

DANIELS

BUSINESS REVIEW

SUMMER 14

Celebrating the Past, Present and Future

Introducing
Dr. E. LaBrent Chrite,
the 16th Dean
of the Daniels
College of Business



UNIVERSITY of
DENVER

SESQUICENTENNIAL

DANIELS COLLEGE OF BUSINESS

2014 Milestones

- 20th Anniversary of the Daniels College Name
- Diamond Celebration for Burns
- 40 Years for the Executive MBA



Dear Daniels Pioneers:

Summertime always brings a sense of excitement to our campus as we wind down the academic quarter and get ready for the next. This year we have some extra pep in our step as we celebrate several grand milestones for both the Daniels College of Business and the University of Denver. We are pleased to share them with you in this issue of *Daniels Business Review*.

We begin by welcoming Dr. E. LaBrent “Brent” Chrite, the 16th dean of the Daniels College of Business. Dr. Chrite comes to us from Montclair State University in Montclair, New Jersey, where he currently serves as dean of the School of Business. He begins his tenure at Daniels on August 4.

In March, the University of Denver celebrated its 150th anniversary with festivities around campus for the entire community. DU was founded before the state of Colorado, when Denver was just a mining town at the crossing of the Platte and Cherry Creek rivers. We’ve certainly come a long way since 1864.

In addition, Daniels commemorates its 106th year of business education in 2014 and 20 years since the College was renamed after cable pioneer Bill Daniels. Many of you joined the celebration at the Daniels BBQ on May 8. You can see pictures of that and other events on Flickr at flickr.com/danielsatdu.

Several programs observed their own milestones: the Executive MBA program turned 40 years old, the Franklin L. Burns School of Real Estate and Construction Management celebrated its diamond anniversary (75 years) and the College closed out its 25th season in partnership with The Nature Place, home of our legendary Leading at the Edge weekends for graduate students.

All of us here at Daniels recognize these and other exciting milestones for the College, the University and the city of Denver. Through our shared history, we have built a firm foundation for the College’s next century of excellence.

It has been my pleasure to serve as interim dean during this outstanding year. Thank you for being a part of the Daniels Pioneer Network. The entire College welcomes your continued support as we start our next chapter with Dean Chrite in the 2014 academic year. Stay tuned for even greater milestones in the months and years ahead.

Kind Regards,

Charles H. Patti, PhD
Interim Dean and Professor of Marketing

About Dr. Patti

Dr. Charles H. Patti is internationally recognized for his research, teaching and practice of customer experience management. Prior to his appointment as interim dean, he was the senior associate dean for faculty and academic research and served as the James M. Cox Professor of Customer Experience Management. Dr. Patti has experience in the academic and business worlds, both in the United States and internationally. He has served as the marketing department chair at Daniels, school head in Australia, director of executive MBA programs, associate dean, acting dean, and chair of committees at university, college, school and department levels. Learn more» daniels.du.edu/about

FEATURES

Interim Dean
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Daniel Connolly, PhD

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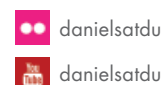
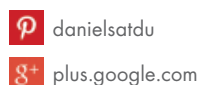
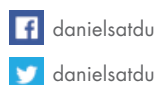
150 Years of Transformation

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- 20th Anniversary of the Daniels College Name
- Diamond Celebration for Burns
- 40 Years for the Executive MBA
- And Other Celebrations at Daniels in 2014



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Unveiling the Renovated Margery Reed Hall *A Campus Jewel Restored*

In 2007, the Daniels College of Business embarked upon a bold campaign to secure the College's future by raising \$100 million in the ASCEND campaign.

One of the key priorities of our ASCEND campaign was to secure the necessary resources and update the College's facilities in a way that would enable Daniels to deliver an exceptional business education and world-renowned academics. We initiated a major renovation of Margery Reed Hall, one of the most historic and cherished buildings on the University of Denver campus, which has been home to various programs since opening in 1929.

Grand Opening in DU's Sesquicentennial Year

In spring 2014—the 150th anniversary of the University's founding—the Daniels College of Business completed its \$9.2 million renovation of Margery Reed Hall. On April 8, we hosted the grand opening of this state-of-the-art learning facility, inviting students, alumni, donors, corporate partners and community members to celebrate this milestone in our College's rich history.

The new and improved Margery Reed Hall remains a treasured piece of DU history, while offering students the 21st-century learning experience they expect from the Daniels College of Business.



New additions include:

- The Reiman Theater, a 169-seat venue, suitable for lectures, speaker series and film screenings
- A restored Shakespearean mural in the theater
- Eleven classrooms with a capacity of 15 to 38 students, including a tiered classroom
- Two large seminar spaces
- Faculty offices
- Technology-rich work areas throughout
- Study and conference rooms
- Restoration of the original sandstone steps, which once graced the building's front patio
- Board room with entrances to new balconies

Offices now housed in Margery Reed Hall include:

- Office of Daniels Undergraduate Programs and Academic Advising
- Office of Communications and Marketing
- The Taylor Family Undergraduate Career Center
- Newmont Mining Executives in Residence Suite
- DU Strategic Issues Program

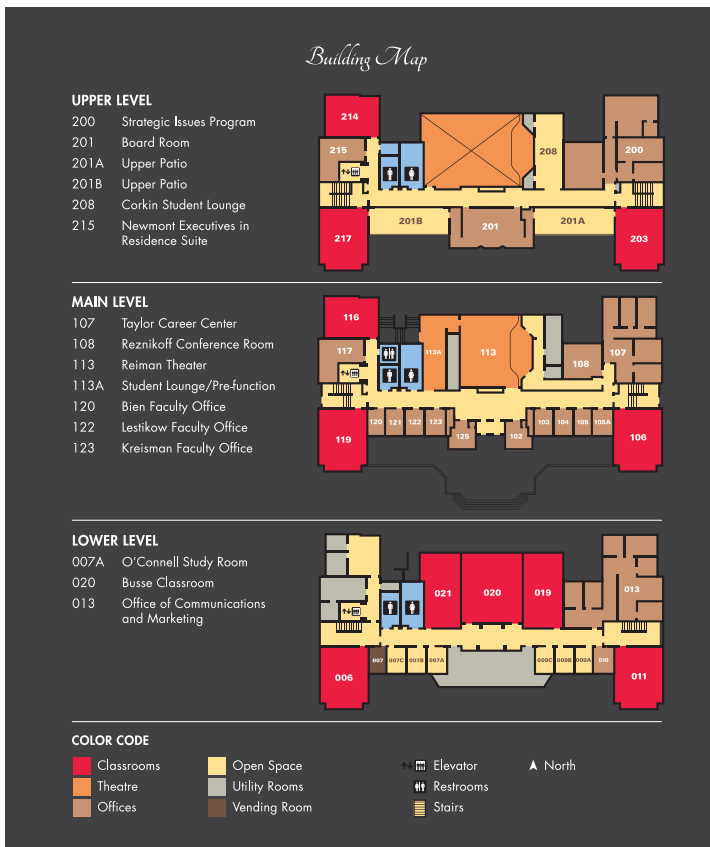


In Appreciation

"I would like to thank all the generous donors and visionary DU and Daniels administration that made this renovation a reality. On behalf of all Daniels students, thank you for making this possible."

—Michael T. Maloof (BSBA Finance 2014), Speaking at the Grand Re-opening, April 8, 2014

Margery Reed Hall's renovation would not have been possible without the generous support of the Daniels community. More than 150 alumni, friends, students, faculty and staff members contributed to this important project, making the achievement of our vision possible. We are incredibly grateful for every contribution.





REMEMBERING DR. ROBERT MCGOWAN

Our friend and colleague Dr. Robert “Bob” McGowan passed away on March 1. He is survived by his wife, Julie Nemetz, and his children, Rob McGowan and Megan Frenzel.

“We have lost a great teacher, mentor and a member of the Daniels community who wanted to make the world a better place,” says Daniels Interim Dean Charles Patti. “But more than anything, we have lost a dear friend. Bob cared passionately about his students and their success, and we will all miss his commitment to learning.”

McGowan joined the Daniels faculty in 1983 and served as a professor and former chair of the Department of Management. He contributed an extraordinary amount of time to the University of Denver, serving as chair of the College’s Technology Management Committee, chair of the University’s Technology Curriculum Issues Committee and as Technology Coordinator for Daniels. He also taught in the Colorado Women’s College for many years.

McGowan was actively involved in international programs as well, teaching business planning, American business culture and global business planning to officials from Taiwan—both in the United States and in Taipei, Taiwan. In addition, he was director of the Daniels international business undergraduate major.

McGowan also taught entrepreneurship to officials from Russia, Korea, the People’s Republic of China and several African delegations and served as a visiting professor of management at National Yunlin University of Science and Technology, Taiwan. He gave countless television and print interviews, including appearances for the nationally televised DU/C-SPAN program about Colorado issues and the 2012 presidential debate in Washington, D.C.

“Bob was a strong leader who was always the first to offer his help, jump into a project or mentor a student,” says Department of Management Chair Dennis Wittmer. “He loved teaching, and he embodied what it meant to be a good teacher and great friend.”



PIONEER ACHIEVEMENTS

Fritz Knoebel School of Hospitality Management
*Worldwide Hospitality Awards,
Best Educational Innovation*

CASE COMPETITIONS

Association for Corporate Growth (ACG) Mergers and Acquisitions Case Competition
MBA Division

First Place, ACG Cup Award

*Team Members: Evin Boyle, Sherin Paul and
Mane Poghosyan*

Entrepreneurs in Action Pitch Competition
Social Capital Award Winner, Team “Helmet Heads”

*Team Members: Corbin Black, Jennifer Brown, Bruce
Evans and Hart Williams*

Fifth Annual Inclusive Excellence Case Competition
*First Place, “Solution Revolution” (Representing Ethiopia,
Mexico, China and the United States)*

*Team Members: Emily Joy, Mengjiao Li, Crystal Murillo,
Addis Sisay and Nicholas Sutcliffe*

National Race & Case Competition
Third Place

*Team Members: Josh Cort, Joseph DeLia, Wenji Fu,
Kelsey Garrett, Ann-Britt Hakansson and Kristen Qi*
Fastest Female Skier: Ann-Britt Hakansson

CFA Society of Colorado Investment Research Challenge
*First Place, 2014 Local Investment Research Challenge for
Colorado regional finals*

*Team Members: Phillip Cantrell, Shiyen Chen, Stephanie
Curtis, David Merz and Derek White*

Case for Colorado
*Second Place Team: Manoj Bandreddi, Adam Crawford,
Andrea Gerdes, Matthew Iritani and Andrew McClaskey*

**Interactive TV Works’ 2014 Interactive Launch
Competition at The Cable Show 2014**
First Place Team: Bill Laird, Vanessa Jones and Jack Wu

BVR/SPU Valuation Challenge at Seattle Pacific University
*Winning Team: Jordyn Michaud, Suyun Gu, Ryan Stine,
Daniel O’Laughlin, Paul Diegnau and Douglas Brothers*
Faculty advisers: Keith Sellers and Jeff Brothers



UNIVERSITY of
DENVER

SESQUICENTENNIAL

Join us in Celebrating 150 Years

The University of Denver commemorates our founding on March 5, 1864, with a series of community events throughout 2014. We invite you to celebrate with us, and to learn more about our shared history with the City of Denver.

Go to **du.edu/du150** to:

- Plan your participation with our calendar of events
- Travel through the decades via our interactive timeline
- Explore our changing landscape through historic maps
- Read inspiring stories of transformation





DEPARTMENT NEWS

DEPARTMENT OF MARKETING

Marketing Professors Conduct Research in Emerging Asian Markets

Beauty product consumption is the subject matter for a global research study conducted by marketing professors Drs. Daniel Baack and Melissa Akaka. Along with co-authors from the University of Hawaii and Temple University, the researchers completed in-depth interviews with consumers in Indonesia and Taiwan. The interviews focused on local, regional and global beauty practices. The findings of this study illuminate the reasons for particular beauty practices as well as the unique combinations of practices across cultures. For example, in Indonesia the practices of wearing eye

makeup for daily use as well as special occasions suggests that this global practice is particularly meaningful in this culture. This was not the case for Taiwanese women. Instead, the practice of cleansing skin is more central for beauty. Beauty starts with cleansing, and makeup was discussed only after this standard was met. The preliminary results have interesting implications for marketing messaging and product design, specifically related to how global consumers apply a unique perspective to consumption practices to make them genuinely local.

Marketing Professor Presents at Indian Institute of Management

Last summer, marketing professor Dr. Pallab Paul delivered a research presentation to faculty and students at India's top management school, the Indian Institute of Management. The topic was cause-related marketing in emerging markets. He also spoke on the vagaries of doing business in a different culture at the Calcutta Business School. Dr. Paul attended a new book release ceremony by Nobel laureate Amartya Sen at Presidency University, Kolkata, as an invited guest. During the visit he was also able to collect valuable data for his research project on growth versus equity in modern India.



SCHOOL OF ACCOUNTANCY

The School of Accountancy Supports Students Beyond the Classroom

To extend its reach beyond the classroom, the School of Accountancy began an initiative to increase support for international students. Last fall, the School hosted a panel discussion featuring eight international alumni who successfully integrated into the Denver business community. The session provided more than 50 students with the opportunity to have their questions answered about navigating the recruiting process and acclimating themselves to U.S. culture. A second panel discussion was held this spring, along with a series of short videos on related topics.

This past winter, the School of Accountancy enhanced its support outside of the classroom by increasing touchpoints with students. In January, the School introduced a monthly newsletter for students that provides information about on-campus events, recruiting tips, job and internship opportunities and other departmental information. An "American Idiom of the Month" section helps international students become more familiar with the intricacies of the English language.

