

# DANIELS BUSINESS

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DANIELS COLLEGE OF BUSINESS AT THE UNIVERSITY OF DENVER

**2020 MAGAZINE**



# VISION

20/20

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THE FUTURE IS HERE

**SEEING IN COLOR**

INSIGHTS IMPROVES  
COMMUNICATION AND  
EMOTIONAL INTELLIGENCE

**VIVEK'S VISION**

Q&A WITH DANIELS'  
NEW DEAN  
VIVEK CHOUDHURY

**DESIGNING YOUR LIFE**

STUDENTS "DESIGN  
THEIR LIVES" FOR A  
CHANGING WORKPLACE

**DEVELOPING DENVER**

WHERE THE CITY IS  
HEADED AND WHY IT'S  
EQUIPPED FOR THE TRIP







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## IN THIS ISSUE

### 02 FROM THE DEAN

### 03 NEWS & NOTEWORTHY

### 12 FEATURES

#### SEEING IN COLOR

Insights improves communication and emotional intelligence

#### VIVEK'S VISION

Q&A with Daniels' new Dean Vivek Choudhury

#### DESIGNING YOUR LIFE

Career Services helps students "design their lives" for a changing workplace

#### DEVELOPING DENVER

Where the city is headed and why it's equipped for the trip

### 44 RETIREMENT UPDATES

### 48 ALUMNI NEWS

#### DISCOVER UPCOMING EVENTS

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# FROM THE DEAN



## DEAR FRIENDS:

Ever since I joined the Daniels College of Business as dean in August 2019, I have been asked about my vision for the future of Daniels. Accordingly, and apropos for 2020, we have curated a number of stories that offer a clear perspective on our collective vision for the future, both of Daniels and business in general.

Rapid and radical advances in technology, such as artificial intelligence, blockchain and the “internet of things,” are fundamentally changing every aspect of our lives. At Daniels, we are focused on proactively preparing students for the emerging and constantly changing business landscape, not just for their first jobs, but also for the next 10, 20 or 30 years of their careers, which may include jobs that do not yet exist.

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While we shift our focus to 2020 and beyond, I also want to acknowledge the phenomenal work of our faculty, staff and students from the past year. Daniels opened three new centers, dedicated to furthering education, research and practice within consumer insights and business innovation, sales leadership and family enterprise. We hosted CEOs and leaders for our Voices of Experience series. Our students traveled overseas for immersive, challenge-based learning experiences. Our faculty continued to conduct and publish leading-edge research and implement new courses and initiatives to improve the student experience. You can find these highlights and more throughout this issue of Daniels Business.

As we reflect on our past and clarify our future, it's a good time to refine our identity, beliefs and goals. It's a time, in other words, to solidify our vision. I encourage you to read our alumni and faculty profiles, which demonstrate how our stakeholders are embodying the Daniels vision of pioneering business for the public good.

Finally, this is not a solo journey! The city of Denver and its dynamic and engaged business community are critical to Daniels' success. Most importantly, I ask for help from YOU—our alumni, students, parents, employers, colleagues, supporters and friends. You are pivotal in helping to shape what our future looks like and how we will attain it.

Please contact me with your questions, comments, ideas or concerns. Submit your updates and story ideas at [dcbcomm@du.edu](mailto:dcbcomm@du.edu) so we can help celebrate and share your successes.

I very much welcome your input and engagement and want to know: What can Daniels do for you? ♥

SINCERELY,

**VIVEK CHOUDHURY, PhD**

DEAN

DANIELS COLLEGE OF BUSINESS





SOPHOMORES LAUREN BARNES & KAYLE MIGAKI  
OF ONEKINDCUP AT PIONEERING SUMMER

## Student Compostable Cup Business Takes off

It doesn't get much bigger than Denver Startup Week. Over the course of five days, the event brought together more than 17,000 entrepreneurs, students and community members to learn, network and innovate.

In the middle of it all were Lauren Barnes and Kayle Migaki, DU sophomores at Daniels and the Ritchie School of Engineering and Computer Science, respectively, set to pitch their burgeoning company, OneKindCup. The ensuing five-minute elevator speech was the culmination of Project X-ITE's Pioneering Summer, an accelerator and incubator that develops student startups.

In its third year, the program put 19 students from eight companies through 84 hours of intensive programming and mentoring.

On this "Demo Day," each team tried to sell its product to a crowd of 200 investors, mentors, startup founders and community members.

Barnes developed the idea for a one-piece, disposable, compostable cup with a built-in straw in Daniels' Gateway to Business course, which is now the Fourth Industrial Revolution course.

By the end of spring quarter, she was onstage pitching it to Project X-ITE, which selected OneKindCup for Pioneering Summer. In addition to a stipend, access to

mentors and a full slate of programming, each participating startup received office space at Project X-ITE's headquarter house on the DU campus.

OneKindCup achieved each goal it set before Pioneering Summer began—the entrepreneurs determined their product's market niche, finalized a design and tested the cup on a machine. OneKindCup also applied for a patent.

*Watch highlights of OneKindCup's Denver Startup Week pitch at [danielsmagazine.com](https://danielsmagazine.com)*

***Barnes developed the idea for a one-piece, disposable, compostable cup with a built-in straw in Daniels' Gateway to Business course, which is now the Fourth Industrial Revolution course.***



## Revamped Class Welcomes ‘Fourth Industrial Revolution’

To redesign the popular Gateway to Business class, Professor of the Practice and Faculty Director for Entrepreneurship Stephen Haag needed to think like a businessman.

For years, the required introductory course has been among the most popular at Daniels. As undergraduate students learned the ins and outs of industry, they also worked to develop a mobile app-based startup company, which they would pitch at the quarterly Madden Challenge. But in fall 2019, Haag rolled out something new.

In the revamped Fourth Industrial Revolution course, students focus on acquiring a new set of skills. In just 10 weeks, the curriculum touches on artificial intelligence, cryptocurrency, 3D printing, extended reality, autonomous vehicles and the “internet of things.”

With the support of the Madden family, students get their hands dirty in an on-campus innovation lab, building a product that they present at a retooled Madden Challenge. In a science fair format, students show off their ideas, from 3D-printed, recyclable shoes to a smart camping tent with GPS, weather sensors and solar panels.

“These young people want to make a difference,” Haag said. “And what excites me most is seeing those sorts of ideas that come out of here. They think everything is possible and we’re going to show them that that can happen.”



UNCLE CUSTARD'S ANALYTICS SHACK TEAM MEMBERS  
CAMERON VAN BAAL, CORY VANDENBERG,  
MICIAH LEWIS & ALEX ARBISMAN

## Making Out a Path for KissCam's Success

Developed, patented and used at concerts, corporate events and sports venues worldwide since 2016, the free KissCam, LLC iOS and Android app is wildly popular—but not profitable. That needs to change for the app to remain financially viable beyond its investor-funded startup period. So founder Dana Veitch sought solutions from his target market—college students.

At the third annual Undergraduate Case Competition on May 3, 2019, 38 Daniels students were tasked with defining the path to KissCam's success. For 20 hours, nine teams of business majors dispersed to create strategic plans for the event sponsor's financial growth. Seniors Cameron Van Baal, Cory Vandenberg, Alex Arbisman and Miciah Lewis, members of the Uncle Custard's Analytics Shack team, won first place and \$5,000. They suggested both a

business-to-consumer and business-to-business approach: repositioning KissCam from social media platform to experience broker, focusing on providing new customer experiences and then selling user data to help event venues boost ticket sales.

## Students Present Next-Gen Solutions to Diversity Challenge

Facing the threat of competitors poaching their talent, financial services company Transamerica wondered how it could improve its recruitment and retention of millennials, diversify its workforce and cultivate effective teamwork among entry- and senior-level employees with vastly different values, perspectives and work styles.

On April 26, 2019, eight DU student teams competed at the 10th annual Inclusive Excellence Case Competition to present solutions to this real-life issue.



The event was hosted by Daniels and sponsored by Transamerica and Denver International Airport. The 38 students represented 14 programs across five DU schools and nine countries.

Team Talent2025 won first place and \$5,000, proposing an intergenerational mentorship and cross-training program; problem-solving interview questions and personality tests in the hiring process; and internal events to celebrate differences and break down hierarchies.

