I would have taken education more seriously when I was in high school and undergrad. Learning to research, utilizing a critical thought process, and applying best practices are major components to success optimization. Without taking an earnest interest in education, you risk going through life at a considerable disadvantage. It's simple: The earlier you take education seriously, the more of a contribution you can make to society.

What kind of advice would you give our current students?

- Be prepared to the best of your ability. Do your homework!
- Seek advice from people with diverse backgrounds.
- Be patient — big changes come in small steps.
- Be passionate and go for it!
- Have fun, do your best and help others.

Do you have any final comments you'd like to share with our readers?

I want to thank CU-Denver for investing in me. They gave me a chance to prove myself and hopefully I am paying dividends as a positive force in society. The university, its faculty and students have played an important role in my personal and professional development. I am forever grateful.

Club News, cont'd

skills and abilities in the field. With more than 170,000 members, SHRM is the largest professional association of HRM professionals in the world; there are approximately 400 student chapters nationwide. CU-Denver's SHRM chapter has approximately 60 members, placing it among the top 20 largest chapters in the country. It has also been ranked one of the top 10 most meritorious in the country by the national SHRM organization for the past two years.

This semester featured presentations by HR generalists from Level 3 Communications and Array BioPharma, the HR Games (a friendly competition with other student chapters in Colorado) and discussions on compensation and staffing. The chapter also provides services including mentoring and job shadow programs. SHRM also disseminates information on internships and job opportunities. Membership offers a great way for students to network with HR professionals and each other. **Learn more at www.cudenver.edu/business/SHRM.**

New Members and Officers for Beta Gamma Sigma



New president Coleen Michael with faculty advisor Charles Franks and former president Rock Fankhauser

The CU-Denver chapter of Beta Gamma Sigma, the honorary fraternity for AACSB International – accredited business schools, held its fall induction ceremony Nov. 21, inducting new members and electing new officers.

New student officers are President Coleen Michael, pursuing a dual MBA/MS in Management; Vice President Valerie Brake, pursuing her BSBA with areas of emphasis in finance and accounting; and Treasurer Benjamin Kaufman, pursuing an MBA.

Activities planned include presentations on topics such as leadership, as well as sponsorship of the Dean's List Reception featuring Qwest CIO Al-Noor Ramji as guest speaker. The spring induction ceremony is scheduled for April 23. **Learn more: Contact Charles Franks, faculty advisor, at charles.franks@cudenver.edu.**

Taxing Work for Beta Alpha Psi

The Theta Sigma chapter of Beta Alpha Psi (BAP), the scholastic and professional fraternity for financial information students and professionals, is again in charge of a site for the Volunteer Income Tax Assistance (VITA) program in Denver. The chapter has managed the same site at the Volunteers of America building on the 1700 block of Larimer Street for the past eight years, providing income tax assistance to low-income filers. All volunteers are required to attend training and pass a test in tax law. They must also be trained on the e-file system. This training amounts to between 10 and 40 hours of class time. February 7 was "opening day" for the site, and the lines were long. The site was open and staffed by Beta Alpha Psi members every Saturday through April 15. **Learn more: Contact Ann Martin, faculty advisor, at 303.556.5827 or lann.martin@cudenver.edu.**

Get Involved...

Interested in increasing interaction between business students and alumni? If you're willing to speak before a class or sit on a panel to discuss hot business topics with students in an informal setting, let us know. **Contact Malena Brohm at 303.556.5805 or e-mail malena.brohm@cudenver.edu.**

Stemming the Rising Tide of Fraud

Enron, WorldCom, Global Crossing, Qwest — you've heard of them all. Are they just a few apples gone bad, or is there something more to the fraud situation?

Unfortunately, fraud seems to be a pervasive problem. Smaller organizations tend to be more susceptible to fraud than the major organizations we've heard about in the news. According to the Association for Certified Fraud Examiners:

- Fraud costs the U.S. more than \$600 billion annually.
- Average loss per company is 6 percent of total annual revenue.
- 64 percent of fraud cases were perpetrated by employees.

The fraud can range from the sophisticated Enron with its "special purpose entities (SPE)" to simple thefts of inventory. Such white collar crimes include "cooking the books," stealing payments from customers, computer fraud, conflicts of interest, payroll fraud, identity theft, check tampering, theft of assets, bribes and other similar acts of corruption.

Current indicators point toward an increasingly costly fraud problem. Can anything be done to stem this rising tide?

The accounting program at the Business School has noted this trend and currently offers a graduate-level course in fraud examination. The course focuses on providing the tools and techniques used to detect and prevent fraud.

Typical questions in this course include:

- What is the profile of a typical fraudster?
- What can you do to detect or prevent a fraud?
- What steps does a fraud examiner take?
- What are some fraud indicators?

With the success of this first course, several related courses are being developed. This fall the Business School will offer a more advanced course, "Cases in Fraud Examination."