Accountancy students were busy this quarter with the 11th consecutive year of the Volunteer Income Tax Assistance program (VITA), offering free tax help to hundreds of students, staff and community members. Beta Alpha Psi students volunteer their time at the IRS-certified VITA site, allowing them the opportunity to learn more about tax systems and develop client service skills.



EMPLOYEE RELATIONS/CAREER SERVICES

City Treks Announces New Cities with New Opportunities

Last December, the City Treks Program began a new chapter. After successful endeavors in New York City and San Francisco over the last few years, the program expanded to two new metropolitan areas, Chicago and Seattle. Working collaboratively between Institutional Advancement and the DU Career Center, Daniels Career Services was able to secure top-notch employers for company visits, including: the Bill and Melinda Gates Foundation, Google, Groupon, LinkedIn, Microsoft, PACCAR and Walgreens. Working alongside the Office of Alumni Relations and the Daniels Graduate Admissions office, current students had the opportunity to meet with alumni from the University as well as prospective students at a reception hosted by alumni in each city.

In addition to the City Treks program, last fall saw the launch of a local version of the program called Rocky Mountain Treks, with a visit to the regional office of Walmart and Sam's



Club. Ten students had the opportunity to hear firsthand about career opportunities from staff, including a DU alumnus.

Looking ahead, the Daniels College of Business, in conjunction with the business schools at the University of Colorado at Boulder and Colorado State University, will host the inaugural

All Colorado Business Career Fair on September 12, 2014 at Sports Authority Field at Mile High. The purpose of the fair is to bring national companies to the Front Range to recruit the best and brightest business minds in the Rocky Mountain region. Students and alumni from all Colorado schools, as well as schools in Wyoming, are invited to attend.



INTERNATIONAL MBA

Global Theory Put into Practice at Daniels College of Business

Last summer, Daniels International MBA (IMBA) students traveled to China with the Global Theory in Practice class. They participated in the ongoing partnerships with Opera Software and Crowe Horwath International. Both companies provided projects for Daniels IMBA students in Brazil this past December. These live consulting projects continue to be beneficial for both students and sponsor organizations year after year. Besides providing developmental opportunities and consulting experience for Daniels students, Global Theory in Practice courses and subsequent projects benefit organizations by developing business solutions. They provide opportunities to mentor Daniels students while also identifying potential interns and employees.

These projects help to build sustainable relationships for Daniels and the University of Denver community and add value for sponsor organizations. According to Sean D'Arcy at Opera Software, "I have reviewed the materials that the students prepared, and I can assure you that some of it will go directly into our marketing plans. In fact the work the WOM (Word of Mouth) group did might just change the way we approach partner marketing in Africa—it's that significant."

Without the participation of the sponsoring companies, Daniels students would not be able to get the value that an in-country experience with an internationally-based company provides. We are grateful to these companies for their ongoing participation.



FRITZ KNOEBEL SCHOOL OF HOSPITALITY MANAGEMENT

Knoebel's Vision Leads to Partnership with African Community Center

At the heart of the Fritz Knoebel School of Hospitality Management is the vision: Be bold. Do good. Change lives. To that end, the School created a program for students that has an impact on refugees from all over the world. Many refugees who fled persecution in their home countries arrive in Colorado with few possessions, but come with immeasurable hope for the opportunities in America.

In 2011, Dr. Cheri Young redesigned Knoebel's human resources course and renamed it Managing Human Capital in Hospitality to reflect a

more contemporary approach. Managing human capital recognizes that people are assets and their development enhances the likelihood that a service firm may derive a competitive advantage from them. While hospitality education is known for experiential, hands-on learning, human resources courses usually rely on a traditional lecture structure.

As Dr. Young sought to bring the course to life, she forged a partnership between Knoebel and the African Community Center (ACC), a federally funded refugee

resettlement agency. The ACC was launching a food sanitation and safety training program to prepare refugees to enter hospitality but needed a site at which to conduct the course. The ACC's director connected with Dr. Young, who approached Knoebel's director, Dr. David Corsun, to see if the School could host the course. By the time it launched in spring 2012, there was much more to the ACC-Knoebel collaboration than loaning space.

The School implemented a partnership to tie in with its vision of changing lives.

EXECUTIVE EDUCATION

Daniels Executive Education Lays Foundation for Emerging Leaders

In a business environment, the transition from an individual contributor to a managerial role is one of the more challenging career steps to make. The Daniels Emerging Leaders program offers newer managers an opportunity to face such challenges in a dynamic, engaging and safe environment. With the support of a robust leadership curriculum, experienced faculty and a cohort of managers who are at similar points in their careers, Daniels can help early management professionals develop into successful and fulfilled leaders.

The Emerging Leaders Program (ELP) was designed based on the success and demand of the High Performance Leadership (HPL) program. HPL is the flagship program for Daniels Executive Education and offers proven leaders an opportunity to hone their business and leadership skills in order to take on larger and more strategic responsibilities.

At Daniels, we firmly believe that leadership is a skill that can be developed with discipline, self-awareness and a willingness to improve. HPL and ELP are designed to fit the skills needed for individuals at each level of the talent pipeline. Both programs kick off with two days at The Nature Place—to allow participants to develop their skills in a variety of experiential activities—and follow with several days in the classroom on campus.

Learn more at: daniels.du.edu/ExecEd



Diverse Mentoring: Dr. Young designed a mentoring program to enable Knoebel students to practice human capital skills while enhancing the ACC clients' job

preparation. Her students partnered with refugee protégés, setting up diverse relationships in terms of age, race, ethnicity, class and citizenship. The teams met during and outside class time to complete assignments, including conducting a job interview training session that taught students to prepare structured interview protocols and mock interviews.

Developing Hospitality

Leaders: For Knoebel students, the mentoring program challenged preconceived notions and expanded their awareness of the challenges refugees face in the U.S. The Knoebel students' blogs reflected a strengthening empathy as they acknowledged their own place in

relationship to others. The students grew in ways far beyond what they expected, developing cultural competence and characteristics of servant leaders—those who put their followers above themselves to achieve organizational objectives. The School continues to expand its partnership with ACC in order to provide both the Daniels students and refugees robust learning opportunities. Knoebel faculty and staff also partner with ACC and the hospitality community in Denver to link ACC students with employment opportunities after they complete the training program. This partnership has produced an employment rate of 82 percent, significantly higher than state and national averages for resettled refugees.



DEPARTMENT OF BUSINESS INFORMATION AND ANALYTICS

Analytics Courses Embrace the Past and Impact the Future

In its 150-year history, the University of Denver has constantly evolved to meet the challenges and expectations of a changing world. Today it is big data, analytics and modeling that are leading 21st century business and changing how decisions are made. A 2013 Gartner Group report predicted that by 2015 big data demand will call for 4.4 million jobs globally, but only one-third of those jobs will be filled. The Department of Business Information and Analytics (BIA) is rising to meet this challenge and the demand.

This fall, BIA will launch several additional degree programs. Undergraduate students will have the opportunity to major or minor in business analytics—one of the few undergraduate business analytics programs in the country. For DU undergraduates who wish to pursue graduate degrees in business analytics, the new dual degree program will allow those students to complete an additional three quarters and earn the MS in Business

Analytics (recently renamed from Business Intelligence). MBA students can also concentrate their studies in business analytics.

Dr. Andrew Urbaczewski, chair of the BIA department, is excited about the new offerings and the chance for students to gain practical experience while learning the theories and tools of business analytics. “A hallmark of the MS and BS programs in business analytics is that we will graduate students who know how to get things done,” said Dr. Urbaczewski. “Through capstone courses, internships and other opportunities, students will have a portfolio of real business problems that they have analyzed, summarized and reported to their clients in both the public and private sectors. The practical experience DU business analytics students will receive will give them an edge in the job market, as prospective employers will be able to see for themselves what our students have accomplished.”

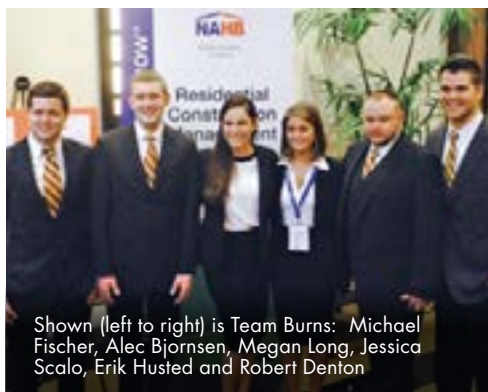
FRANKLIN L. BURNS SCHOOL OF REAL ESTATE AND CONSTRUCTION MANAGEMENT

Burns Undergrads Place Third in Student Competition

A team of six Burns School undergraduate students competed in the prestigious National Association of Home Builders (NAHB) Residential Construction Management Competition in Las Vegas this February.

The team, consisting of Jessica Scalo (team captain), Alec Bjornsen, Robert Denton Jr., Michael Fischer, Erik Husted and Megan Long, placed third out of 34 schools nationwide. This is the oldest and largest annual national competition for undergraduate construction management students in the country and occurs in conjunction with the NAHB International Builders' Show.

The competition gives students the opportunity to apply the skills learned in the classroom to a real residential development project. Starting in the fall each year, participating teams develop their solutions to the problems, which are submitted to the judges for review prior to the competition. While in Las Vegas, the teams presented their projects and defended their solutions in front of a panel of industry executives who act as judges. Winners were



Shown (left to right) is Team Burns: Michael Fischer, Alec Bjornsen, Megan Long, Jessica Scalo, Erik Husted and Robert Denton

announced at the NAHB Student Chapters Awards Ceremony on the last day of the event.

Team captain Scalo noted, “I couldn’t be more proud to represent Daniels in such a positive light. I’m thankful that this capstone course allowed our team to compile our past three years of learning into one enormously successful project. Having the resources of faculty in the Burns School in very specific areas

of expertise, namely our director, Barbara Jackson, and coach, Stuart Stein, was invaluable throughout this process. I am proud of our team and the hard work we all put into this project together. Lessons were learned well beyond construction that will prepare us for our post-undergrad ventures.”

“I have been involved in this competition since 2000 and it is a very tough competition to place in the top three,” said Burns School Director Dr. Barbara Jackson. Burns teams have placed in the top four positions three out of the past four years.

FRANKLIN L. BURNS SCHOOL OF REAL ESTATE AND CONSTRUCTION MANAGEMENT

Industry Experts Look to the Future of Real Estate Development and Project Delivery

On January 31, the Burns School hosted an all-day visioning event to discuss the future of the industry and how education can best prepare students for this new future. Thirty-six real estate and construction professionals representing various sectors of the industry from across the country participated in a seven-hour workshop to discuss the following:

- How have the real estate and construction industries changed since the 2008 recession?
- What impact did the recession have on the way we (real estate professionals, architects, contractors, engineers, investors, brokers, facility managers, etc.) do business?
- How do we identify and define the business of the built environment in a holistic manner?
- What do the new real estate and architecture, engineering and construction professionals look like?
- What would the education of these new professionals look like?

The purpose of this facilitated session was to define the business of the built environment in a holistic manner, and to reframe the real estate, project delivery (design and construction) and facility management educational value proposition. This select group of real estate, development, finance, design, construction and facilities professionals spent the day together and benchmarked four key themes by which the Burns School will re-shape its program to reflect the new future of real estate and construction:

- Technology and a commitment to sustainability have changed how people live and how they work.
- Workplace engagement is directly correlated with productivity and profitability, and the built environment is directly correlated with worker engagement.
- Performing design and construction in an integrated fashion reduces risk, adds value and helps developers and investors solve the many challenges associated with making deals work in today's economy.
- Multi-faceted skill sets are the prerequisite in today's economy and every employee is expected to wear more than one hat.

The goal of the Burns School is to ground its program and its students in a mission that represents a commitment to integrated solutions for the built environment by adding sustainable value through financial, social and environmental performance that leads to optimized outcomes for all stakeholders.



RECM alumnus David Garcia of Pearl Consulting, Phoenix, explains what is important to him when looking for future employees. Garcia flew in to attend the recent visioning event for the Burns School, where he taught as an adjunct professor while living in Denver.



Discover the Daniels Promise and Positioning



Values need acting.

Character needs building.

And business needs those who strive to lead with purpose.

The Objective

Two years ago, the Daniels Office of Communications and Marketing, in collaboration with the University Division of Marketing and Communications, set out to discover what distinguishes Daniels in the marketplace. The goal was to develop a clear, compelling and differentiated Daniels promise and positioning statement that can stretch across diverse programs and audiences to establish relevancy with all key stakeholders. This positioning had to align with the University of Denver's master brand positioning of "a catalyst for purposeful lives."

The Challenge

As a College, we excel in many areas and provide numerous interesting and distinctive dimensions that work together to create the Daniels experience. The challenge is to coalesce all of those dimensions into a cohesive, focused and emotionally grounded brand definition.

We need to increase brand relevance among a diverse set of audiences. The Daniels positioning must speak to all targeted audiences—prospective students, current graduate and undergraduate students, alumni, parents, faculty and staff, donors, the media, employers and other corporate partners—for it to have a cohesive, lasting impact.

Daniels must set itself apart from a crowded and homogenous business school category. In order to stand out from its competitors, it is imperative that Daniels establish a more aspirational frame of reference.

The Timeline

We continued competitive positioning research in the spring and summer of 2013, honing in on a way to differentiate Daniels in the marketplace and reinforce the University of Denver's brand positioning of "a catalyst for purposeful lives."

This highly-inclusive process was led by Jennifer Park, senior director of the Office of Communications and



Marketing, with invaluable advising and collaboration from tenured marketing faculty. Dr. Dan Baack served as our main advisor, with Dr. Don Bacon assisting and analyzing during the research phase. We employed a top brand strategy firm, the Sterling-Rice Group, to lead our qualitative research and the creative process. We sought to identify the various attributes that resonate with Daniels stakeholders.