Team members were undergraduate students Skylar Davidson (political science), Martin Monzon Arbildo (real estate and the built environment) and Gillian Breuer (public policy and management) and graduate student Edward Nofe (finance).



## Assessing the Economic Impact of arc Thrift Stores

By the spring of 2019, Henry Hackett, Drew Kaneps, Steven Richter, Stephen Trella and Jon Yeh were a tight-knit crew of Professional MBA students presenting their final project to executives with arc Thrift Stores and The Arc of Colorado. Arc is the largest national community-based organization advocating for and serving

people with intellectual and developmental disabilities and their families. The largest social enterprise in Colorado, arc Thrift Stores has 1,700 employees and nearly \$100 million in annual revenue. The revenue supports children and adults with intellectual and developmental disabilities, helping them find housing, jobs, medical assistance and services in school. Professor and Miller Chair of Applied Economics Jack Strauss worked with the team to evaluate the economic multiplier effect of arc Thrift Stores on Colorado's economy.

After conducting weeks of research and combing through Colorado economic multiplier data, the team concluded that arc Thrift Stores has a \$2.3 billion impact on the state. The students' study results were mentioned in the Denver Post, ColoradoBiz, Bloomberg and Business Wire.

## DU Wins NAIOP Competition by Engaging Globeville

The task: Develop a plan to turn a 40.5-acre site in Denver's Globeville neighborhood into an innovative center where people can live, work and play. Six Daniels students were up for that challenge, suggesting that the property be transformed into an outdoor recreational industrial development, with vibrant amenities for employees, tenants, visitors and outdoor enthusiasts.

The Daniels team presented its winning solutions for the Denver Shops site to a 700-person audience at the 2019 Rocky Mountain Real Estate Challenge presented by NAIOP, an organization for commercial developers, owners and investors.

The event was held May 2, 2019, at the Hyatt Regency Denver at Colorado Convention Center. Team members were undergraduate student Owin Orr, MBA students Jennifer Aragon and Cody Bell, and Master of Science in Real Estate and the Built Environment students Nick Allen, Derek Porterfield and Karina Rush. They took home a \$7,500 cash prize and a traveling trophy.

## Solar Decathlon Team Constructing a Net-Zero Energy Home

In April 2019, the U.S. Department of Energy awarded DU's CampusCraft student team \$25,000 to construct an energy-efficient home as part of the collegiate Solar Decathlon international design and construction competition. The Solar Decathlon challenges students to design and build highly efficient and innovative buildings powered by renewable energy.

Led by Faculty Advisor and Burns School Assistant Professor Eric Holt, CampusCraft's Solar Decathlon 2020 Local Build Challenge

*Continued on page 6*





project focuses on retrofitting an existing home south of the DU campus, which sits within a FEMA 100-year floodplain, to be more energy efficient. The building will produce enough renewable energy to meet its own annual energy consumption requirements.

The team also designed a net-zero accessory dwelling unit to be located on the same property as the retrofit house, and plans to incorporate design innovations that reduce the buildings' negative impact on the environment and provide maximum comfort for the eventual occupants.

The 'build phase' of the project is currently underway, where students finalize designs, apply for permits and begin construction and retrofit activities. Winners of the Solar Decathlon Build Challenge will be recognized at the biennial event and public exhibit June 25–July 5, 2020, on the National Mall in Washington, D.C.

## Global Challenge Takes Students, Faculty to Four International Locations

For 11 days in December 2019, 23 students from the Denver MBA split into four teams, each traveling to a different international location for the program's global challenge. New this year, a global challenge faculty advisor joined each team. The challenge was the culmination of a 10-week course, where students learned and prepared to solve a real-life business challenge for their assigned company.

## MBA@Denver Goes to Italy

Daniels' online MBA program, MBA@Denver, held an elective travel course in Trieste, Italy, in June 2019. Twenty-six online Daniels students from five U.S. states joined Daniels Affiliate Professor Sid Simonson (MBA 2014, MS 2015) in Europe for the five-day global experience. The course introduced students to international business practices in an overseas setting, where they conducted field research to better understand the Italian business environment and its role in the global economy.

Students engaged in hands-on, cross-cultural experiences, meeting firsthand with businesses ranging from family-owned small enterprises (wine, olive oil and coffee purveyors) to global companies (an international trade hub and worldwide shipbuilding company). MBA@Denver also held a global elective in Cape Town, South



Africa, in December 2019, and students will have a chance to travel to Melbourne, Australia, in December 2020. Networking and community engagement are crucial components of MBA@Denver's curriculum, in addition to the program's flexible, online format. MBA@Denver students are required to take two immersions during their program to meet their classmates and professors in person and engage in a local or international community. MBA@Denver graduated its first class in August 2019.

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## Accounting Students Travel to London

Eighteen undergraduate and graduate students from the School of Accountancy traveled to London, England, Dec. 1–7, 2019, with Associate Professor Ryan Casey and Associate Professor of the Practice Suzette Loving. The class offered an opportunity for students to learn about the industry by engaging with international and multinational accounting firms.

## Business Challenge Offers Trip to Norway, Job Prospects

Last October, graduate students Jonathan Goodfellow (Professional MBA), Carolyn Lucca (business information and analytics) and Jasmine Shang (finance) boarded an Icelandic Air flight to represent Daniels in the distinctive, multinational Aker Talent Student Challenge.

Each student was placed on a five-person international team of business, engineering and information technology students and tasked with solving a problem that related to sustainability and renewable energy for Aker Solutions and its subsidiaries.

Half of all participants typically receive job offers from the Aker network of companies. This was DU's first time taking part in the challenge, the product of a connection forged by DU trustee, former ski champion and Norwegian national Otto Tschudi (BSBA 1975). Coaches from Aker's various

divisions mentored the students through all stages of brainstorming, design and presentation. As they tackled their tasks, the Daniels students learned to navigate a team environment that crossed cultural and industrial boundaries.

The trip abroad also offered a chance for Daniels Associate Dean and Chief Operating Officer Yee-Ann Cho to take the school's name overseas. She hosted an alumni networking event in addition to watching the students compete.

## Elective Class Takes Students to Shanghai

Zaid Safiulla, adjunct faculty member, taught an elective Doing Business in China course for 19 Daniels students at Fudan University in Shanghai, China, Nov. 23–30, 2019. Daniels Dean Vivek Choudhury also joined the students and more than 45 Daniels alumni for a networking event and presentation by Daniels Associate Professor of Management Doug Allen at the historic Shanghai Exhibition Center.

## 2019 *Daniels Rankings*

# #2

**BEST  
GREEN MBA**

The  
Princeton  
Review®

# #83

**BEST FULL-TIME  
MBA PROGRAMS**

**Bloomberg  
Businessweek**

# #58

**BEST UNDERGRADUATE  
BUSINESS PROGRAM  
FOR 2020**

 POETS & QUANTS



DANIELS STUDENTS, ALUMNI, FACULTY, STAFF & DEAN IN SHANGHAI





RON RIZZUTO

## Ron Rizzuto Receives Lifetime Achievement Award

The University of Denver honored Daniels Endowed Professor of Finance Ron Rizzuto with a Faculty Career Champion Lifetime Achievement Award at the third annual Faculty Career Champion breakfast celebration Sept. 10, 2019.

This student-nominated award focuses on faculty members who have made an impact on students' career and professional development. Rizzuto was one of three DU Faculty Career Champion award winners selected from over 230 unique nominees.

For more than 40 years, Rizzuto has demonstrated a commitment to the "One DU" mindset by sharing career opportunities from alumni and employers with all of the career services offices across campus. He was chosen for his ongoing and outstanding career advocate work and cross-campus partnerships.

## Loss Aversion in Professional Golf

Research conducted by Ryan Elmore, assistant professor of business analytics, and Andrew Urbaczewski, professor of business analytics, was recently cited by Yahoo Sports, The Economist and the Wall Street Journal. Elmore and Urbaczewski analyzed loss aversion in professional golf using data from U.S. Opens at Pebble Beach Golf Links and Oakmont Country Club.

When a hole's rating changed from par 5 to par 4, Elmore and Urbaczewski found evidence of loss-averse behavior. "These figures suggest that players tend to try harder when playing to avoid losing a stroke (on par 4s) rather than when they are playing simply to maintain their current score (on par 5s)," Elmore and Urbaczewski wrote in the study.