Learn more: Contact Bruce Neumann at bruce.neumann@cudenver.edu.

Business School Revises MSIS Program

In response to student feedback and in consultation with business leaders, the Business School and information systems faculty have revised the MSIS curriculum to better meet changing industry and student needs. The new degree plan is effective fall 2004 for incoming students and includes two tracks: enterprise technology management (ETM), and systems development and implementation (SDI), which also includes a geographic information systems (GIS) option in conjunction with the College of Engineering and Applied Science.

The SDI track will provide specialization in building and managing large systems using client/server, multimedia and distributed object architectures. The courses will cover C#, Java, multimedia, data warehousing, decision support and expert systems technologies, management of large databases, systems integration, and project management, which will enable graduates to successfully handle highly complex systems development projects in the business world.

The SDI track's GIS option will enable MSIS students to earn a Certificate in GIS, awarded by the College of Engineering and Applied Science, and expand their system development skills with knowledge about GIS work flows, analysis processes and data models. Coursework will also address how map representations can be abstracted in geo-databases to develop intelligent GIS systems to improve efficiencies, decision making, planning, geographic accountability, science-based plans and communication.

The ETM track will focus on information technology as the prime driver and enabler of business strategy. Coursework will focus on the strategic, technological, financial and organizational issues involved with the effective management of information technology within an enterprise. Students will learn about emerging technologies and the evolving roles and importance of IT in modern organizations; IT-enabled organizational processes and knowledge management; IT sourcing and alternative methods to develop, acquire and implement information systems; implementing and managing complex IT projects; and security and privacy issues associated with IT.

The ETM track will provide an appealing option for students pursuing a dual degree and will also be available as a specialized track within the MBA curriculum. The specialized MBA ETM track does not have any prerequisites other than the MBA information technology management course, enabling and encouraging interested students who may not possess a background in IT to pursue this line of study and gain a better understanding of business driven technology management.

Learn more at www.cudenver.edu/business.

Opportunity Breakfast from page 1

public affairs talk show host, and former Denver Bronco, captivated the students immediately while talking about the importance of education, a good attitude, self-confidence and developing a strong moral compass. He encouraged students to focus on themselves and their abilities, do their best, work hard and not fear failure.

Learn more: Contact Cliff Young at 303-556-5816 or clifford.young@cudenver.edu.

We Want to Know...

Let us know where you are, what you're doing and what you'd like to see in future issues of the *14th Street Journal*. Send information to us at the address listed in the masthead or e-mail linda.theus-lee@cudenver.edu. Be sure to include your name, title, company, address, phone number, e-mail and, if applicable, your degree and year of graduation from the Business School.

Collaboration from page 1

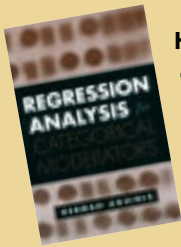
The project leader is Virginia Guthrie, Coors chief information officer. Her interest and initiative played a major role in conceptualizing the project with Professor Ajeyo Banerjee, director of the program. The project was kicked off with a class visit to Coors in Golden in October 2003. The students first were given an overview of the business from the top management team and then toured the manufacturing facility, which is the largest integrated facility of its kind in the world.

In May, when the students take their international business course

in the U.K., they will visit the Coors U.K. facilities at Burton-on-Trent and meet with the top U.K. executives of Coors. Leo Kiely, Coors CEO, will give the students a send-off before they go to the U.K. and will review the students' findings during a final presentation in June.

Learn more about the 11-Month MBA Program at www.cudenver.edu/business/11month or contact Tiffany Espinosa at 303.620.4172 or tiffany.espinosa@cudenver.edu.

Faculty & Staff News



Herman Aguinis, associate professor of management and director of management programs, published *Regression Analysis for Categorical Moderators* (Guilford Press 2004), a solo-authored scholarly book.

Aguinis offers practical guidance to social and behavioral scientists interested in using moderated multiple regression (MMR) to assess whether the relationship between two quantitative variables is moderated by group membership.

Aguinis also published *Test-Score Banding in Human Resource Selection: Legal, Technical, and Societal Issues* (Praeger 2004), on which he served as editor and author of two chapters. This book analyzes the use of test-score banding from technical, legal and societal points of view. It includes arguments for and against the use of test-score banding, useful guidelines for practice and innovative suggestions for research.

In November, Aguinis presented "Teaching in China: Culture-based Challenges" at the Emerging Markets and Business Education Conference organized by the Georgia Institute of Technology. The paper addresses challenges faced by Western instructors teaching in China. The expenses associated with his trip to Atlanta were covered by a faculty research grant received from CU-Denver.

Ajejo Banerjee, associate professor of finance and director of the 11-Month MBA program, and **Richard Foster**, professor of finance and health administration, jointly presented the paper "How Do Bond Investors Monitor Nonprofits? An Analysis of Bond Covenants in the Hospital Industry" at the annual meetings of the Financial Management Association in Denver in October and the Association of Researchers in Nonprofit Organizations and Voluntary Action (ARNOVA) in Denver in November.