A series of roundtable discussions, a Daniels-wide “All About Daniels” vision mapping session, and a survey—prepared, conducted and analyzed by the Office of Communications and Marketing and Daniels marketing faculty Drs. Dan Baack and Don Bacon—provided insight from more than 2,000 members of the Daniels community, including undergraduate and graduate students, alumni, community and business professionals, parents of current Daniels students, faculty, staff and prospective students.

The Results

Through stakeholder insights, Daniels defined its positioning statement as follows:

To those who strive to live with purpose, Daniels is the world-class business college that believes in authentically living your values. We promise to inspire and develop talented business leaders who act with courage and conviction—because Daniels leads with character—with a personality that is relentlessly honest, courageous, sharp and collaborative.

Daniels Leads With Character

At Daniels, we believe an individual's character defines the type of leader they will become, the decisions they will make, the boundaries they will challenge and the lines they will dare to cross.

We see the strongest leaders as those who harness the power of conviction and live the values that are already within. They use their heads and hearts in equal measure, which inspires our entire community to follow suit and lead boldly with relentless character.

Every day, we use a hands-on approach through experiential learning because we too want to live by example—not just by talking and thinking, but also by doing. This is the place where integrity meets courage and undying optimism meets critical questioning and, as a result, it is where true potential can reach extraordinary heights.

Now it is time to bring our brand promise to life. One of the best ways to illustrate our proof points is to tell the stories of Daniels Pioneers who lead with character, act with courage and authentically live their values.

Stay tuned for our storytelling series,

The Character of BUSINESS

It will show our brand story in action through examples of alumni, students, faculty, staff and other stakeholders authentically living purposeful lives.

Submit your story at: daniels.du.edu/character

A New Pioneer

Join us in welcoming Dr. E. LaBrent "Brent" Chrite as the 16th dean of the Daniels College of Business.



The Daniels and DU community warmly welcome Dr. Elrie LaBrent "Brent" Chrite as dean of the Daniels College of Business. Dr. Chrite will join the College on August 4.

"I am honored and excited to have been selected for this position at the University of Denver," says Dr. Chrite. "The Daniels College of Business has a very strong foundation, an extraordinarily rich legacy and is well positioned to establish new standards in developing tomorrow's leaders for Denver and the world. I look forward to working with the many committed stakeholders of Daniels and harnessing the community's incredible energy and talent so that Daniels can reach new heights in the 21st century."

Dr. Chrite has served as dean of Montclair State University's School of Business in New Jersey since 2009. Dr. Chrite led a four-pronged, comprehensive transformation of the school that resulted in a 40 percent increase in graduate enrollments, new dual degree global partnerships, a new executive MBA program, the creation of a Center for Entrepreneurship, and a record level of private giving to the school.

Prior to Montclair, Dr. Chrite was associate dean and Gemelli Faculty Fellow at the University of Arizona, Eller College of Management. While in that position, he had leadership responsibility for the MBA program and created on-campus, dual degree programs with medicine and engineering. Dr. Chrite also established the college's Phoenix-based campus and led the development of its entrance into the executive education market for both the Tucson and Phoenix campuses. While at the University of Michigan, Ross School of Business, Dr. Chrite held a wide variety of senior leadership positions, most recently leading the school's flagship research and outreach institute, the William Davidson Institute, as well as serving as assistant dean for global development. Early in his career, Dr. Chrite taught extensively in the Middle East, Mexico, Russia, Uzbekistan, and throughout sub-Saharan Africa.

"Dr. Chrite is the right leader," says DU Provost Dr. Gregg Kvistad. "With more than two decades of institutional leadership experience, he has a proven track record. He will be a strong and collaborative leader, working closely with talented faculty, staff and students in Daniels and throughout DU."

Educational Background

- PhD, Education and Management, 1998, University of Michigan
- MS, Health Care Administration: Major in Finance, 1985, University of Missouri-Columbia
- BA, Community Health Services, 1983, Michigan State University

Family

Dr. Chrite and his wife, Phyllis, have three children, Elrie (25), Adriana (21) and Jordan (15).

A Look Back

at the Deans of the Daniels College of Business



John B. Geijsbeek
1908–1913

The young University of Denver reopened its doors in 1880 after a 12-year debt-related closure. In 1881, the University established a commercial school to offer business courses to students. Courses included bookkeeping, commercial arithmetic, rapid commercial

calculation, banking and more.

Two decades later, Colorado Governor Henry Buchtel appointed John Geijsbeek, author, accountant and a founding member of the Colorado Society of CPAs, as secretary of the Colorado State Board of Accountancy. When the board administered the CPA exam in 1907, no one passed. In reaction to this, and the utter lack of formal accounting education in Denver, Geijsbeek, along with local businessmen A.A. Miller and A.H. Wood, established the School of Commerce, Accounts and Finance in 1908.

The first students took classes at night in the Haish Building at 14th and Arapahoe in downtown Denver. Geijsbeek presided over the first graduating class of eight students in 1911.



George A. Warfield
1913–1936

The second dean of the School of Commerce, Accounts and Finance, was known as a sociological and economic expert in the West. The Colorado Historical Society's History of Colorado said of George Warfield, "He has taken the initiative in bringing

about solutions for important problems, and his opinions have largely been accepted as authority upon many vital questions

John Geijsbeek is acclaimed for his contribution to modern accounting literature. His book, *Ancient Double-Entry Bookkeeping: Lucas Pacioli's Treatise (A.D. 1494—the Earliest Known Writer on Bookkeeping)*, became a standard textbook for accounting students.

which affect the welfare and general conditions of society."

During Warfield's tenure, the School became accredited by the Association to Advance Collegiate Schools of Business International (AACSB). The College has continued to be reaccredited since 1923.



Clem W. Collins
1936–1945

Clem Collins was a member of the School of Commerce, Accounts and Finance's first graduating class in 1911. He became a faculty member in 1914 and was assistant dean until his promotion to dean in 1936. As a student, Collins was a founding member of the Beta

chapter of Alpha Kappa Psi, the largest and oldest professional business fraternity. The DU chapter continues to strive for higher ideals in business and to advance the individual welfare of members during college and beyond.



James F. Price
1945–1947

James Price served as the University of Denver's dean of law and business administration in the booming economic years following World War II. Within two years of joining the College, he was appointed chancellor by the DU Board of Trustees.

During his tenure, the School recommended to the DU Board of Trustees a name change to the College of Business Administration. This was adopted in 1946.

The DU *Kynevisbok* (University yearbook) noted: "During his first year in office, much of the money collected in last year's two-million dollar expansion drive has been put to practical use. New buildings have appeared on the University Park Campus as well as on Civic Center Campus, and the enormous new field house is an outstanding addition to our expanding campus. Enrollment reached new heights in DU this year with more than 10,500 students registered during the fall quarter. Veterans abounded and high school graduates were more numerous than ever."

Our first 15 deans tell the story of the College's 106 years of leading with character.



Cecil Puckett, PhD
1947–1955

After James Price became chancellor, Cecil Puckett joined the College as dean. Prior to that, he was a professor of education and the dean of the schools of Aeronautics, Hotel and Restaurant Management and Public Administration on the Civic Center Campus.

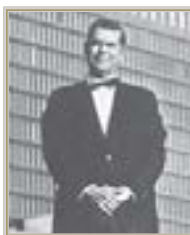
During his tenure, he oversaw the remodeling and expansion of the business campus thanks to successful fundraising the previous year.



Theodore H. Cutler, PhD
1955–1966

Theodore Cutler held many positions at DU prior to his appointment as dean of the College of Business Administration. He was an evening school lecturer, director of veterans administration in the DU counseling center, the first faculty senate president, a professor

of psychology, and chairman of the Personnel Department. In 1966, after years of offering classes in various locations in downtown Denver, he oversaw the College's move to the University of Denver's main campus.



Arthur "Art" W. Mason Jr., PhD
1966–1974

Before his career as dean of the College, Art Mason served in the U.S. Navy, earned a PhD and moved west with his wife to become chairman of the College's Insurance Department. When he became dean, Mason said he would urge businessmen to become

better people in general, not just professionally.

"We haven't done a good job of showing how businessmen and people at all levels of corporate activity serve their community, and do it because they are successful in business and are making money," he said in 1966. "It's the successful businessman whose business and personal talents are both serving society and enabling more people to find an adequate and better life."

Mason was instrumental in restructuring the College's programs and relationship with the University. After serving as dean, Mason stayed with the College as dean emeritus and associate dean until 1987. He continued to be involved with the University he loved until his death. Together with his wife, Polly, Mason cheered on DU hockey for years, mentored students and donated funds to athletics.



Peter A. Firmin, PhD
1974–1979

Much like the College's first dean, John B. Geijsbeek, Peter Firmin continued the tradition of having an accountant as dean. Firmin served as dean until 1979, after which he stayed on as dean emeritus and a professor in the School of Accountancy until his retirement in 1984.

Firmin returned in 1995 to become interim director of the School and was tasked as the School's director of development from 1996 to 2010. Firmin created a legacy of giving among accountancy students and alumni that continues to this day.

Under Firmin, the master of science in business administration degree was phased out and replaced by the MBA. Programs for a master of accountancy, master in international management and master in taxation were also added. In 1977, the Board of Trustees formally authorized the Graduate School of Business and Public Management to replace the "graduate division" of the College.



Richard G. Brandenburg, PhD
1981–1987

The modern era brought about many changes for the College. Core courses in computer and information systems were added alongside the traditional business subjects of accounting, finance and management. Richard Brandenburg helped usher in the MBA in the

Evening program and a bachelor of business administration program. He applied his experience as vice president of manufacturing and engineering with the Carborundum Company to running the largest academic unit within the University, despite declining enrollments.

Since leaving the College, Brandenburg has served on boards of directors for various colleges, manufacturing and service companies, a bank, cultural institutions and health care management and delivery organizations.



Elliot H. Kline, PhD
1987–1989

Elliot Kline became dean during a difficult period in DU's history. Between 1981 and 1985, DU's enrollment declined 29 percent. During this time, however, the College's faculty was dreaming big. They began integrating ethics into the College's core curriculum. By the end

of Kline's tenure as dean, two professors (one of whom would later become dean, Dr. Bruce Hutton) authored a proposal to reinvent the Daniels MBA program.



William F. Ford, PhD
1990

Prior to joining the College as dean, William Ford was the 11th president and CEO of the Federal Reserve Bank of Atlanta from 1980 to 1983. In 1983, Ford resigned and moved to San Francisco to become president of First Nationwide Financial Corp. He later served as president and CEO of Broadview Savings Bank in Cleveland. Ford has authored or co-authored some 100 articles in business and academic journals. Many of his papers focus on banking, employment and earnings.



R. Bruce Hutton, PhD
1990–1994

In 1989, Bruce Hutton co-authored a proposal to enhance the Daniels MBA program and presented it to Bill Daniels, known as the “father of cable television.” This \$11 million challenge grant tasked faculty with updating the College’s graduate business curriculum.

The result was a redesigned program that combined traditional business subjects with a new emphasis on ethics and leadership. The College became one of the first business schools to include ethics and professionalism in its core curriculum.

Hutton was dean when the faculty unanimously voted to change the College’s name to the Daniels College of Business in recognition of Bill Daniels’ numerous contributions. Today, Hutton is the Piccinati Professor in Teaching Innovation and previously served as dean emeritus and the College’s director of ethics integration. He has received numerous local, regional and national honors for his contributions in business education, sustainability, applied market research and community service.



James R. Griesemer, PhD
1994–2004

James Griesemer became the lucky 13th dean of the Daniels College of Business and served as dean of Daniels through a period of substantial enrollment and endowment growth, when the College became nationally ranked and constructed major new facilities. Griesemer oversaw the 1999 construction of the Daniels building, which was recognized as a model of technology-enabled, collaborative learning and was built completely with private funds. Bill Daniels donated \$11 million toward its construction.

Griesemer is currently a member of the DU Board of Trustees and also directs the DU Strategic Issues Program, a nonpartisan public policy program, and is dean emeritus and a professor of management, with a focus on strategy and public policy. From 1990 to 1994,

Griesemer was the University of Denver’s chief financial officer, where he helped lead DU’s financial turnaround. Prior to joining the University, Griesemer had extensive public service experience as city manager of several cities across the U.S., including Aurora, Colo. During his city management career he was the recipient of national and regional awards, and while in Aurora, he was named Outstanding Public Administrator in Colorado.



Karen L. Newman, PhD
2005–2007

Karen Newman became dean in 2005 when the \$18 million building that houses the Knoebel School of Hospitality Management opened its doors. The 46,000-square-foot, three-story structure is a “living laboratory.” It has a fully equipped commercial kitchen and a sumptuous 160-person dining area built in the style of a Tuscan wine cellar, in addition to offices, classrooms and seminar areas.

As dean, she shaped the college’s modern faculty hiring process.

Newman has strong international ties, having served as a visiting professor at the Czech Management Center and as a visiting lecturer at the Melbourne Business School. She returned to the Department of Management faculty after she finished serving as dean of the College and retired in 2014. She is a leader in organizational behavior, managing change and team building.