RYAN ELMORE



MIKE LOPEZ

## 16 Speakers, One Day and a Ton of Data

The Department of Business Information and Analytics hosted the Rocky Mountain Sports Analytics Symposium Aug. 2, 2019. The day was packed with speakers who shared their expertise and latest research on several sports, including football, basketball, hockey and baseball.

Mike Lopez, the keynote speaker at the RMSAS, spoke extensively about new football player tracking data. Lopez, director of data and analytics for the National Football League, explained that beginning in 2016, the NFL placed radio-frequency identification chips in the shoulder pads of each player and in the ball.

Data analysts for the teams can now track the real-time location, speed and direction of each player and the ball. While access to this new data is wonderful, Lopez stressed its limitations.

"Player tracking is not everything. No player is the same. No play's the same. We will never be able to account for everything," he said.



## Elevate the Ethics of Artificial Intelligence

There was no shortage of ethical issues raised during a panel discussion about artificial intelligence at the 2019 Elevate Ethics event. Four panelists discussed a range of impacts that AI could have on the country, the community and individual lives. The event, held May 14, 2019, was hosted by Daniels' Institute for Enterprise Ethics; sponsored by the Daniels Ethics Initiative and Pinnacle Assurance; and moderated by Tamara Chuang, co-founder and writer for The Colorado Sun.

While panelist Suma Nallapati, chief digital officer of DISH Network, has great hope for using AI for social good, she cautioned that implementation has to be thought out carefully. "No one can take intelligence from human beings," she said. "We, as consumers, need to use our brains. We need to be our fiercest advocates when putting our information out there."

Rob Carpenter, chief executive officer and co-founder of Valyant AI, said that AI could replace human jobs in the short term, but it will also create new jobs. He compared the scenario to management careers in today's social media industry, which didn't exist 12 years ago. Kevin Krauth, chief executive officer and co-founder of Orderly Health, agreed that occupations will be created, but was more cautious.

"It's important for us to be aware of what's happening," Krauth said. "We are the innovators and perpetrators of disruption. We need to be helping people transition to the new economy and not let them fall through the cracks."

## Big Tech, Big Data, Big Problems

It was a lively night of discussion as four panelists answered questions on privacy, security, freedom of speech and antitrust issues at the Big Tech, Big Data, Big Problems symposium, held Oct. 10, 2019. The symposium was hosted by the Department of Business Ethics and Legal Studies and sponsored by the Daniels Fund Ethics Initiative.

Daniels Dean Vivek Choudhury shared his background in information systems and Libbi Levine Segev, assistant teaching professor, moderated the symposium.

Professor John Holcomb addressed the calls from many to break up some of the big tech companies like Amazon, Apple, Facebook and Google. Turning to the topic of privacy,

Corey Ciocchetti, associate professor, said companies like Google and Facebook thrive on information. It's not in their self-interest to develop privacy policies or encourage their use. No matter what business has consumers' information, panelists agreed that the data is vulnerable.

"Almost 50% of small businesses have experienced a cyberattack," said Don Mayer, professor of the practice. He added that it's not just businesses that are in danger; government attacks are becoming more common too.

The panelists also discussed the global conflicts over the dissemination of free speech via social media and protest, and the crackdowns in China on its use, as well as the issues of political bias in the practices of Facebook and Google, and the need to screen out dangerous or hate speech.





VOICES OF EXPERIENCE: ABDULFATTAH SHARAF (ON RIGHT)

## Voices of Experience Daniels Opens Three New Centers

The 2018–2019 Voices of Experience series, hosted by Daniels and sponsored by U.S. Bank, Zayo and Newmont Mining, brought chief executive officers and significant leaders into the DU community to share the lessons learned from their triumphs, mistakes and decisions as they navigated through their leadership careers.

Former Red Robin CEO Denny Marie Post told the crowd that resilience is the key to a successful career and life. Rhys Duggan, CEO of Revesco Properties, shared his blueprint to address Denver's growth through a vibrant, mixed-use, transit-oriented urban neighborhood dubbed the River Mile.

Abdulfattah Sharaf (BA 1994), CEO of HSBC Bank in the United Arab Emirates and head of international markets in the Middle East, discussed oil sales in the United Arab Emirates, financial terrorism, cryptocurrency and emerging mass transit technologies to conclude the series.

### SALES LEADERSHIP CENTER

Recruiting, training and retaining dedicated, knowledgeable sales talent remains a critical need for businesses. Established in fall 2019 with a gift from Mark (BSBA 1975) and Polly Lestikow, the Sales Leadership Center intends to meet this need by educating, training and developing sales leaders, and through the discovery and dissemination of sales knowledge.

The Center includes an accompanying undergraduate minor that is open to all DU undergraduate students, who also can participate in sales competitions, conferences and events.

### BAILEY PROGRAM FOR FAMILY ENTERPRISE

The Bailey Program for Family Enterprise is activating a new era of programs and research in the field of family business at DU. Housed at Daniels, the program

will include collaborations with the Sturm College of Law, Graduate School of Professional Psychology and other University of Denver units. The first comprehensive family enterprise program in the Colorado region, the program will bring greater focus to the challenges and opportunities of family-operated enterprise, ranging from intergenerational wealth management and governance to succession planning and long-term value creation.

The Bailey Program was established with a gift from the Paul T. Bailey estate, and serves as a platform for both significant student impact and important new research. Its academic programs will be available to all DU students, and will increase students' in-depth study opportunities, including a minor in family business strategy for undergraduates and a certificate program for graduate students. Non-degree executive education courses also will be offered for individuals currently engaged in family enterprises.



FROM LEFT: CHARLENE (BA 1976) AND DAVID (MBA 1994) BAILEY, DU CHANCELLOR EMERITA REBECCA CHOPP &amp; GEOFF BAILEY (BSBA 1976)

### CONSUMER INSIGHTS AND BUSINESS INNOVATION CENTER

Business owners have to make all sorts of decisions that could greatly improve or greatly deteriorate the customer experience. But, what if you had a resource that could give you insight before you launched a new product or initiative? Or, what if you wanted to evaluate if a product line or program was

working? These are all things Daniels' new Consumer Insights and Business Innovation Center (CiBiC) can do for companies and organizations.

On May 8, 2019, the Daniels community gathered to celebrate the official opening of CiBiC. Thanks to a gift from Michael (BSBA 1975) and Shereen Pollak, CiBiC now has the equipment and dedicated space to take on clients and conduct research. The Pollaks' business, Hyde Park Jewelers, was one of CiBiC's first clients.

## Hospitality Program Pilots Expansion to People Experiencing Homelessness

Daniels' Fritz Knoebel School of Hospitality Management partnered with Denver Human Services' Denver Day Works (DDW) and the Denver Rescue Mission to pilot a hospitality training program for people experiencing homelessness. The Hospitality Opportunity Program (HOP) builds on the success of Fritz Knoebel's internationally award-winning Ready for American Hospitality (RAH) training program for refugees, immigrants and those who have been granted asylum.

RAH, entering its ninth year, is a partnership between Fritz Knoebel and the Ethiopian Community Development Council's African Community Center in Denver, where Fritz Knoebel students mentor recently resettled refugees enrolled in the school's food safety and job readiness training program.

HOP was designed to prepare those who are homeless and seeking employment with the training they need to gain successful employment in the food and beverage industry, most particularly in back-of-house positions. Hotel managers and restaurateurs in Denver have a difficult time finding qualified workers. At the same time, many people in Denver continue to experience homelessness. As the program grows, it has the potential to nearly double the number of people DDW trains annually.

Fritz Knoebel leadership plans to run the HOP program several times each year for those experiencing homelessness, who will acquire knife and basic cooking skills and sit for the National Restaurant Association's ServSafe Food certification exam. They also will receive additional training to prepare them to enter a full-time work opportunity after program completion. ♥

*To support the Sales Leadership Center, CiBiC, the Bailey Program, Hospitality Opportunity Program or other Daniels programming, text DCBMAG to 41444 or visit [daniels.du.edu/invest-in-daniels](https://daniels.du.edu/invest-in-daniels)*



TOP, MIDDLE & BOTTOM: RAH PROGRAM PARTICIPANTS AT DANIELS' PUBLIC GOOD GALA



# *Seeing in Color*

Blue, red, yellow and green hold  
insights to improve communication  
and emotional intelligence

Are you an INTJ or an ENFP? Are you the Achiever or the Challenger? Or, are you made up of four main colors—fiery red, sunshine yellow, cool blue and earth green?