Errol Biggs, instructor of health administration, director of programs in health administration and director of the Center for Health Administration, published *The Governance Factor: 33 Keys to Success in Healthcare* (Health Administration Press 2003).

Bruce Neumann, professor of accounting and director of MS in Accounting, contributed to the book's chapter on "Fiscal Responsibility and Oversight."



Peter Caplan, honorarium professor, contributed a chapter titled "Standards for Technical Safeguards" in the *HIPAA Security Compliance Guide* (Atlantic Information Services Publications 2003).

Wayne Cascio, professor of management, chose **Herman Aguinis** to co-author the sixth edition of *Applied Psychology in Human Resource Management*, which will be published by Prentice-Hall later this year.

Ji Chen, senior instructor of finance, published "Emerging Stock Markets in the People's Republic of China" in *Financial History* (with Steve Thomas). Chen presented a three-classroom lecture on "Development of Financial Infrastructure in China, Macroeconomic Problems of China's Economic Growth" for the Department of Business, Accounting, and Economics at Jamestown College in North Dakota. He also spoke on "U.S.-China Relations: Current Trends and Challenges" as an invited lecturer at the Roland E. Meidinger Center for Excellence in Business at Jamestown and on "China's Stock Market—The New Reform Agenda" at the China Group Roundtable at the Royal Institute of International Affairs in London. In December, Chen attended a dinner in Washington, D.C., in honor of Wen Jiabao, the premier of the People's Republic of China. The event was sponsored by the National Committee on United States-China Relations, of which Chen is a member, and the United States-China Business Council.

Blair Gifford, associate professor of health administration and management and director of the MS in Health Administration, spoke alongside Richard Lamm, former three-term governor of Colorado and author of *The Brave New World of Healthcare*, at an event sponsored by the Denver Press Club regarding the future of health reform in the U.S. and what can be learned from health reform efforts in other industrialized nations. Gifford also addressed "International Health: What's in it for Colorado?" as keynote speaker at the inaugural meeting of the Colorado chapter of the American College of Healthcare Executives.

Jahangir Karimi, professor of information systems and discipline director of information systems programs, published "Confirmatory Factor Analysis for End User Computing Satisfaction Instrument: Replication Within an ERP Domain" in *Decision Sciences* (with Toni Somers and Klara Nelson). Karimi also received a Special Contribution Award from the Clinical Science Program at the University of Colorado Health Sciences Center for his work with

Dawn Gregg, assistant professor of information systems, in establishing an information technology track, and a research grant from the Colorado Institute of Technology (CIT) for the expansion of enterprise systems education at CU-Denver. The grant will provide the Business School with E-Business Suite applications

from Oracle for use in relevant MBA courses, along with the necessary training and technical support, making CU-Denver the only university with access to the E-Business Suite applications for educational purposes.

Michael Mannino, associate professor of information systems and co-director of the computer science and information systems PhD program, is currently a visiting professor in the Department of Industrial Engineering at the Pohang University of Science and Technology in Korea. Mannino is teaching an advanced database course and conducting research about workflow management. Mannino also published "Optimal Incentive-Compatible Pricing for M/G/1 Queues" in *Operations Research Letters* (with Yong J. Kim). In addition, along with **Zhiping Walter**, assistant professor of information systems, Mannino presented the paper "A Field Study and Framework about Data Warehouse Refresh Policies: Extended Abstract" at the 2003 Workshop on Information Technologies and Systems (WITS) in Seattle in December. The paper was one of 36 papers accepted from 140 submitted.

Ed O'Connor and Marlena Fiol, professors of health administration and management, published "Time and Your Future" in *Michigan Health and Hospitals*.

Linda Olson, director of graduate programs, was elected the first president of CU-PEERS, the organization for professional exempt staff governance at CU-Denver. CU-PEERS is involved with campus initiatives including strategic planning and consolidation, and has been asked to participate on a variety of campus committees.

Eric Reiner, honorarium professor, is a freelance writer whose work has recently appeared in magazines published by Citigroup and Bank of America for their private bank (high net-worth) clients. For Bank of America, he wrote about managing the current uncertainty in estate planning. His story in the February 2004 issue of *Citigroup Pb* examines international investing in commercial real estate. Reiner also writes for Bloomberg, and his article "The Road to Recovery," about how to invest in a recovering economy, was *Financial Advisor's* February 2004 cover story.

Manuel Serapio, associate professor of international business and director of the MS in International Business program, received a research grant from the Colorado Institute of Technology (CIT) to study international outsourcing and its impact on Colorado. In addition, Serapio is working with two colleagues from Stanford University and the University of California at Davis on a comparative study of off-shoring in the Philippines and India.