Christine M. Riordan, PhD
2008–2013

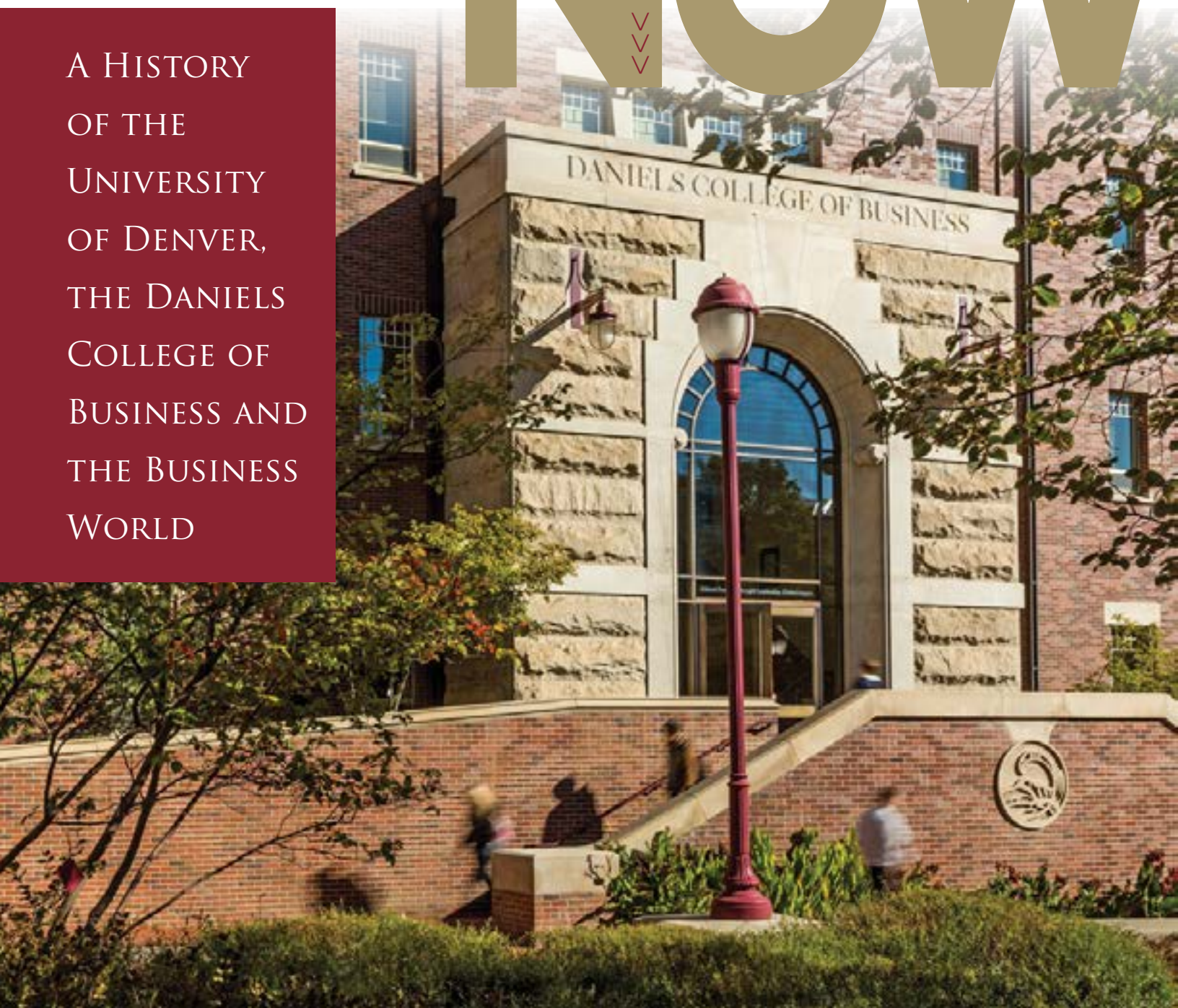
Daniels welcomed Christine Riordan in 2008 with a bang. In addition to celebrating its 100th anniversary, the College kicked off Daniels Tomorrow, a strategic plan with seven major goals to guide Daniels to excellence through 2015.

Under Riordan’s guidance, the hospitality school was endowed and renamed the Knoebel School of Hospitality Management, and the building in which it is housed was named the Joy Burns Center. Daniels also began renovations of the Margery Reed Hall building, which reopened on April 8. During Dr. Riordan’s tenure, the college’s endowment increased over 50 percent from \$70 million (2008) to over \$110 million (2013). Several key initiatives and programs were created, including the Institute for Enterprise Ethics, a corporate partners program, a highly selective one-year MBA program, a new professional MBA program and an Inclusive Excellence Business Case Competition. She currently serves as the provost at the University of Kentucky.

More than 100 years after the founding of the School of Commerce, Accounts and Finance, the modern Daniels College of Business is poised for greatness. ♥

Then AND NOW

A HISTORY
OF THE
UNIVERSITY
OF DENVER,
THE DANIELS
COLLEGE OF
BUSINESS AND
THE BUSINESS
WORLD





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In 1864, Colorado was still a territory—organized during the Pike’s Peak Gold Rush that brought prospectors in search of riches from near and far.

In the spring of that year, John Evans, the governor of the Colorado Territory and a friend of then-President Abraham Lincoln, decided that a school was needed in this up-and-coming mining town. Evans founded the Colorado Seminary, an institution rooted in the idea that Christianity and education were not only linked, but also the best way to develop character. Although the Seminary had Methodist roots, its charter declared that students of all denominations were welcome.

Denver’s tumultuous gold rush-driven economy took a downturn, and in 1868 financial troubles forced the Seminary to close. In 1880, however, it reopened as the University of Denver (DU).

DU’s first graduate was John Hipp in 1884. The story goes that Hipp—who was the sole member of the first graduating class—congratulated himself at the commencement ceremony by yelling, “Hear me roar, hear me roar, I’m the class of ’84!” to which the crowd cheered, “Hipp, Hipp, Hooray!”

A Pioneering Venture in a Frontier Town

Denver was a frontier town with a population close to 3,000 people. The University of Denver came before railroad services, Union Station and other major establishments. In many ways, the University was an integral part of Denver becoming a modern city.

As the turn of the century approached, the University expanded its educational offerings. In 1892, DU established the Iliff School of Theology and the Law School (today known as the Sturm College of Law), which eventually expanded to include natural resources law (1894) and legal aid programs (1904). In the early 1900s, DU launched theater, music and fine arts departments.

Commerce as an Empire

Many historians refer to the period following 1860 as the Second Industrial Revolution. Many important scientific and technological developments took place, including:

Steel – Henry Bessemer’s inexpensive method of creating steel on a large scale changed the world. Many industries were previously reliant

on wrought and cast iron, but steel proved a far stronger substitute. Without steel, many other industries would not have come to be, including the railroad. Railroads became the primary form of transportation in the United States, fueling its growth as an industrialized nation.

Chemicals – Many chemists developed products throughout the late 1800s and early 1900s that paved the way for the country's development. Dynamite made it easier to construct roads, oil wells, tunnels and more. Fertilizer and fungicides enhanced farmers' agricultural productivity. Bakelite was one of the earliest plastics and began to be used for everything from radio and telephone casings to automobile components.

Communications and electricity – Over time, manufacturers began to harness the power of electricity to make their products faster, more efficient and more productive. In addition, inventions such as the telegraph, which initiated

an industry largely dominated by Western Union, accelerated the economy as businessmen were able to communicate faster than ever before. While a letter to arrange a transaction might take weeks, communication by telegraph took minutes.

These developments throughout the late 1800s and early 1900s gave rise to nationwide and worldwide commerce and to "big business." To finance the rapid growth of the country's manufacturing businesses, the railroad and other industries, several private merchant banks were formed, including J.P. Morgan & Co.

Opportunity Knocks: a Business School to Serve the West

It stands to reason that the University of Denver chose to create a school of business during this period. As the country saw the expansion of trade and industry, the result was a demand for trained professionals in the areas of management, finance, banking, insurance, railroad management and many others. DU, as a result, sought to offer educational programs that would prepare students for vocations in commerce and business.

In 1908, the University of Denver was one of the first institutions in the country to establish a college of business. Other institutions included:

- University of Pennsylvania (Wharton School of Business), 1881
- University of Chicago (Booth School of Business), 1898
- University of California Berkeley (Haas School of Business), 1898
- Dartmouth University (Tuck School of Business), 1900
- University of Pittsburgh (Joseph M. Katz Graduate School of Business), 1907
- Northwestern University (Kellogg School of Management), 1908
- Harvard University (Harvard Business School), 1908

Originally housed in the Haish Building in downtown Denver, the School had just 12 faculty members composed of 10 Denver businessmen and two liberal arts professors. Initially, the curriculum focused primarily on banking, practical accounting and transportation issues. However, in response to societal and economic developments, other programs and courses were added in areas such as telephone merchandising and retail store management.

(continued)

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20 YEARS AS DANIELS COLLEGE OF BUSINESS



Honoring Our Namesake Bill Daniels

On Black Monday in October 1987, a stock collapse of record proportions caused the Dow Jones Industrial Average to fall by 22.6 percent in one day. Just two years later, the Keating Five scandal—five United States senators accused of corruption as part of the savings and loan crisis—ignited a major political firestorm. Lincoln Savings and Loan, which collapsed in 1989, cost the federal government more than \$3 billion. It was the tipping point of the savings and loan crisis—a \$500-billion catastrophe—and the symbol of a decade marked by greed and corruption.

From Chaos Comes Opportunity

Bill Daniels, the father of cable television, well-known philanthropist and the College's eventual namesake, viewed each of these events as a colossal failure of leadership—caused by those who considered profitability and ethics mutually exclusive.

In 1989, in the midst of the turmoil of these and other economic and political scandals, Bill Daniels approached the business college at the University of Denver with a challenge to integrate ethics education into the graduate curriculum in an effort to change the way future business leaders think and act.

"Bill did not see ethics as some kind of tool one could learn to use and apply

automatically when a situation arose," remembers Dr. Bruce Hutton, dean at the time Bill Daniels approached DU. "It was a way of life that defined who you were as a person or as a business. Ethics was the application of a set of values that guided your behavior at every turn."

At the same time, a "blue sky" committee of faculty members was already dreaming of how to build an MBA program as if they had no financial limits. The Daniels challenge grant and the committee's goals converged, and the "new" Daniels MBA with an ethics foundation was born.

"That is why we embedded ethics into the very heart of the college, guiding everything we did," said Hutton. "It was more than just creating a course in ethics." Combined with the leadership of Dan Ritchie as DU's chancellor at the time, Bill Daniels provided a living model for the College.

Game Changer

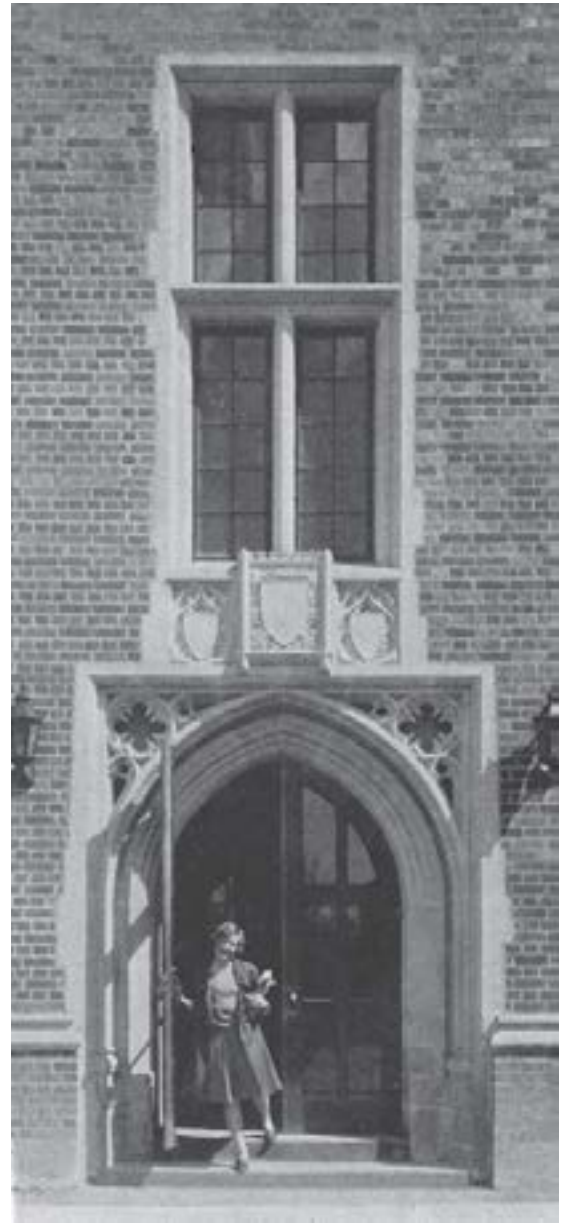
Over the years, Bill Daniels made countless charitable contributions and supported his community in innovative, meaningful ways. His concern for ethics-based business education helped define what the College would become. He donated more than \$20 million to the University of Denver in support

of a graduate business college with the stipulation that it stress such basic values as honesty, accountability and community mindedness. Today, the Daniels College of Business has gained national prominence for its ethics-based curriculum.

"Bill Daniels lived his values and gave us the example, not just money, to be the College we are today," said Hutton. "I am forever grateful to be a part of that journey."

In 1994, the College's faculty voted unanimously to change the name of the University of Denver's College of Business to the Daniels College of Business in Bill Daniels' honor. Daniels passed away in 2000, but his legacy lives on in the students, alumni, faculty, staff and friends who carry forward his determination to lead with character.

"As the new dean [at the time] and co-author of the proposal for his gift, I experienced the perfect example of what we needed to do," said Hutton. "In my first meeting with Bill, I asked him what he wanted us to do, what subjects he wanted covered in the new program, etc. He looked at me and said, 'I gave you this gift because I trust that you know what to do and will do it. You all are the educators. Just know—the best is good enough for me.' "



Introducing Hotel and Restaurant Management, Accounting, Real Estate and Construction and More

In 1946, the School of Commerce, Accounts and Finance became the College of Business Administration. After World War II, the College experienced a sharp increase in students largely due to an insurgence of returning soldiers who received educational funding from the G.I. Bill. The University's enrollment grew to more than 13,000 students—the highest it has ever been.