When it comes to personality assessments, there's the Strengths Finder, Myers-Briggs Type Indicator, Enneagram, DISC and dozens, if not hundreds, more. Chances are, you've taken one of these and might even know your "type." The Daniels College of Business utilizes the color-based Insights Discovery System® as a tool for improving business communication and emotional intelligence.

"We call it seeing the world in color," said Amanda Cahal, director of MBA global programs and adjunct faculty member in Daniels' Executive Education.

Rooted in the psychological theories of the late Swiss psychiatrist Carl Jung, Insights was developed specifically for the workplace. Insights delves into a person's attitudes and functions—introversion, extroversion, thinking, feeling, sensing and intuition—but unlike the popular (and also Jungian-based) Myers-Briggs, Insights differentiates which qualities are innate preferences versus ramped up according to job function, team dynamics or work environment.

Daniels uses Insights because it's visual and easy for people and their team members to remember. That's important because when teams speak a common language about communication preferences and can develop awareness of themselves and others, they can adapt their behaviors to others' preferences to increase camaraderie and team effectiveness—and avoid clashes of perspectives in the boardroom, operating

room or lunch room. The methodology is used in organizations worldwide; is available in 30 languages; and provides a simple, yet powerful framework for understanding your own and others' personality preferences, communication styles and leadership qualities.

## DECODING THE COLOR WHEEL

Each color carries a distinct energy. After taking the assessment—a 25-frame survey where respondents select their preferences from a professional perspective among 100 word pairs—participants receive a personalized 20-page report, including a hierarchy of color preferences and detailed strengths, weaknesses, and communication and management styles.

Someone with high blue energy is typically knowledgeable, detail-oriented and has great follow-through. A person with high green energy is seen as patient, caring, encouraging and supportive. Both are introverted energies. High yellow is associated with social, enthusiastic and persuasive energy, whereas high red usually means the person is driven, competitive and action-oriented. Research shows the colors are evenly divided across society, without biases according to gender or nationality. People do, however, adapt their energies to succeed within cultural norms.

"You're not the same all the time," Cahal said. "You respond to your environment, to the people around you and what we think we need to do well to be successful."

This might mean that a person with blue-dominant energy ramps up their extroverted, yellow energy to fit into a more social role or environment. If yellow is not a preferred energy for that person, it could be more

draining for that person to be "on" at work every day. Whereas other personality tools can pigeonhole a person into one exacting type, Insights considers the nuanced preferences and energy combinations we can all display across various scenarios. Leaders and team members need to be mindful of these dynamics when managing themselves and others.

"It's a continuum that's based on your preferences, not your skills," said Cahal. "It's less about the type and more about the individual."

For that reason, the instrument requires that participants receive a post-assessment debrief by a certified Insights instructor. At Daniels, that includes Cahal and about 10 other faculty members. The debrief incorporates psychology, interpersonal communication and business theory into what feels like a personal life-coaching session.

## THE BENEFITS

Insights demonstrates high statistical validity. In addition to a curricular component within several Daniels graduate business programs, Executive Education offers both public and custom Insights programs as continuing education for corporate clients.

In the four-hour public Insights training course, attendees receive a brief foundation in verbal and nonverbal human communication, neuroscience and psychology to understand how the tool works and its impact. Emotional intelligence comprises 80% to 90% of the competencies that distinguish effective leaders, and much of business success relies on influence—which requires active listening and understanding people's varying perspectives.



“The ability to build a rapport with people is critical,” Cahal said. “Once you have an understanding of yourself, your radar is up. You can look at the people around you and say, ‘what is it that I can walk into the office on Monday doing differently that will affect a relationship at work where I struggle or will increase my ability to make decisions more effectively?’”

Daniels instructors have administered and taught Insights to hundreds of individuals and teams, including groups of five to 100 employees that run the gamut from senior executives to social work students, computer engineers, accountants, police officers, surgeons, military veterans, veterinarians and everything in between. Insights has wide appeal regardless of industry or role since it helps people interact effectively with others to get things done.

## “The way we approach leadership is that it really does start with self and self-awareness.”

Cahal said if the golden rule is “Do unto others as you would have them do unto you,” the Insights rule is “Do unto others as they would prefer to have done unto them.” Pivoting to embody the Insights rule requires being aware of other people’s emotions and preferences and then being disciplined enough to consciously adapt one’s own communications and behaviors to accommodate them. This is the crux of emotional intelligence. It’s a mindfulness practice, and it works.

“Having all our teammates complete Insights was invaluable,” said Executive Education client FullContact’s former Chief of Staff

Drew Lawrence. “Overall, individuals are more self-aware, teammates communicate better with each other, and we are more efficient and productive as a company. It’s a rare example of a true win-win!”

Insights is also included as a component of Executive Education’s leadership development programs for entry-, mid- and senior-level managers. The positive results often spill over into personal relationships, as well.

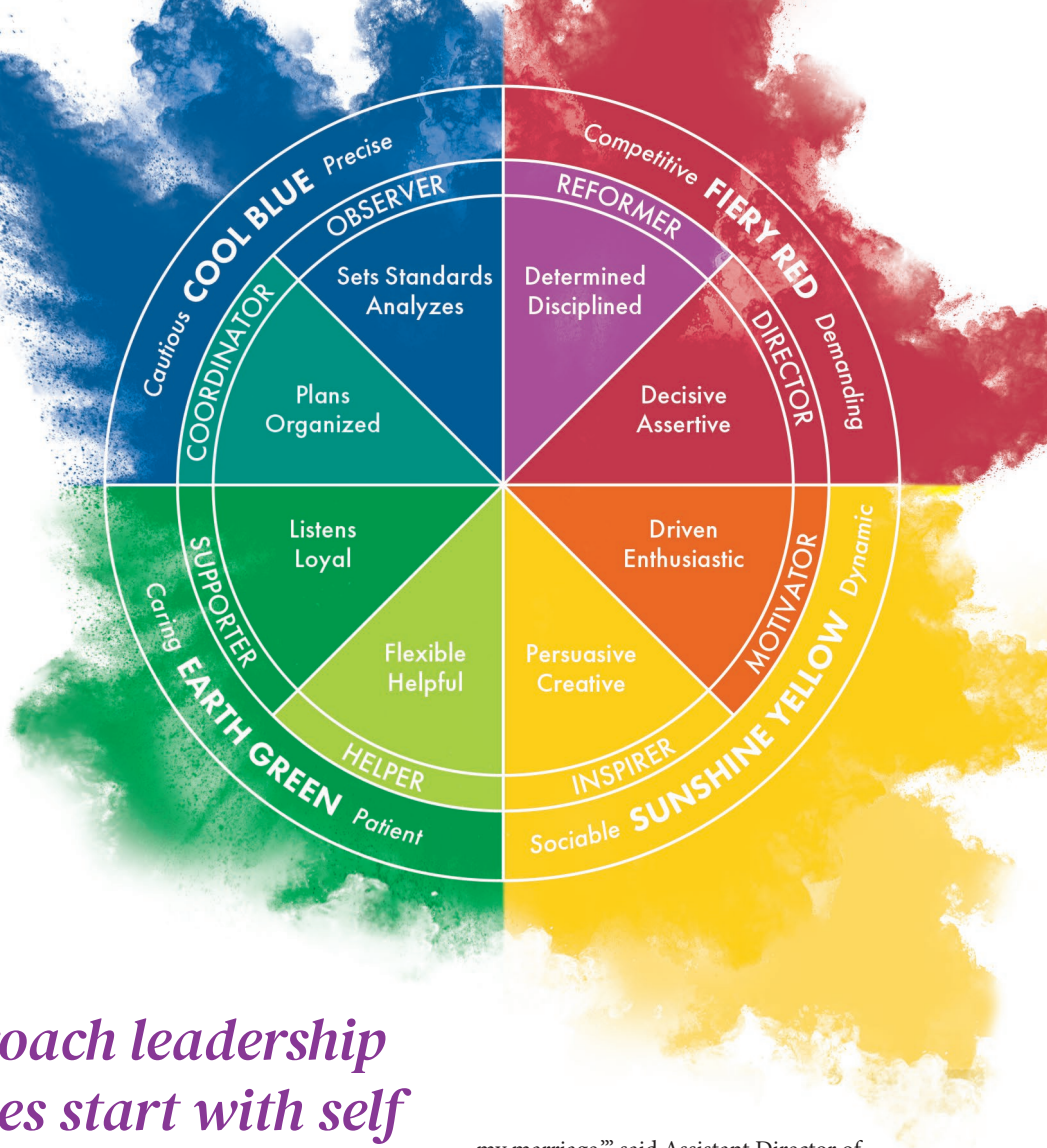
“When we ask our program participants, ‘what stuck with you?’ 85% still say, ‘Insights—it helped me communicate better; it improved my self-awareness; it saved

my marriage,” said Assistant Director of Executive Education Ashley Sodaro.

Sodaro and Cahal remarked that they have witnessed Insights transform dysfunctional teams into ones with a common language and tool to facilitate robust conversations, mitigate conflict and break down barriers.

“The way we approach leadership is that it really does start with self and self-awareness,” Sodaro said. “You can’t change an organization without starting with yourself internally and how you can communicate better with your team. The only way to change other people is to change yourself. It usually radiates out from there.”

—BY AMBER D’ANGELO



## SELF-COMPASSION: A POWERFUL TOOL FOR EMERGING LEADERS

There's a common misconception that self-compassion is a sign of weakness—one of those soft, fluffy fads to ignore.

In her keynote address at Daniels' inaugural Emerging Leaders Conference in May 2019, Kristin Neff, PhD, dispelled this and other myths about self-compassion with evidence from her research.

Self-compassion, "being kind and supportive of yourself when you're struggling," is a powerful sign of strength, for example, and the No. 1 predictor of a person's ability to cope during tough times, Neff explained at the conference, which was hosted by the Department of Management. This outcome was measured in soldiers. Those who were more self-compassionate were less likely to develop post-traumatic stress disorder—regardless of the severity of combat they saw.

Neff, an associate professor of educational psychology at the University of Texas at Austin, author of "Self-Compassion: The Proven Power of Being Kind to Yourself" and co-developer of the internationally acclaimed Mindful Self-Compassion training program, pioneered the first research studies in the field of self-compassion 15 years ago.

"With self-compassion, we give ourselves the same kindness and care we'd give a good friend. It's using what we already know how to do, but turning that inward for ourselves," she said. Neff shared that several personal struggles led her to mindfulness meditation and, eventually, self-compassion. Self-esteem was previously

regarded as the optimum psychological state. But self-esteem is a judgment of one's self-worth that's contingent on achievement or superiority over others. Pursuing self-esteem can lead to social comparison, bullying, narcissism and perfectionism.

"We inevitably feel inadequate," Neff said, since the human experience is imperfect. "Self-compassion is a great alternative to self-esteem because the sense of self-worth isn't contingent on success or failure. You feel good because you are a human being deserving of kindness like everyone else."

Neff also said people who are more self-compassionate are rated as being more caring, more connected to others, better able to take responsibility for their mistakes, more motivated, and less angry and controlling. It's a healthy psychological state that also helps create calm, increased happiness, and decreased depression and chronic pain.

"The more inner resources you have, the more resources you have to meet others' needs," she said. "And if you care about yourself, you'll want to meet your goals and succeed. It's a powerful mind state to cultivate." Neff said kindness, common humanity and mindfulness are the three main components of self-compassion.

The formula looks like being present with whatever is happening in the moment without judgment, acknowledging struggle, treating ourselves kindly by asking, 'what do I need to help myself in this moment?,' and recognizing that failure is a normal



part of life that all people experience. Neff also shared that many effective social justice leaders—Mahatma Gandhi, Mother Teresa, Nelson Mandela and Martin Luther King Jr.—were fiercely self-compassionate, with a balance of feminine yin and masculine yang qualities that yielded care and concern with forceful action to alleviate suffering.

For business leaders, self-compassion provides resilience during challenges, decreases stress and burnout, increases creativity and wisdom, and allows leaders to recognize and learn from their mistakes without shame.

"When there's a difficult situation, you're stronger with an ally in your head than an enemy in your head," Neff said. "As a culture, we believe that self-compassion will make us weak. It's exactly the opposite." 🍀

—BY AMBER D'ANGELO





## LEADERSHIP REIMAGINED

*Exploring the future of collaborative, values-driven management*

Prevailing ideas about successful leaders used to focus on intrinsic characteristics. You were either born a confident, hard-charging outlier or you weren't.

Today, business educators understand that leadership can be learned. Companies also recognize that diverse and collaborative leaders position their organizations for greater success in a world of constant change and global competition.

"The high-level trend about leadership is a change in the power of the leader," observed Sung Soo Kim, Daniels assistant professor of management, who studies values-based management, leadership and employee engagement. "One leader can't know everything in a global environment. The overall trend is more shared leadership. Any member of a team has to take the role of leader in different situations and on any given topic."

Corporate leaders at every level face a dizzying future. In addition to globalization and intergenerational workplaces, accelerating automation is creating vast opportunities as well as confusion, ethical

concerns and uncertainty. Political and social pressures, too, are causing tectonic shifts across industries that are challenging the most lucid and aware leaders to rethink the very nature of business. Companies aren't eliminating profit as a reason for being. Rather they are considering how to be good citizens in their own ecosystems and in the larger world.

According to Deloitte's 2019 Global Human Capital Trends report, "When CEOs were asked to rate their most important measure of success in 2019, the number one issue they cited was 'impact on society including income inequality, diversity and the environment.'" The report, "Leading the Social Enterprise: Reinvent with a Human Focus," discusses the rise of the social enterprise. Organizations are extending their corporate responsibility beyond mere philanthropy to integrate their values throughout the enterprise—and beyond—in ways employees and other stakeholders can embrace.

### ALUMNI PERSPECTIVES

Nicole Schlatter (MSM 2019), a sales development representative at Marketo, described the digital marketing software

*"... Daniels has infused ethics and values throughout its curricula, while also offering young managers global, hands-on experiences."*

company's leadership as engaged, accessible and interested. She's confident she can realize her purpose as a manager in the organization by helping others achieve their goals.

"The leadership in this organization is incredible," Schlatter said, "from the support employees get as people to the benefits to everything else. That's why I chose this company. My eyes were opened to the values of appreciating and knowing the employee." Aligning personal values with purpose-driven careers is especially important to millennials and Generation Z.

As Eamon Twomey's career progressed and he grew personally and professionally, Twomey (MBA 2011) also realized he wanted to be part of a company that shared his values. At Charles Schwab, where Twomey is a senior vice president of operational services, company values center on putting the client first.

The question "Will it be in the best interest of the client?" both informs and streamlines company decisions, and imparts a shared sense of purpose because having client interests at heart means that

“big-picture” employees are empowering customers to take charge of their financial lives. Leading, then, in part becomes an exercise in motivating employees by connecting the dots from their values and goals to company strategy.

In October 2019, Charles Schwab made a major values-based move by being the first big online broker to cut trading commissions to zero. “Since Schwab’s founding, the goal has been to make investing easier and more affordable for everyone. The time was right to make this decision that benefits our clients,” Twomey explained.

## PREPARING LEADERS FOR THE FUTURE

To prepare leaders for challenges that range from the mind-boggling capabilities

of artificial intelligence to retaining top talent while living and working in a VUCA (volatile, uncertain, complex and ambiguous) world, Daniels has infused ethics and values throughout its curricula, while also offering young managers global, hands-on experiences. “We get them to think through their ideal self, their legacy and what they want to leave behind, and what they need to develop to reach those goals,” explained Assistant Professor of Management Andrew Schnackenberg.

The Master of Science in Management program helped Schlatter transform her personal vision from vague to being firmly rooted in organizational leadership. “At Daniels, I learned that I consider myself a leader,” she said.

“Growing up, I thought the leader was the loudest person in the room. But I have a way with people and a great capability of knowing people on a deeper level, which is important to effective leadership.”

The agile, emotionally intelligent leader knows the profound value of human beings. That leader understands that to move faster, smarter and across complex international channels means listening hard to leaders at every level of the organization.

“We are really trying to teach how to do teamwork well,” Kim explained. “It’s a necessity because the problems will be very complicated for one person to solve, and students know it.”