During this time, the College began to offer programs in hotel and restaurant management, insurance, accounting, and real estate and construction management to meet the needs of the growing Denver economy. The College moved to the main University of Denver campus in 1968. The College of Business debuted its Executive MBA program in 1974, master's degree programs in taxation, accountancy and international management in 1975 and master's degree programs in hospitality, industry management, human resources, finance and real estate in 1981.

Business Today

Just as life in America was dramatically different a century ago, so was the world of business. The early 1900s brought Henry Ford's moving assembly line, while the late 1900s saw the rise of the Internet, which has transformed our daily lives and commerce. The most important corporations of the early 20th century included General Electric, Carnegie Steel and Ford Motors, while today's powerful companies include Google, Coca-Cola and Apple.

Of course many events, including business scandals, the credit and mortgage crises, the Wall Street financial meltdown and the Great Recession, transformed corporate America over the last 106 years.



A Vision to Prepare the Business World—and the World at Large—of Tomorrow



The rapid growth of technology over the past 25 years has created millions of jobs and countless opportunities for people and businesses all across the world. Yet its constant evolution suggests that the future is uncertain in many ways and that business schools will be forced to adapt more quickly than ever before.

Without a doubt, the interconnected global business environment has redefined the meaning of a business education. Colleges of business must prepare students to be adaptable and capable of assessing and solving many complex problems. The Daniels of today is much different than the School of Commerce, Accounts and Finance that emerged at a time of great change in both the Rocky Mountain West and the entire country. Yet at its core is the same steadfast commitment to provide an ethical business education and to make a lasting global impact. ♥

A Year of *Milestones*

2014 IS AN
IMPORTANT
YEAR FOR THE
UNIVERSITY OF
DENVER AND
THE DANIELS
COLLEGE OF
BUSINESS





As DU celebrates its sesquicentennial, one school, one program and one partnership at Daniels are also celebrating anniversaries. Read more about a few of the building blocks that make Daniels great, and how our College community is toasting these Daniels institutions.



**The Franklin L. Burns
School of Real Estate
& Construction
Management—75 Years**

In 1938, the University of Denver's School of Commerce, Accounts and Finance founded the Building Industry and Real Estate program. The Denver metropolitan area was emerging from the Great Depression, a time during which very few structures were built. Suddenly Denver was faced with a significant housing shortage and several large "merchant" builders emerged to address the crisis, including D.C. Burns Realty & Trust, headed by Franklin Burns, a former DU student.

By 1955, D.C. Burns had built nearly 7,000 homes in Denver, known as "Burns Better-Built Bungalows." A true visionary, Burns was committed to offering affordable housing to low-income families and war veterans. Burns established one of Denver's first subdivisions and shopping centers, two concepts that were largely unheard of at the time.

A Booming Program

Denver's economic situation in the post-World War II era stimulated the growth of the University's real estate and construction management program, which became a department in 1947. Faculty members Lee Evans and Charles Shinn became known nationally for their expertise and collaborated with the National Association of Home Builders to present the first management seminar for homebuilders. The newly-established department delivered the seminar across the nation throughout the 1950s.

In 1997, Franklin Burns donated \$5 million to the department, which was renamed the Franklin L. Burns School of Real Estate and Construction Management. When Franklin passed away in 1998, his wife, Joy, continued the legacy of support for the Burns School and the University.





BETWEEN 1964 AND 1974, DANIELS WAS ONE OF 14 COLLEGES IN THE U.S. AND CANADA TO LAUNCH AN EXECUTIVE MBA.

Standing the Test of Time

For many years, the Burns School was the second-largest program within Daniels. As the real estate and construction landscape in Denver has changed, the School has adapted. To better reflect the School's focus, the programs will be renamed Real Estate and the Built Environment.

On May 30, the Burns School celebrated 75 years of successfully producing the best and brightest industry leaders by acknowledging students, alumni and friends—and saluting those who have helped build its strong foundation.

Housed within a business college, the Burns School remains one of the only programs of its kind in the country. Burns Director Dr. Barbara Jackson says that the School's future is as bright as its past. "The possibilities are endless: planning, procurement and asset management, energy, design and facilities management," says Jackson. "Our history is grounded in the Burns School's commitment to integrated solutions that incorporate sustainable value."

The Executive MBA Program—40 Years

As one of the oldest colleges of business in the country, Daniels has sought to meet the needs of the ever-changing business world for more than a century.

The College debuted its Executive MBA (EMBA) program in the fall of 1973. Although the first Executive MBA program in the world was established 30 years earlier by the University of Chicago, Daniels was among the pioneers of academia, and one of the few universities to focus on meeting the unique needs of senior level professionals.

According to Dr. Barbara Kreisman, associate dean of executive education and working professionals MBA programs, the Daniels EMBA has many distinguishing features. The program goes beyond business fundamentals and focuses on the "whole life" experience. The use of the Insights Discovery instrument builds communication effectiveness in the classroom. And the Team Sail Challenge sends students to San Diego Bay to navigate a 28-foot sailboat as an early-program team exercise.

However, it is the program's Social Capital Project that has gained the notice of peer institutions around the world.

The Social Capital Project is introduced to students at the beginning of the EMBA program and requires them to select a nonprofit organization to work with to help advance its mission. Students incorporate concepts such as leadership, social responsibility, innovation and execution. In

2012, Dr. Kreisman and Lisa Grassfield, director of enrollment, were invited to present at the Executive MBA Council's annual meeting in Paris on the Social Capital Project as a curriculum and program differentiator. "Through the Social Capital project, Daniels students have given back so much to Colorado," says Dr. Kreisman.

Grassfield characterizes the EMBA as a signature Daniels program. "The EMBA is an incubator," she says. "Within it, Daniels has pioneered many new ideas that have later given rise to several important College-wide changes."

The Nature Place and the Daniels College of Business Partnership—25 Years

In 1989, Dean Emeritus Dr. Bruce Hutton and Professor Emeritus Dr. Tom Watkins co-authored a proposal to enhance the Daniels MBA program and presented that proposal to cable television pioneer and Denver philanthropist Bill Daniels. Within a year, the College unveiled a bold new graduate business program that emphasized ethical leadership, innovation and the interdependent nature of business disciplines.

That same year, Dr. Hutton visited The Nature Place, a retreat center dedicated to team and leadership development located in Florissant, Colo. The Nature Place was founded by Sandy Sanborn—a family friend of Daniels Professor Dr. Doug Allen—who had a vision to make the world a better place through outdoor experiences. "Bill Daniels wanted us to incorporate experiential learning into our program, allowing students to dive deep into the issues surrounding ethical leadership," says Dr. Hutton. "Everything we learned about The Nature Place showed us that this was exactly what he had in mind."

Since the 1990–91 academic year, Daniels has taken every graduate student to The Nature Place for Leading at the Edge, an intensive multi-day exercise in self-awareness, team building, leadership and problem solving. Students develop critical thinking skills and delve into the interconnected nature of systems of sustainability. Leading at the Edge, which is a part of the class Essence of Enterprise, is modeled after the training of the world's first mountain ski force, the 10th Mountain Division that was assembled during World War II. Sanborn was a 10th Mountain Division ranger.

Rob Jolly, who took over as director of The Nature Place when Sanborn passed away in 1999, says that the Daniels–Nature Place partnership



is its only leadership development program with a college of business—and one of the only such programs in the country. "No other college program that I'm aware of is as in depth or focused on ethics and cultural awareness," says Jolly. "Daniels and The Nature Place have very similar missions, and we both believe that ethics, values and the earth matter. It's the main reason that this partnership has flourished for 25 years."

Though a hidden gem of the College's graduate programs, Leading at the Edge is a feature that distinguishes Daniels. "The Nature Place program is one of our defining characteristics," Dr. Hutton says. "It is the very essence of who we are and what we do."

DU and Daniels have long, illustrious histories and are recognized for excellence throughout the Rocky Mountain region and the nation. However, as philosopher Aristotle once said, "Each entity exists as something in particular and it has characteristics that are a part of what it is." Daniels simply would not be Daniels without the outstanding schools, departments, programs and partnerships of which it is composed. This year we celebrate our milestones and set our sights on our future as a world-class College that transforms lives, organizations and communities. ♥





An Applause of Woofs and Meows

Pet-Loving Daniels Alumnus Launches PetBox



“I give a lot of credit to Daniels and the great professors who guided me.”

—Will Ford

Two years ago, on his birthday, Will Ford (BSBA 2003) was given a subscription to Birchbox, which delivered monthly surprises to him—everything from grooming products to bottle openers. A week later, he and a friend (now business partner), Sean Conlon, came up with the idea for PetBox, a monthly subscription for cat and dog owners.

“So many people treat their pets like kids, which is why we decided to build a personalized experience where our members can actually pack their own PetBox every month,” says Ford. “We only work with the very best companies in the pet industry because our members rely on us to introduce them to the best brands and premium products that are healthy for their pets.”

Based in San Diego with 10 full-time employees, PetBox has grown by more than 200 percent every month since its official launch on October 31, 2013. Though the company has competition, PetBox sets itself apart with its customizable offerings and excellent customer service. “We

want to be the Nordstrom of our industry, offering high-end service and products,” Ford says.

Philanthropy is also an integral part of the company’s mission. PetBox has partnered with BOGO Bowl to donate 100 pounds of quality dog and cat food to shelters and rescue centers all over the country every week on what is known as “PetBox Friday.”

Entrepreneurship comes naturally to this Massachusetts native, who says he chose DU “to attend a great business college and experience the Colorado Rockies.” Prior to PetBox, Ford founded a Miami nightclub and turned it into one of Florida’s most popular hip-hop and R&B locales in less than a year. In 2009, he co-founded Global Village Concerns, a company that creates branding packages for schools and nonprofits.

His Daniels experience, Ford asserts, was critical to preparing him for his successful ventures. “I give a lot of credit to Daniels and the great professors who guided me,” he says. “I couldn’t have asked for a better undergraduate experience.” •

An Astounding Ride

Daniels Alumna Named CFO of the Year

Marjorie (Dorian) Adair (BSBA 1986) always knew she would go into business. Her family owned a golf course in Wichita, Kan., where Adair ran the restaurant as a teen—and she was bitten by the entrepreneurial bug at a young age.

Adair came to Daniels in 1982. She followed in her uncle's footsteps (Bill Graham, BSBA 1971) after being influenced greatly by his stories about JJ Johnston, the famous business law professor who taught at Daniels for 60 years. Adair's mother, Rebecca (Graham) Dorian, is a 1959 graduate of the Colorado Women's College.

After graduating with a management degree, Adair traveled the world for a year and then moved to Kansas City, Kan., to join MacSource, an Apple reseller, where she eventually moved into accounting. From there, her career took several interesting turns—she was controller for a brewing company and worked in Silicon Valley during the dot-com boom.

In 2002, Adair was recruited by a former MacSource colleague to join Perceptive Software, a startup enterprise content management company. Since then, Perceptive has exploded. The company went from 35 to 1,600 employees and from \$5 million to \$250 million in revenues, and was acquired by Lexmark International in 2010 (NYSE: LXX). Adair, now executive vice president of finance, has helped guide the company through nine acquisitions in the past 24 months.

In 2013, Adair was named CFO of the Year (medium companies) by the *Kansas City Business Journal (KCBJ)*. Although her career success inspired her nomination, her passionate community involvement solidified her as the winner. She is a board member for Junior Achievement of Middle America, a member of the American Heart Association's Go Red For Women Executive Leadership Team and is involved with the Women's Capital Connection. In 2006, Adair received the Women Who Mean Business Award, also from *KCBJ*.

With college-bound nieces and nephews and two children of her own, Adair says she shares with today's young generation how her DU experience fueled her career. "I loved DU," says Adair. "The professors and the experience broadened me. I know my education at such an amazing business college helped my career tremendously." •



"I know my education at such an amazing business college helped my career tremendously."

—Marjorie (Dorian) Adair



Class Notes

1960s

Allen Harimon (BSBA 1968) is president emeritus of Restaurant Solutions Inc., awarded best metro Denver small business to work for in 2013 for the second consecutive year.

1970s

Richard Green (BSBA 1978), vice president of association sales and industry relations, retired at the end of 2013 after 26 years with Marriott International (NASDAQ:MAR). Green began his career with Marriott as a front desk clerk at the Denver Marriott Southeast while attending the University of Denver's School of Hospitality Management. Over the years he has held a variety of sales leadership positions, including director of association sales at the San Francisco Marriott Marquis and national account executive with Marriott's National Group Accounts Organization.

1980s

Don Gerstein (BSBA 1981) began working for Equilibrium IT Solutions in Chicago as a consultant and account executive.

Frank Techar (MBA 1983) was promoted to chief operating officer of Toronto-based BMO Financial Group in November 2013.

Amy Dossa (BSBA 1984) is the sole proprietor of Abideen and Co., a fishmeal processing firm based in Pakistan.

Allison "Al" Thomas (BSBA 1984), proprietor of Sperry's Restaurant in Nashville, Tenn., recently re-opened Dale's Steakhouse in Florence, Ala.

Gareth Heyman (BSBA 1985), president and founder of MorEvents, was given the Kal Zeff Business Leader of the Year Award for his generous philanthropic efforts.

Len Moskowitz (BSBA 1985) transitioned to the role of implementation manager for Produce Pro in the greater Chicago area. Moskowitz coordinates all internal components within the company and matches them to the unique needs of every customer.

Marjorie Adair (BSBA 1986) was recently named CFO of the year by the *Kansas City Business Journal*. Adair is executive vice president of finance for Perceptive Software in Shawnee, Kan.

Marcy Kawadler (BSBA 1986) recently joined Polycom as the regional channel director for Northern California and Nevada. Kawadler has worked in the telecommunications industry for 17 years.

Sharla Carlson (MAcc 1987) joined the Reed Group as a controller.

Bill Russell (BA 1988), Reiman School of Finance Advisory Board member and DU political science alumnus, was promoted to director of Global Execution Services at Bank of America Merrill Lynch in Chicago.