—BY LESLIE PETROVSKI

## BUSINESS IS CHANGING AT A RAPID PACE

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# Answering His Calling

**Alumnus Felix Serrano is disrupting the call center industry**



**W**hen the call came in the middle of the night, Felix Serrano answered. He had to. It was his job. Little did he know that working overnights in a call center would turn into so much more.

Raised in Puerto Rico, Serrano (MBA 2011) started working third shift in the TeleTech call center in Aurora, Colorado, to support himself while he pursued his associate's degree. He made the most of his college job by learning different functions of the work through internship programs while studying for his bachelor's degree.

Serrano progressed through various roles, leveraging hard work as mentors took him under their wing to teach him the different operations of the business. Serrano moved

to Alpine Access, where he had his first taste of a flexible, work-from-home call center environment.

"A kid that started out taking calls now was managing thousands of people across multiple locations in India, the U.K. and North America," he said.

Eventually, Serrano hit a ceiling. He was passed over for promotions despite ample qualifications and experience. He asked his company to invest in his MBA in lieu of an annual bonus, citing his performance record and status as a key member of the team.

The U.K.-based company not only paid for his tuition and expenses—it also made schedule accommodations that allowed him to pursue his Executive MBA at Daniels,

where he connected with Professors of the Practice-turned-mentors Kerry Plemmons and Scott McLagan.

"That became the differentiator," Serrano said. "The MBA program helped me think differently. It taught me new concepts and helped me understand the mechanics of global business more comprehensively. It was huge for me, in terms of how I'd then 'show up' and approach a variety of business situations. Balancing two full-time jobs—work and school—certainly increased my capacity to absorb and produce more."

After graduation, the more prepared Serrano burst through his ceiling. A series of advancement opportunities led to his first C-suite promotion. As Sitel's chief operating officer, he had the opportunity to build one of the largest work-from-home, service delivery businesses in the industry, employing over 6,000 employees worldwide.

"I remember thinking, 'Wow, we are creating a new sector and employment opportunities for people that don't have other options because they need to work from home. I have a calling here,'" Serrano said. But with a growing family and a corporate job keeping him on the road, Serrano wanted to be home more so he could attend his children's activities. He and his wife, Minerva, decided to start their own company. At the end of 2018, they started Activus Connect.



*“If we can pay people a really good wage and they don’t have all of the expenses of getting up and going to an office, that becomes an even better living wage.”*

Top of mind for him were two goals: First, pay his employees a living wage while allowing them the same flexible work-life balance he sought.

“If we can pay people a really good wage and they don’t have all of the expenses of getting up and going to an office, that becomes an even better living wage,” Serrano explained.

And second, invest any profits back into the community as a socially conscious business.

“I think that the days of corporations racking up tons of cash without giving back

are numbered—social problems aren’t just for government institutions; they belong to the private sector too,” he said. “We wanted to make a strong commitment that we’re going to support organizations that need help and that make a tangible difference.”

Activus Connect gives to child-focused organizations like The Orphaned Starfish Foundation and Friends of Puerto Rico. At the one-year mark, Activus Connect had over 150 employees operating in 48 states and Puerto Rico. The company grew to more than 600 employees by February 2020 with a new government contract.

The company trains a mix of full- and part-time ambassadors to handle complex customer interactions—the things a bot can’t handle. Activus Connect’s employees represent many major brands, delivering customer experience solutions around retail, insurance, medical, telecommunications and other industry verticals.

“I never thought I’d be an entrepreneur,” Serrano said. “Part of getting my MBA was opening my eyes a little bit more. I’ve been surrounded by many entrepreneurs who challenged me to want to do more because I could. It’s about more than making good money—the EMBA program taught me you can make a difference.”

Serrano strives to set a positive example for his three children and to inspire other minority business owners. Minerva, a University of Colorado Denver MBA alumna, is the majority owner of Activus Connect on a 52-48 split.

“We wanted to be certified as a woman- and minority-owned business to show that diversity and inclusion are good business decisions, that it can be done,” Serrano said. “There are very few women executives, so this was a great opportunity. Here I am, married to a woman who is smarter than me on my best day. I want her to inspire our daughter and so many other women. For all of the talk about the business success I have achieved, it’s most important for me to be present as a father. Kids see that example. I think you can do both.” 🍷

—BY AMBER D’ANGELO



# VIVEK'S

DANIELS DEAN VIVEK CHOUDHURY SHARES HIS VISION FOR  
THE COLLEGE—AND THE FUTURE OF BUSINESS EDUCATION

# VISION





**V**ivek Choudhury joined the University of Denver as Daniels' 17th dean Aug. 1, 2019. His passion for innovation and impacting students is the foundation of his vision for the College.

"Under Vivek's leadership, we believe Daniels will become even stronger and better able to help students prepare for work and careers in the 21st century. Vivek shares DU's commitment to innovation," said Chancellor Emerita Rebecca Chopp. "He understands what has traditionally helped business schools succeed, and he has a vision for what they need to succeed in the future."

Inherently collaborative, Choudhury spent his first few months on the job listening to input from members of the Denver, DU and Daniels communities. We sat down to discuss what he heard—including how the College can better serve all stakeholders in the midst of a rapidly changing landscape, and the symbiotic relationship he aims to establish with the Denver business community.

***"It is important to note that an interest in public good does not mean that we are not, at the same time, preparing students to succeed as businesspeople."***





**Q: What has surprised you the most since you started your new position?**

**A:** I came to Daniels because I believed we had a wonderful opportunity to build the business school of the future. The only surprise has been that, with our faculty and staff, and the support we have from our alumni, donors and the broader Denver community, the opportunity for Daniels is even greater than I could have imagined.

**Q: What has impressed you the most?**

**A:** A number of things. Our challenge-driven curricula. The spirit of innovation displayed by our staff and faculty. The involvement and support of our alumni. The enthusiasm and dedication of our students. The engagement we have with the corporate community—over the last few years, we have worked with over 900 corporate partners per year on average, and have executed over 100 client-based student projects each year. The warmth of the people in Denver. And, of course, the beauty of the Rockies!

**Q: Where do you see Daniels' greatest room for growth?**

**A:** One thing that we always need to focus on as a business school is helping our students find jobs and preparing them for the ever-changing business world that awaits them. To that end, we can continue to improve the “job readiness” of our students. We are constantly asking ourselves what additional technical, functional and analytical skills our students should be developing in the classroom to help them with their job search. We already have a wonderful Career Services team that works with the students on such things as resume preparation, networking and digital profiles. Now we need to take the next step and ask ourselves how we can better prepare our students for the specific verticals or functions they want to work in. For instance, what does a student who wants to work in private equity need to know that is different from what the student interested in commercial banking needs to know? What are the keys to success in the digital marketing world?

**Q: How have you engaged in the Denver business community thus far?**

**A:** I have met a number of our alumni as well as business leaders in Denver. I participated in the Leadership Exchange Program with the Denver Metro Chamber of Commerce in Dallas. That was a wonderful opportunity for me to meet many business leaders in Denver. I also have joined the Metro Denver Economic Development Corporation board and the board of Junior Achievement, which also afford me the opportunity to meet business leaders. Everyone I have met has been very receptive to potential collaborations with Daniels. In fact, this is one of the things that has been very gratifying—the willingness of the Denver community to engage with us.

**Q: What does Daniels' vision, ‘pioneering business for the public good,’ mean to you?**

**A:** Simply put, it means doing good while doing well. It means considering the interests of all stakeholders in making business decisions, as [Chairman and Chief Executive Officer of JPMorgan Chase & Co.] Jamie Dimon and [Chairman of the Board and CEO of Johnson & Johnson] Alex Gorsky put it in their recent statement for the Business Roundtable [an association of CEOs of America's leading companies working to promote a thriving U.S. economy and expanded opportunity for all Americans through sound public policy]. It means considering the societal and human implications of business decisions. It means creating businesses that address the triple bottom line [people, planet, profits].

*“Everyone I have met has been very receptive to potential collaborations with Daniels ... This is one of the things that has been very gratifying—the willingness of the Denver community to engage with us.”*

**Q: Do you feel that our vision differentiates Daniels’ positioning in the marketplace?**

**A:** I absolutely believe that. This vision is very consistent with the values of today’s generation. A recent article in the Economist on reinventing the MBA said that Marc Benioff, CEO of Salesforce, “laid into American management education. It ‘programmes’ students to favour profit over the public good. This, he noted, is out of step with ‘the new capitalism.’”

Our vision, both as a business school, and as a University, aligns well with the new capitalism that Mr. Benioff references. It is important to note that an interest in public good does not mean that we are not, at the same time, preparing students to succeed as businesspeople. These two perspectives are not mutually exclusive.

**Q: What needs do you see Daniels being able to fill to synchronize our offerings with the needs of the Denver business community?**

**A:** The big need that any business school fills in the community is, of course, to provide the talent that the business community needs. To that end, we are working to make our students more job-ready. In this endeavor, we see the business community in Denver as our essential and integral partners, both in helping us identify the skills that students should have, as well as, in many cases, helping us deliver those skills and mentor the students.

I also have stated that we need to ask the question of our alumni: ‘What can we do for you?’ One of the answers is clearly continuing and executive education. In addition to our Executive Education offerings, including both custom and public programs, we are also planning to create a series of free videos and recorded conversations on topics of current interest that will be streamed to our alumni and archived for later access. Some of these will be open to a live audience of alumni, students, faculty and staff.

**Q: Will Daniels be offering anything new in the graduate certificate space? How about additional online options for graduate programs?**

**A:** Yes. Graduate certificates are typically four courses on a focused area, such as corporate finance, or may be interdisciplinary. While these may be initially derived from our existing degree programs and course offerings, over time we expect to develop new ones as well. These graduate certificates will be available as independent credentials. But they are also stackable and can serve as pathways to master’s degrees so students can access education when they need it and build credentials over time.

Certificates can also serve as specialization options for students in degree programs—for example, a student in an analytics graduate program may want to obtain a certificate in marketing to prepare for work in market research. We are always exploring ways to make it more convenient for our students to access our programmatic offerings. The University is establishing an online program management capability that will significantly enhance our ability to create online courses.

**Q: On a more personal note, is Denver starting to feel like home yet?**

**A:** Yes, it is. I am extremely grateful for the warm welcome I have received from my colleagues on the staff and faculty at Daniels and DU, and from the Denver community more broadly. My wife and I have settled into our new home and are enjoying exploring the city and the Rockies. 🍷

—BY AMBER D’ANGELO

*You can learn more about Dean Choudhury’s background at [daniels.du.edu/blog/daniels-welcomes-new-dean](https://daniels.du.edu/blog/daniels-welcomes-new-dean)*



# Inclusive, Outdoors

**After a health scare, alumna Alison Kessler is dedicated to making Colorado's outdoors accessible to all**



The tingling started in Alison Kessler's feet, almost like they were falling asleep. Then her legs would lose sensation. Then her arms. Before long, Kessler (MBA 2015) was in the intensive care unit.

"It's really hard feeling like your body is betraying you," said Kessler, a former Division I college golfer who was only 26 at the time. "You're trapped. You're in this hospital with a bunch of people who can't see anything wrong with you. I was paralyzed from the inside."

Up until then, Kessler's life had gone according to plan. She was one quarter away from completing her Professional MBA at Daniels. She loved the job she had held for the last five years at IHS Markit and was engaged to be married.

But while she recovered and rehabbed from Guillain-Barré syndrome—a rare condition in which the body's immune system attacks itself after an infection—Kessler's path took a turn.

"The hospital had a great western-facing view," said Kessler, a Littleton, Colorado, native, "so every day I was working hard and looking at the mountains thinking, 'God, I hope I get back there one day. But how am I going to get to a place like that if I'm in a wheelchair?'"

## *“When I was in a wheelchair in rehab, it gave me a different perspective on a group in our community that’s pretty invisible.”*

For 30 years now, Colorado has had an answer to that question. Situated just over an hour from Denver, near the top of Kenosha Pass, Wilderness on Wheels is an accessible and safe outdoor space for people with disabilities.

For the last two years, Kessler has served as board president, maintaining and improving a space that 1,000 people use each summer for hiking, fishing and camping.

“It’s a really special place,” Kessler said. “It’s this quiet, beautiful, remote mountain experience, and it’s really different than some other adaptive things Colorado has to offer.”

Wilderness on Wheels features an 8-foot-wide, mile-long boardwalk that winds through nature, gradually rising above 9,000 feet. A trout pond with a railing provides a spot for visitors to fish safely. And an array of wheelchair-accessible tents, huts and cabins accommodate overnight stays.

The site is entirely staffed and run by volunteers. After her bout with GBS, Kessler had been looking for an opportunity to give back to her community. Fellow Daniels alumnus Steve Trainer (MBA 2012) put the nonprofit on Kessler’s radar.

“When I was in a wheelchair in rehab, it gave me a different perspective on a group in our community that’s pretty invisible,” said Kessler, who also serves on the Daniels Alumni Advisory Board.

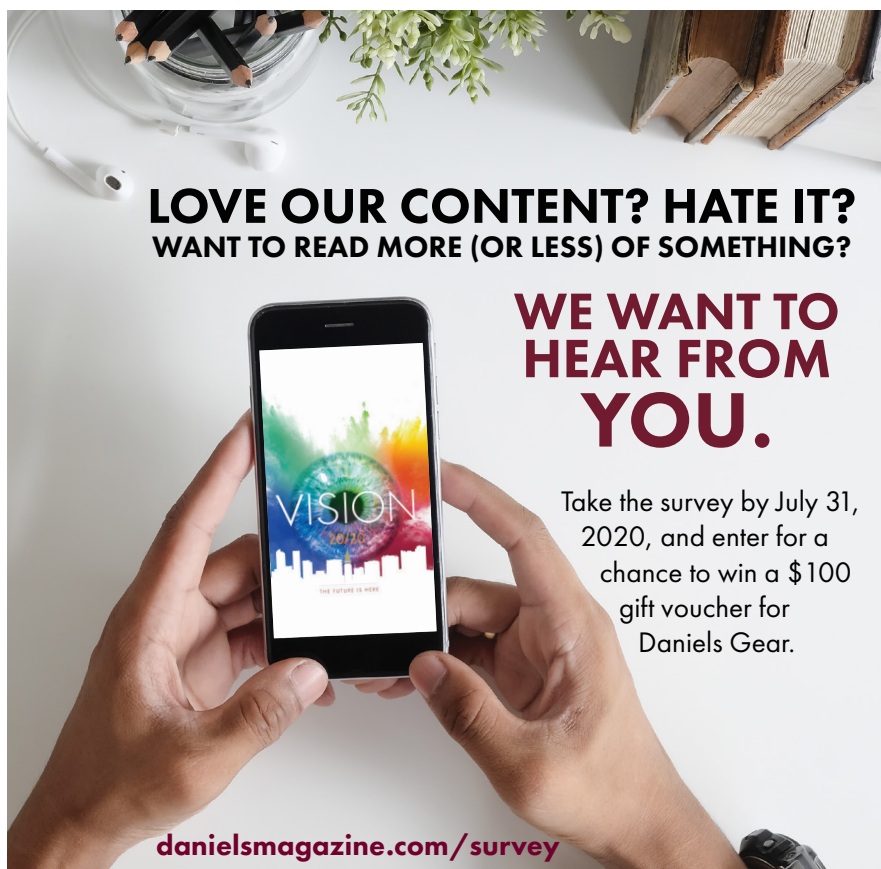
“I saw how not accessible the world is: from curbs to bathrooms to you name it. I had some experiences in a wheelchair or slightly thereafter where I felt invisible or like society forgot about me.”

At Wilderness on Wheels, Kessler feels like she has the chance to change that for others. As a member of the board, which also includes Daniels Executive MBA alumna Dana Johnson (MBA 2001), Kessler is focused on raising the area’s profile and attracting more visitors.

At the same time, she has developed her leadership skills, learned to tiptoe through tricky human resource situations and felt the satisfaction of giving back.

“I definitely feel that was stoked during my time at Daniels. We called it the triple bottom line: positively impacting social, financial and environmental good,” she said. “I really care about an accessible world. I think this is a great way in my local community to help. There’s so much promise and such a great legacy already that the sky is the limit.”