John Jennings (MBA 1989), former CFO of The Merchandise Mart, the world's leading operator of showroom buildings and events, was named CFO of Fieldglass in Chicago.

1990s



Frank Bonanno (BSBA 1990) was a semi-finalist in the 2014 James Beard Foundation Awards. Bonanno, whose Denver-area Bonanno Concepts restaurants

include Osteria Marco, Bones, and the new Bonanno Brothers Pizzeria in Lone Tree, Colo., was up for Restaurateur of the Year, as he has been each year since 2011.

Sonia Helmreich (MBA 1991) started her own firm specializing in data warehouse consulting.

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MOST INFLUENTIAL

Congratulations to

Mitchell Gonzales

(BSBA 2010), president

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2013 by *ColoradoBIZ*

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ALUMNI ADVISORY BOARD

The purpose of the Daniels Alumni Advisory Board is to build and maintain a strong and robust alumni-engagement program that provides value for alumni, supports and advances the Daniels College of Business, and develops and strengthens the bonds among alumni, current students and the College.

Chair: Jessie Russell,
MBA 2011

Vice Chair: Tim Caffrey,
MBA 2006, MAcc 2005

Max Bull, BSBA 2004

Andrea Collatz, IMBA 2010

David Collignon, BSBA 1989

Sean Conboy, MBA 2010

Kathy Criswell, MBA 2011

Thomas Curran, MBA 2006,
BSBA 2005

David Feeder, BSBA 1990

Jessica Harvey Green, MBA 2011

Lindsay Gordon, MS 2009

Jacob Gram, MBA, MS 2005

Chad Knoch, BSBA Finance
and RECM 2003

Lynnea Louison, MBA 2001

Yolanda Lyons, MBA 1995

Eric Miller, MS 2010, BSBA 2005

JC Miller, MS 2011

Mark Miller, MBA 2003

Mark Moon, IMBA 2008

Daniel Rosenblum, BSBA 2013

Jason Schild, MBA 2011

Jason Urband, BSBA 2005

Britt Urband, BSBA 2005

Cory Vann, MAcc 2005,
BSBA 2005

LoAn Vo, MBA 2005

Kathleen Wanatowicz, EMBA 2013

Tommi Weeden, MBA 2002

Alexandra West, MBA 2010

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Alan Mencin (MBA 1990) transitioned to a business development specialist role at Saudi Aramco, the state-owned oil company of the Kingdom of Saudi Arabia.

Doug Katz (BSBA 1992) opened The Katz Club Diner, a high-end restaurant, in Cleveland Heights, Ohio.

Lauren Ricci Miguez (BSBA 1992) recently made the move back to Denver from Westin Annapolis, Md., to join the Hyatt Regency Denver Tech Center as the director of sales and marketing.

Alfonso Martinez (BSBA 1994) is chief human resource officer at Laureate International Universities.

John Myung (BSBA 1996) is chief legal officer of the International Insurance Division for The Prudential Insurance Co. of America. Myung recently embarked on a two-year assignment in Singapore.

Kristy Taddonio (BA 1998, Business Minor) was named president of Mile Hi Specialty Foods at Mile Hi Foods and Bakery.

Efe Poturoglu (BSBA 2000) is an attorney and shareholder based in Butzel Long's Washington, D.C., office. He received the Power Player of the Year Award from *Washington SmartCEO* magazine in the category of immigration law. The award is part of the magazine's Power Players program, which honors attorneys, certified public accountants and bankers who embody leadership, accomplishment, innovation and success in their fields.

William Ford (BSBA 2003) is co-founder and president of PetBox (getpetbox.com), a monthly delivery service for pet owners that introduces them to fun and healthy new pet products every month.

Max Goldberg (BSBA 2005) of Strategic Hospitality in Nashville, Tenn., opened Pinewood Social, a coffee-shop/restaurant/bar/bowling alley concept.

Jason Urband (BSBA 2005) was promoted to vice president at Grey Mountain Partners. Jason also chairs the student development committee of the Daniels Alumni Advisory Board.



Stephanie Brady (MBA 2006) of Denver has been promoted to senior director of marketing at Janus Capital Group. Brady is a

member of the Daniels Executive Advisory Board.

Ladd Solomon (BSBA 2006) of Chicago, vice president at Rothschild Investment Corp., and his wife, Alissa, welcomed their first child, Ellie Rose.

Alex Lomas (BSBA 2007) was promoted to associate director of sales in May 2013 and now represents the Hyatt Regency Denver and the Grand Hyatt Denver.

Merici Vinton (International MBA 2007) works for IDEO in London. She recently presented at the Rocky Mountain City Summit on the topic of how cities and government can use big data. Her presentation was derived from a case study from her time at the Consumer Financial Protection Bureau.

Dan Goodman (BSBA 2008), formerly of Mercadito Hospitality and DMK Restaurants, is opening Tête Charcuterie on "restaurant row" in Chicago with Co-Executive Chefs Thomas Rice and Kurt Guzowski.

Danielle Kirschner (BSBA 2009) was named catering manager at the Allegria Hotel in the greater New York City area.



Carl Mittleman (Executive MBA 2009) was named president of Aramark Sports and Entertainment, one of the top four

concessionaires in sports. He is also a member of the Fritz Knoebel School of Hospitality Management board of advisors.

Dustin Palmer (MBA 2009) was elected to the Impact Denver class of 2014—a civic leadership program of the Denver Metro Chamber Leadership Foundation.

Laura Stone (BSBA 2009) was promoted to director of operations at Millennium Blend, a startup located in the greater New York City area.

Analisa Fisher (BSBA 2010) was promoted in late 2013 to tide pools manager at the Grand Hyatt Kauai Resort and Spa.

Rick Lindstrom (BSBA 2010) joined Chicago's Blinderman Construction Co. in February 2014.

2000s

John Moses (MBA 2000) and **Matthias Edrich** (MBA 2007) were elected as partners with Kutak Rock LLP, a law firm with 16 offices throughout the United States.

Moved? Promoted? Other news to share?

Update your information and share your news and photos with Daniels. Send weddings, births, promotions, new addresses and other significant life event information to:

Mona Spitz
Senior Director of Alumni Relations and Annual Giving
mona.spitz@du.edu
303.871.4750

2010s

Aaron Moore (BSBA 2010) recently transitioned to Sound Point Capital in New York City, where he works as a credit analyst.

Zach Smith (BSBA 2010) joined the team at One Off Hospitality, where he helped launch Nico Osteria, an Italian seafood-driven restaurant that opened in the Thompson Chicago hotel last December.



Greg Sullivan (Executive MBA 2010) worked as divisional president at Walmart until last October, when he was named general manager for Colorado-based Crocs' Americas region.

Alexandra West (MBA 2010) was elected to Impact Denver's class of 2014. She is currently a member of the Daniels Alumni Advisory Board.

Alexandra Feldt (BSBA 2011) and Philip Zaranka, a graduate of the Josef Korbel School of International Studies, were married in August 2013.

Jon-Christian (JC) Miller (MS 2011) has transitioned to a new position as associate at Quadriga Partners. Miller is a member of the Daniels Alumni Advisory Board.

Carson Muir (BSBA 2011) accepted a position at Thompson Hotel Chicago as the assistant front office manager after working for Marriott properties in greater Chicago and Denver.

Hilary Sargent (BSBA 2011) works in sales at Novovino Wine Co., a fine wine distributor in Chicago.

Molly McMahon (BSBA HRTM and MBA 2011) was recently promoted to Investment Banking Associate at St. Charles Capital.

Charles Vann (MBA 2012) joined the Georgia O'Keefe Museum, located in Santa Fe, N.M., as community relations and visitor services manager.



Hannah Eddy (MBA 2013) has relocated to Kentucky and is director of provost initiatives, working with University of Kentucky Provost, Dr. Christine Riordan.

Patrick Callahan (MBA 2013), in January 2014, accepted a new role as an analyst with Perella Weinberg Partners.

Erica Wolff (Professional MBA 2013) has been appointed assistant director of donor relations and stewardship for the University of Denver's Office of Advancement. Most recently, Wolff worked at the Denver Public Schools Foundation.

FUN FACT: Daniels alumnus featured in DU ad campaign.

University of Denver
BSBA Marketing and Economics, 1977
MBA Finance, 1978
Jim Lentz
STUDENT

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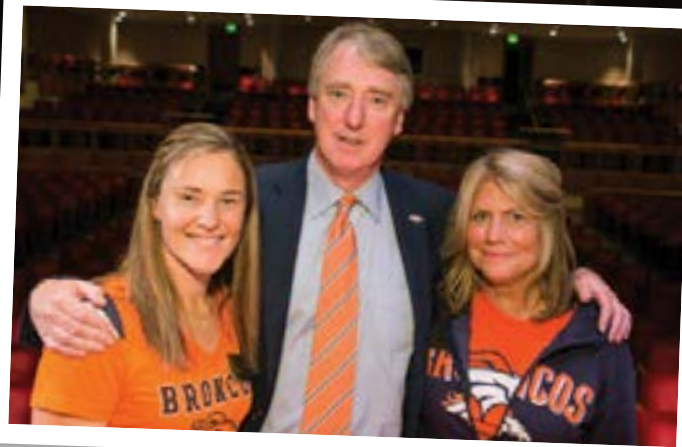
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Publications & Research

Our faculty at the Daniels College of Business are thought leaders dedicated to advancing global business by engaging in quality research, scholarship and knowledge exchange. The following is a sampling of Daniels faculty members' publications and research conducted or published between fall 2013 and spring 2014. Read a complete listing online at danielsnetwork.org.

The Complexity of Context: A Service Ecosystems Approach for International Marketing



Journal of International Marketing, December 2013, Vol. 21, Issue 4

Dr. Melissa Archpru Akaka, Co-author, Department of Marketing

International marketing (IM) has long been studied as a distinctively complex subset of marketing. However, researchers and managers continue to struggle with the dynamics of global exchange. IM researchers have argued that an underlying framework is needed to clarify core constructs, especially those related to value and value creation, and to strengthen the theoretical foundations of the discipline. In this article, the authors propose a theoretical framework for understanding the "complexity of context" that influences and is influenced by social and economic exchange. They argue that although IM appears to be more complex than domestic contexts, the fundamental mechanisms driving exchange and value creation remain the same. Specifically, this framework suggests that the integration of different perspectives of value and the enactment of different practices within particular local, regional or global contexts can potentially lead to the development of new forms of value, new markets and even new cultures.

A Review of Hydro 'Fracking' and its Potential Effects on Real Estate



Journal of Real Estate Literature, December 2013, Vol. 21, Issue 2

Dr. Ron Throupe, Co-author, Franklin L. Burns School of Real Estate and Construction Management

According to new research from Dr. Ron Throupe, fracking for natural gas may negatively impact the value of homes near a drill site. In a survey he helped conduct last year, results show a 5 percent to 15 percent reduction in the bid

value for homes located near a fracking site. To compile the research, the study surveyed 550 homeowners by telephone in the Houston metropolitan area and the Alabama-Florida panhandle. The study has already been published and cited in nearly a dozen newspaper outlets across the country.

Towards the Formation of Consensus in the Domain of Co-Branding: Current Findings and Future Priorities



Journal of Brand Management, February 2014, Vol. 21, Issue 2

Dr. Ali Besharat, Co-author, Department of Marketing

The marketing term "co-branding" has emerged as an attractive management option for many brands over the past three decades, but despite extensive research, knowledge on co-branding remains limited. This article summarizes recent literature findings on how co-branding strategies may benefit or harm businesses. This article also explores the mechanisms by which brands share their associations and the conditions in which consumers might find a co-branded product favorable or unfavorable. To further understand the factors that lead to successful co-branding arrangements, this article looks at examples of successful co-branding initiatives and introduces a value exchange framework to demonstrate how value is created within these co-branding arrangements.

Statistical Software in the Introductory Statistics Classroom



Joint Statistical Meetings, American Statistical Association
Montreal, Canada, August 2013

Dr. Scott Toney, Department of Business Information and Analytics

Every college or university has at one time or another struggled with the question of

what statistical software would be most effective in support of statistics courses. In this presentation, Professor Toney covered a variety of different statistical software—from software for discovery and introduction of topics or calculations, the cost and power of R, the Big Data capabilities of JMP, the research applicability of SPSS, the universal coverage of Excel and more. Participants in the session also shared what has worked in their classrooms and institutions and what has not.

Corporate Governance: A Risk Management Approach



Corporate Ownership & Control, Vol. 10, Issue 2, Winter 2013

Dr. Philipp Schaberl, Co-author, School of Accountancy

This paper analyzes one approach to financial risk management for public companies. According to Professor Schaberl, risk management committees are now a requirement for all U.S. financial institutions that are regulated by the U.S. Federal Reserve Bank. To comply, all U.S. public companies must now report their risk management activities for both the board of directors and top management in their 10-K annual reports to the U.S. Securities and Exchange Commission (SEC). Since 2011, Disclosure Insight Inc. has issued risk ratings for more than 1,500 public companies in the U.S. Its risk rating

is based on the number, nature and timing of 100 risk factors across major categories. Along with other findings, the study uncovers significant positive abnormal risk-adjusted returns for companies with lower risk ratings and companies that also outperform the S&P 500.

The Langer Lab's Secret Sauce



Nature Biotechnology, Vol. 31, Issue 6, June 2013

Dr. Aimee Hamilton, Department of Management

In an article penned for *Nature Biotechnology*, Assistant Professor Aimee Hamilton describes how she has been researching the Langer Lab at the Massachusetts Institute of Technology (MIT) as an exemplar for nearly six years. Through her research she has learned that success depends on recognizing that entrepreneurial science requires collaboration on both the scientific and business sides. She notes that the Langer Lab is very flexible, especially with its limited financial resources and human talent. The lab also keeps an open mind about what might be a potential technology platform. According to Hamilton, good ideas can come from anywhere in an organization, and frequently arise through combined knowledge and collaboration.



Thought Leadership in Action

Read the full list of Daniels faculty research, publications and presentations online.



danielsnetwork.org



IN THE NEWS



In 2013–14, the national and international media called upon our faculty and staff for insight on current issues. Following is a list of some of the print, broadcast and online media that featured our experts. Read all our press mentions online at daniels.du.edu/news.

CBS NEWS

CBS News, “Is the Bangladesh Factory Collapse a Turning Point?,” April 24, 2014



As the world commemorates the one-year anniversary of the deadly Rana Plaza factory building collapse in Bangladesh, an overriding question remains: What can be done to prevent such industrial accidents in the future, especially in emerging economies and business sectors like Bangladesh’s garment industry?

“I think that this disaster was of big enough proportions that it caught the attention of the world in the way that perhaps some of the smaller incidents of the past have not,” says **Dr. Douglas Allen, director of the International MBA program** at the University of Denver’s Daniels College of Business. “I know that it’s come up in conversations I’ve had with some of my MBA students in China as well.”

GlobeSt.com, “14 Ways the Workplace is Evolving,” April 21, 2014



Mobility versus routine. Distraction versus focus. Command-and-control management versus employee choice. As corporate cultural battles play out, workplaces have become the battleground, with outcomes increasingly dependent on worker engagement, health, well-being and a sense of belonging or purpose. In this article, **Dr. Barbara Jackson, director of the Franklin L. Burns School of Real Estate & Construction Management** at the University of Denver’s Daniels College of Business, was quoted on the shift from physical to intellectual space in the workplace and how it is impacting the workforce.

CNBC “The Restaurant Where Diners Will Decide the Menu,” April 02, 2014



Roughly six out of 10 restaurants either changed hands or closed in Columbus, Ohio, during a three-year period studied by **Dr. HG Parsa, professor of hospitality management** at the University of Denver.

Parsa was quoted in this CNBC article on “programmable restaurants” that are popping up around the country. Starting in mid-April, 10 chefs will compete to become the upcoming restaurant’s chef. As they do, they also will be testing out multicourse menus.

Smart Planet, “Would You Survive a Video Job Interview?” March 24, 2014



Are on-demand video interviews the next big thing in hiring? **Dr. Cynthia Fukami, professor of management** at Daniels College of Business, says conducting job interviews via online technology with identical questions posed to everyone “offers companies some ability to control the bias, which is also beneficial to the applicant.” She points to the chitchat that happens in person: “How was your drive?” “Did you watch the Broncos game?” The answers “can cause you to like or not like someone,” which may or may not bias impressions.

Men's Health, "How to Blow a Grand In Style,"
March 11, 2014



Why prolong your misery by losing lots of cash on the slot machines? Go out like a high roller—hit the roulette table and put it all on one number, says **Dr. Robert Hannum, a professor of finance, specializing in risk analysis and gaming**, at the University of Denver's Daniels College of Business. "You'll win the straight-up bet on a single number in roulette once every 38 times," he says. So the odds offer a 35-to-one payout. Sounds a bit too rich? Then stretch out your play in R100 hits—you'll still have a 12.5% chance of pocketing some cash.

CBS News, "Should America Export Natural Gas to Europe?" March 07, 2014



As the crisis in Ukraine plays itself out, there are concerns any sanctions leveled by the U.S. or the European Union (EU) against Russia might prompt retaliation from Moscow—which currently supplies Europe with a large percentage of its oil and natural gas. But even if large-scale LNG exports are approved, these will have to be some major infrastructure investments, says **Dr. Ron Rizzuto, professor of finance** at the University of Denver's Daniels College of Business.

"Since you have a capital investment involved it will be slower," he added, "but we're definitely going to see more replacement over time."

Rizzuto, who studies energy and transportation issues, also expects natural gas demand will increase globally as the U.S. brings more supplies on line, but he expects prices to remain steady.

"I don't believe that we're going to go to \$200 a barrel," he says. "The demand will be there, but the increased supply will make it still pretty cost effective. When you start using natural gas, there's a lot of availability there that will keep natural gas prices not as low as they are now. But prices will not quadruple or anything like that."

FAST COMPANY

Fast Company, "No Bull*\$\$@ Branding: How Companies Use Trash Talk, Honesty to Charm the Right Customers," February 12, 2014



Plain speak. Salty talk. No bull*\$\$@. Call it whatever you like, some companies have built an entire culture around cutting the fat from their communications, both internal and external. Though it's not an officially recognized trend, **Dr. Dan Baack, associate professor of marketing** at the University of Denver's Daniels Business College says, "Many consumers see

advertising messages as manipulative, sneaky and lies. Without credibility, advertising messages fall on closed ears." He believes that straight talking brands communicate their honesty and trustworthiness to consumers, which then becomes a key brand association. "For the rare brand seen as authentic by consumers, advertisers find themselves in the enviable position of having consumers listen to them."

Plotting Success, "Want to Make Six Figures? Consider a BI Graduate Program," February 12, 2014



Business intelligence [analytics] graduate students come from many educational backgrounds. Predictably, most hail from engineering, computer science and mathematics programs. However, according to **Dr. Andrew Urbaczewski, chair of the Department of Business Information and Analytics** at the University of Denver's Daniels College of Business, a growing number of business intelligence [analytics] students are coming from less-than-expected undergraduate programs: political science, human resources and music. "Our program doesn't focus on just creating, for example, financial analysts or marketing analysts," Urbaczewski says. "Rather, it tries to teach analytics from the broad spectrum of business... allowing individuals to go into a particular area without being too committed to a very narrow field."

CBS News, "How Vulnerable is America's Power Grid to a Planned Assault?" February 07, 2014



An attack that took place last April on a PG&E (PCG) electrical substation outside of San Jose, California, was originally called an act of vandalism in some news reports, although at least one local law enforcement official felt the crime was intentional. No arrests have been made in the incident, but it's been clear for some time that the late-night attack—which involved the assailant or assailants cutting several major telecommunication cables and then shooting up the substation's massive transformers with at least one high-powered rifle—was deliberate. New media reports, meanwhile, are describing an even darker scenario, with some experts characterizing the crime as a terrorist assault on the nation's power grid.

Other experts also are considering the what-ifs of a physical, violent attack. A big part of the problem, according to experts, is the nation's antiquated and overtaxed power system. "The United States is poor in infrastructure replacement," said **Dr. Jack Strauss, the Miller Chair of Applied Economics** at the University of Denver's Daniels College of Business. Strauss points to a 2013 annual report by the American Society of Civil Engineers that gives the nation's infrastructure a D+ grade. One of the issues stems from the deregulation of the country's electric utility industry, a trend that began in the 1990s. "Deregulation, which is a good idea, encourages competition," Strauss noted. "But at the same time, there's less investment in the short run, so we're not making the right investments." That includes investing in emergency back-up generators and transformers as recommended in the NRC report.

**NPR's Marketplace**, "Marijuana Advocates Use Super Bowl as Advocacy Tool," January 31, 2014

The Denver Broncos will play the Seattle Seahawks, pitting the two states that have legalized recreational marijuana use against each other, making the game the perfect opportunity to talk marijuana—and marijuana laws. "You are dealing with two likable and very visible teams from the legalized states," says **Greg Wagner, marketing professor** at the University of Denver. For groups that want more legal pot, it's a chance they can't pass up. "Let's jump in there and be a part of the party."

Hotel Business Review, "Knoebel School of Hospitality Management Announces Marriott Scholarship Fund," January 16, 2014

The Fritz Knoebel School of Hospitality Management at the University of Denver's Daniels College of Business announced the creation of the Marriott Foundation Scholarship Endowment Fund with a \$100,000 gift from the J. Willard and Alice S. Marriott Foundation. In June 2013, the University's Board of Trustees approved renewed funding for undergraduate endowed scholarship matching programs and matched the foundation's investment, dollar for dollar. Beginning in the fall of 2014, the endowed scholarship will generate \$9,000 in annual student scholarships to support and attract underrepresented undergraduate students.

24/7 Wall Street, "Seven Sneaky Taxes for 2014," January 16, 2014

2014 is already an unusual year, if only for the dozens of tax provisions that lawmakers on Capitol Hill allowed to expire at the end of 2013—a move that is certain to change your personal tax filings next year. A fair number of these changes were due to congressional inaction, says **Dr. Sharon Lassar, director of the School of Accountancy** at the University of Denver's Daniels College of Business. That political gridlock particularly affected what were known as "extenders"—special tax breaks or deductions that Congress extended at one- or two-year intervals, rather than attempt to budget them permanently. Another issue is the ongoing economic weakness. "In order to extend a tax break, Congress has to find a way to pay for it," she says, "by either cutting some other spending or raising taxes on someone else. And as the fiscal situation gets tighter, it gets more and more difficult to find a way to pay for the extenders."

Good Housekeeping, "Don't Fall Victim to These Email Scams," January 15, 2014

Many of us love shopping on the Web and keeping in touch via email, but a digital life comes with a downside: Americans reported losing an incredible \$525 million to online cons in 2012. But what if, uh-oh, you unwittingly wind up revealing your personal info? Follow up, says **Stephen Haag, an Internet-safety expert in the Department of**

Business Information and Analytics at the University of Denver, by running antivirus software if you have it, conducting a full scan of the involved device. "If your device has a bug on it that can't be removed," he says, "contact the antivirus software publisher, which can most likely provide a software patch to rectify the problem."

**USA Today**, "Ten Retirement Resolutions to Set for 2014," January 1, 2014

Most of us have not saved enough for retirement. I've doled out dozens of tips for retirement and common mistakes in 2013. So as we head into the new year I'd like to remind you of some of the most important. If you haven't already, start thinking about retirement and retirement planning—especially if you've turned 50. "Spend more time on retirement

planning and invest more dollars for retirement," says **Dr. Maclyn Clouse, professor of finance** at the University of Denver's Daniels College of Business. "Do not rely only on Social Security. As Congress and the president look for ways to reduce our budget deficits, it is likely that we will see cutbacks in payments to future Social Security recipients. It is also likely that the age at which you can begin to receive payments will be increased."

Time Magazine, "Why You Should Believe Liars When They Say They're Lying," December 13, 2013

It's because a new study shows that people—including liars—are



more honest than you think. Researchers from the University of Amsterdam and Ben-Gurion University asked 527 Dutch students—as part of a battery of psychology tests—how often they had told a lie in the past 24 hours. Forty-one percent said they had told none, 51 percent reported one to five fibs, and 8 percent said they'd told six or more. Not surprisingly,

frequent fabricators scored higher on a continuum of personality traits associated with psychopathic tendencies like grandiosity, thrill seeking and manipulation. In addition, says

Dr. Robert Giacalone, who holds the Daniels Chair in Business Ethics at the University of Denver, the study looked at a very narrow definition of lying. "The premise that people don't lie a lot, I think," he says, "is false." The research on "impression management" indicates that most people distort the truth, often without admitting to themselves they are doing it. Beginning with their parents, he says, kids are told to put their best foot forward, whether on a job interview or a first date. Whether they tell outright falsehoods or omit or spin important facts, they are trying to mislead or deceive. In the study, he says, people may well underreport their lying.

NBC NEWS

NBC News, "Analysis: U.S. Drilling Boom Leaves Some Homeowners in a Big Hole," December 12, 2013



A University of Denver study found that a majority of 550 people surveyed would decline to buy a home near natural gas drilling. The study, to be published in the *Journal of Real Estate Literature*, also found up to a 25 percent reduction in bid value for homes located near these "fracking scenarios."

"There's a stigma," says **Dr. Ron Throupe, one of the study's authors and a professor** at the University of Denver's Daniels College of Business.

CIO Today, "Small Company Wants to Help Twitter Make Money," December 3, 2013



Twitter just issued its IPO, but a lingering question is how the popular worldwide microblog company will turn a profit. One U.S. company thinks it has found one way to help Twitter (and itself) make money. Wayin has partnered up with the Denver Broncos football team to project tweeted photos and tweets from fans onto the Sports Authority Field at Mile High's Thundershield 2, the stadium's marquee 40-foot (12-meter) high, by 220-foot (67-meter) wide video scoreboard.

Experts estimate that Twitter makes 85 percent of its money through so-called "native" advertising that shows up on the feed in the form of text, says **Michael Myers, lecturer in the Department of Marketing** at the University of Denver. "I think they'll experiment with how to make money," Myers says. "See if someone can curate their content and their data in a format that makes the customers so they don't have to reach out to the Denver Broncos themselves."

National Journal, "Fire Your Team, Mr. President!" December 2, 2013



Editors Note: Dr. McGowan passed away on March 1. Read the full story on page 6.

President Obama needs to fire himself. He needs to shake up his team so thoroughly that the new blood imposes change on how he manages the federal bureaucracy and leads.

A series of self-inflicted wounds during his fifth year in office, capped by the botched launch of the Affordable Care Act, have Americans questioning the president's competence and credibility. **Dr. Bob McGowan, a professor of business-government relations and corporate strategy** at the University of Denver, says Obama should look to Hewlett-Packard and GE as examples of how an institution can change its culture by changing its structure. "You don't want to take a chainsaw and start hacking people right and left, but the time is running out of the hourglass," McGowan says. "If he's going to do something, he has to start soon."

Hospitality ON, "Winners Announced of the 14th Annual Worldwide Hospitality Awards Ceremony," November 13, 2013

For the 14th consecutive year, MKG Group hosted the Worldwide Hospitality Awards. The international competition showcases hotel groups, brands and independent industry initiatives.

From more than a hundred projects in 14 categories, only 38 finalists and honorees remained after the deliberation of two expert juries of hoteliers and non-hoteliers, in addition to an online vote at hospitality-on.com. The professionals honored future professionals through the fourth edition of Hospitality Schools Awards: **Daniels College of Business – University of Denver, for the Best Educational Innovation.**

Benziga.com, "Government Shutdown Takes a Bite Out of U.S. Food Production, Safety and Pricing Data," October 10, 2013



Is the nation's food supply chain facing a "perfect storm" of damaging events when it comes to food production and safety? The U.S. government shutdown has disrupted livestock pricing across the nation. It also has led to darkened offices and laboratories at the Centers for Disease Control and Prevention, as well as at other essential federal food

inspection services, just in time for a major food-borne bacterial outbreak.

Observers say producers are unlikely to pass along any additional shutdown-related costs to shoppers at the supermarket—at least for now. "The longer this goes on, the greater the likelihood of commodity volatility," says **Dr. David Corsun, director of the Knoebel School of Hospitality Management** at the University of Denver.



TRANSITIONS

Each year, Daniels welcomes new faces and bids farewell to those who have been a part of our lives for many years. Here, we recognize newly hired and promoted faculty members and staff, thank retiring professors and welcome the newly appointed officers of the College's many undergraduate and graduate student organizations.

Retired

RETIRED



Dr. Paul Laesecke
Fritz Knoebel School of Hospitality Management
1985–2014



Dr. Robert "Van" Johnston
Department of Management
1976–2014



Dr. Karen Newman
Department of Management
2005–2014



John White
School of Accountancy
2000–2014

Office of Communications & Marketing

Christopher Lowery as Assistant Director, Creative & Marketing Services

Institute for Enterprise Ethics

Gloria Owusu as Administrative Assistant & Program Coordinator

PROMOTED

Department of Business Ethics & Legal Studies

Dr. Donald Mayer as Chair

Staff

Graduate Academic Services

Kenny Metcalfe as Senior Graduate Academic Advisor

Lisa Bradley as Director, Graduate Academic Services

Lynn Noel as Graduate Academic Advisor

Fritz Knoebel School of Hospitality Management

Jill Hartman as Director of Hospitality Management Career & Student Services

Office of Undergraduate Programs

Rebecca Damas as Assistant Director, Taylor Family Undergraduate Career Center

Jessica Drelles as Manager, Enrollment Services

Greg Grauberger as Director, Academic Advising

Barbara Pemble as Director, Undergraduate Programs

Promoted

Hired

HIRED

Staff

Executive Education

Joanie Berrier as Program Coordinator

Fritz Knoebel School of Hospitality Management

Lauren Sepulveda as Enrollment & Student Services Manager

Perri Guzofsky as Administrative Assistant, Knoebel Events

Office of Graduate Recruitment & Admissions

Jessica Hanna as Graduate Admissions Manager

Office of Undergraduate Programs

Sky Lee as Project Coordinator

McKenzie Mohler as Academic Advisor & Program Counselor

Kelli Sessions as Project Coordinator

RETIRED

Building Better Leaders



Dr. George Simon, Professional MBA Program Director and Clinical Professor, Retires from Daniels

Call him a lifelong leader, and more importantly, a lifelong builder of leaders.

Dr. George Simon first became interested in education during his 20-year career in the U.S. Air Force. While enlisted, Dr. Simon was given the opportunity to teach at the Noncommissioned Officers Leadership School, and as a captain he joined the faculty of the Squadron Officer School at Air University, an accredited military education and leadership training system. "It was a great experience that laid the foundation for my later career," says Dr. Simon.

Following his Air Force career, Dr. Simon leveraged his training and education

Katie Seymour as Academic Advisor & Program Counselor

Franklin L. Burns School of Real Estate & Construction Management

Lora Hacker as Student Enrollment Specialist

Graduate Student Operations
Lauren Collins as Manager in Experiential Learning

Suits Career Center
Lydia Ross as Manager, Employer Relations

Beta Alpha Psi

Chris Kyriazi and Elio Merino as Finance Co-Chairs

Daniels Ambassadors

Grace Bradford and Emily Yost as Hospitality Co-Ambassadors

Daniels Graduate Women in Business

Kanchana Kovalam as Social Media Representative and Margaret Thayer as First-Year Representative

Delta Sigma Pi

Elizabeth Fitz as Chair of the Olympics Planning Board

DU Marketing Association

Kesha Vasant as VP of Marketing and Vicky Zheng as Treasurer

Entrepreneurs in Action

Luying Chen as Director of Marketing, David Kelly as Program Development Director and Vram Vartanov as Director of Finance

Graduate Business Student Association

Beau Breck as VP of Finance

Graduate Student Government

Leslie Rossman as President, Fatima Chrifi as Director of Inclusive Excellence and Vanessa Teck as Communications Director

Investment Banking and Capital Markets Club

Alvaro Day as President and Dennis Tourville as Vice President

National Society of Minorities in Hospitality

Emily Brandorff as Membership Chair, Nicole Germain as Social Media Chair, Miranda Groh as Hospitality Week Chair, Andrew Lewis as Joint Council Representative, Lee Lewis as Community Outreach Chair, Jenny O'Conner as Planning Director, Joseph Ruck as Social Chair and Tellico Shpall as Pre-College Outreach Chair

Undergraduate Business Student Association

Caroline Escobar as Marketing Ambassador and Katie Raffaghello as Accounting Ambassador

Undergraduate Student Senators

Alejandro Garcia as Hospitality Senator, Melissa Sim as Daniels Senator and Josh Todtfeld as Daniels Senator

Elected

ELECTED

Alpha Kappa Psi

Emily Ettinger as President, Irene Bichofberger as VP of Operations, Aileen Chong as VP of Alumni, Ivy Chung as Treasurer, Lauren Hilgers as VP of Promotion, Nikki Huang as VP of Fundraising, Shawna Matthews as VP of Philanthropy, Jilson Schlacter as VP of Membership, Katherine Toldy as Historian, Annie Vellon as VP of Administration and Dan Zuber as VP of Marketing

background into a career in human resources and training and development. He landed in the telecommunications industry and held leadership positions at Storer Communications Inc., TCI, AT&T Broadband, Broadband Services Inc. and finally Starz Entertainment LLC, where he was director of recruitment, training and employee development. He completed a doctor of management degree at the University of Phoenix as he planned his next move.

In 2004, Dr. Simon was ready to begin a new chapter. "I always wanted to teach, but I never had the time," Dr. Simon says. Years earlier he had gotten to know the team at the Daniels College of Business Institute for Leadership and Organizational Performance when he oversaw the development of a Daniels executive education program for Broadband Services' senior leadership. As Dr. Simon prepared to launch his

academic career, those contacts at Daniels were his first phone calls. Dr. Simon was hired as an associate clinical professor at Daniels that same year.

For the past decade, Dr. Simon has delivered dozens of corporate training and executive education programs for companies throughout Colorado and across the country—including Titanium Metals Corp., Starz Entertainment, and others. His unique combination of military, telecommunications and business leadership experience made him an ideal person to help working professionals build skills and knowledge.

He also teaches in the College's working professionals MBA programs. In 2007, Dr. Simon was charged with revamping the Professional MBA (PMBA) program, and has helped transform it into a nationally recognized program. During his tenure, the PMBA has climbed the rankings

to the No. 3 part-time MBA program in the Northwest and No. 54 in the nation, according to *Bloomberg Businessweek* (2013), and ranked No. 77 by *U.S. News & World Report* (2014).

Summer 2014 marks 10 years at Daniels for Dr. Simon—and his decision to retire. However, he loves teaching too much to step away entirely. Dr. Simon will teach in the College's new Emerging Leaders program through Executive Education, a leadership Program for early-career leaders.

Dr. Simon joined Daniels during arguably its best decade, as the College gained international prominence and bolstered its longstanding reputation of excellence. "The future is bright for Daniels," Dr. Simon says. "We've progressed a great deal and gained respect and credibility. I'm very proud of my work in the classroom and in developing new programs. My time at Daniels is definitely the highlight of my career."



STUDENT PROFILE

TARA COLLINS



**BSBA, Marketing and Analytics
Class of 2016**

SCHOLARSHIPS

**Rell Endowed Scholarship
Armstrong Endowed Scholarship**

CAMPUS ACTIVITIES

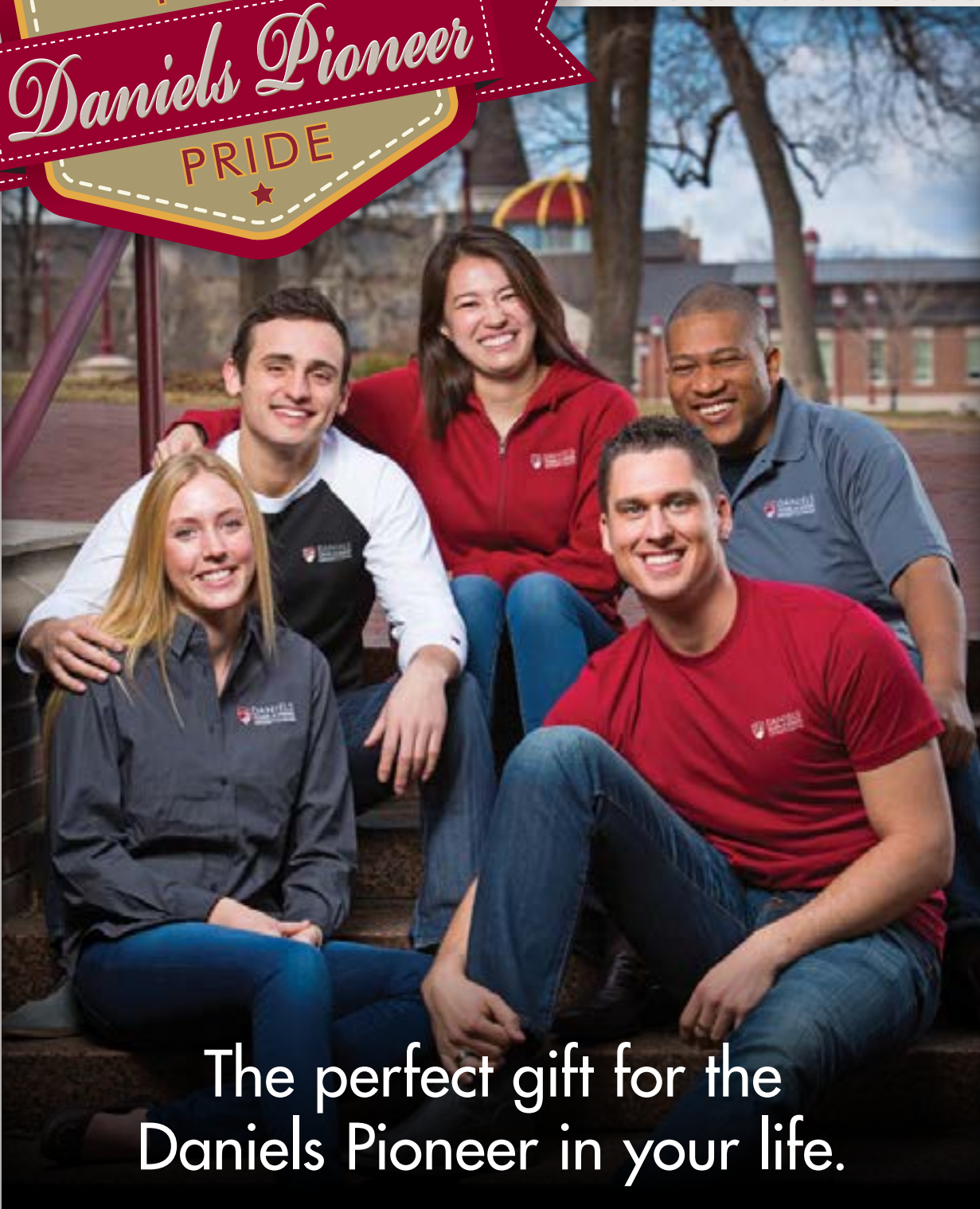
**Pioneer Ambassador
Pioneer Leadership Program**

Colorado native Tara Collins graduated high school a semester early so she could work, save up for college and apply for as many scholarships as possible. Through two jobs, she saved \$10,000 to help fund her freshman year. Her GPA at DU earned her both the Rell Endowed Scholarship and Armstrong Endowed Scholarship, enabling her to continue her education.

“I am working hard to make sure that what I do with my education will benefit others one day, and that I do something that will make the world a better place,” says Collins, who started a volunteer program at the retirement community where she worked throughout high school. “The people behind my scholarships are providing me with the path to my future. Thanks to them, I have the opportunity to be here at DU.”

**Support students like Tara Collins by giving this year—
and every year—to the Daniels College of Business.**

du.edu/givetodaniels



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Daniels Pioneer in your life.



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Denver, CO 80208-8900

COLLEGE EVENTS 2014

August 2014

- 14** Summer Academic Hood Presentation Ceremony
- 14** DU Boston Chapter Red Sox Night

September 2014

- 12** Colorado Business Career Fair
- 18** Daniels Connects Denver: Alumni/Student Speed Networking Night

October 2014

- 31-November 1**
DU Homecoming and Family Weekend

December 2014

- 11** Daniels Snow Ball 2014



UNIVERSITY of
DENVER

SESQUICENTENNIAL

Celebrate the University of Denver's Sesquicentennial

For up-to-date information on events happening this summer and fall, visit: du.edu/du150

1864 SERVICE CHALLENGE: 186,400 HOURS

In this special year we are challenging one another—students, alumni, faculty and staff—to achieve a combined 186,400 hours of community service by the end of 2014. Be a part of the 1864 Service Challenge. Together we can accomplish tangible public work that improves the lives of people in our own communities and across the world.

Learn more at: du.edu/1864challenge



For more Daniels events, visit:
daniels.du.edu/events