—BY LORNE FULTONBERG



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# Driving Supply Chain Insights

**Jack Buffington advocates for sustainability in the supply chain**

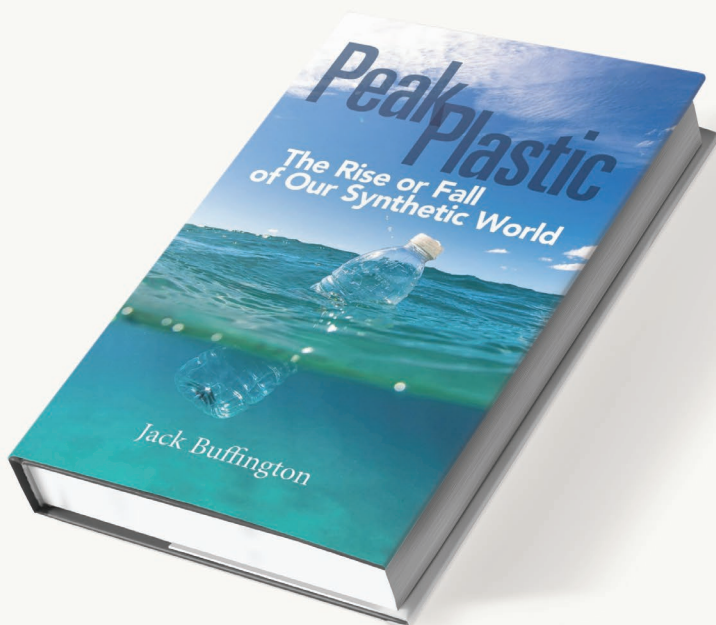
**F**resh images of sea life caught in discarded plastic surface daily. Yet the challenge is far more complex than an individual's improper disposal of a single-use container, according to John "Jack" Buffington, PhD.

"The problem isn't simply plastic, it's how you balance the environment, economic impacts, decisions to consume or not consume, and inequity of damages from one country to another," Buffington said. "It spans material science, public policy, environmental policy and the supply chain."

Since 2018, Buffington has shared his holistic view with a broad swath of DU students via a unique faculty position that bridges Daniels and University College's Denver Transportation Institute. As a program director and assistant professor of the practice in supply chain management in Daniels' Department of Marketing and the DTI, he taps numerous insights across the DU campus, aligning research and coursework in engineering, geography, environmental science and sustainability.

Away from campus, Buffington worked as a supply chain leader at MillerCoors for the past 19 years, overseeing warehousing and distribution for the second-largest beer producer in the U.S. He stepped down from





“Buffington presents five market-based solutions based on [supply chain innovation] that will allow consumers to continue to use plastic, which has in many ways enabled our way of life.

... He also addresses the proliferation of plastic as we know it—growth that, if left unchecked, will lead to a ‘planetary crisis,’ according to the United Nations and considers how the material itself might be adapted for a sustainable future.”

—BOOK DESCRIPTION COURTESY OF  
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BOOK MOCKUP VIA GRAPHICSFUEL

*“Between 50% to 60% of the plastics in the world are single-use, but much of that is used to reduce food waste, so what’s worse?”*

his corporate position Jan. 1 to fully focus on his academic pursuits.

“Part of what’s been wonderful about teaching at Daniels is that the students have such a different perspective on the world, which fosters critical thinking,” said Buffington, who previously taught as an adjunct professor at the College.

Buffington’s personal passions have long revolved around sustainability, most notably in environmental plastic, the topic of his book published in late 2018, “Peak Plastic: The Rise or Fall of Our Synthetic World.”

In the book, named an Outstanding Academic Title of 2019 by Choice magazine, Buffington explained how plastic is indeed detrimental to the global environment, yet plays an essential role in reducing global poverty as well.

He also delved into the concept of peak plastic, or the point at which the negative aspects of plastic outweigh the societal benefits, of which he contends there have been many.

“Between 50% to 60% of the plastics in the world are single-use, but much of that is used to reduce food waste, so what’s worse?” he asked.

“These are difficult challenges with cross narratives, but ultimately, the environmental plastic issue was created by the supply chain and so we’ll need to solve it.”

To that end, Buffington sees his supply chain management program as a piece of the foundation for developing such solutions.

“I came to DU because it provided an opportunity to build a new approach to what I consider the principal challenge of the 21st century economy—the speed of change and the supply chain’s role in that,” he said.

“The supply chain can help with problem-solving around social good, and DU gives us a great platform for that alignment, not just with industry, community and research, but with the students as well.”

—BY KERBY MEYERS



# *Designing*



# *Your Life*

Career Services helps students “design their lives”  
for a changing workplace

College and university career advising offices—charged with preparing students to enter an ever-evolving work world—must continually adapt to stay relevant. And up until recently, that hasn't happened, said Bob Kumagai, executive director of Career Services at Daniels College of Business.

The old model of these offices as simply transactional—places that students visit only to find internships and brush up their resumes and interview skills—has gone by the wayside, noted Kumagai.

“The characteristics of work and the market have probably changed more in the last decade than they have in the past 100 years,” he said. “There’s a lot of research showing that most millennials and Gen Z graduates will have somewhere between 12 to 18 different jobs in their lifetimes—and within those jobs, probably two to three distinct careers.”

Furthermore, about two-thirds of those jobs don't exist yet. At the same time, most career advising offices are structured the same way they were 40 to 50 years ago—a model that neither appeals to students nor applies to today's job market, Kumagai said.

Companies no longer need to visit campuses in person to hire graduates when they have the internet. And even in the accountancy field, where firms have a long-standing tradition of hiring Daniels' School of Accountancy graduates, job recruiting has changed.

“Accounting firms are hiring fewer accountants because a lot of the work is being supplanted by automation,” Kumagai said. “Does that mean accountants are going to disappear? No, but it means that the skill sets, knowledge and the kind of intellectual

flexibility and critical thinking that were not part of the field historically are what firms are looking for now.”

Kumagai added that many employers say they can train students about new technologies and processes on the job. Instead, what they're seeking are people who are inquisitive and have the capacity to learn quickly. These and other changes in a dynamic workplace have prompted universities to reassess not only their curriculum, but also the content and approach of their career counseling.

Recognizing that the legacy model of career services has to change, Daniels has embarked on a new effort, called Designing Your Life, that is aimed at more closely meeting the demands of today's job market.

**... Many employers say they can train students about new technologies and processes on the job. Instead, what they're seeking are people who are inquisitive and have the capacity to learn quickly.**

Daniels' new program is based on a framework from the book “Designing Your Life: How to Build a Well-Lived, Joyful Life,” by Bill Burnett and Dave Evans. The authors are Silicon Valley innovators and Stanford University design educators who teach a popular course on the subject. Their basic premise: “A well-designed life is a life that is generative—it is constantly creative, productive, changing, evolving, and there is always the possibility of surprise.”

Less than 20% of students under age 26 are highly self-directed and already have determined their goals and future career

tracks. Most are still uncertain about what they want to do or how to go about job hunting. Nor are they engaged with Career Services. It's this group that Kumagai and colleagues hope to reach with their new approach. Largely driven by career advisors, this approach is being adopted by other universities nationwide, ranging from elite business schools to state commuter colleges. This year at Daniels, it's being piloted as a five-week workshop in the Denver MBA and Marketing and Management master's degree programs.

The prototype also is being tested with freshman and sophomore undergraduates, who will break into small-group sections and use the Designing Your Life model to tackle problems of interest to them.

Kumagai credits Daniels Adjunct Marketing Professor Lora Louise Broady with first bringing the book to his attention and championing staff and faculty to adopt the Designing Your Life model for Daniels students.

Broady said she learned the power of design thinking methods to help students shape their lives through her day job as an academic strategist.

“It's a liberating structure—quite thrilling and a bit onerous actually—to take active ownership of your life design,” Broady said.



## *“It’s a framework for decision-making that students will buy into if we’re making it about them.”*

“Equipping students with tools that enable them to assess their sources of energy and engagement, ideate on activities that create coherence between their work and life, and develop and prototype five-year plans, will allow them to pivot and grow thoughtfully throughout their careers.”

In the book, the authors detail how the same “design” concepts founded on curiosity and creativity that led to inventions like the lightbulb and the internet can be applied toward designing one’s own life plan.

The book is packed with tools and exercises that can be applied at any stage of life, particularly during important transitions such as that first career, midcareer changes and retirement.

One of their key points—contrary to many career counselors’ advice—is that people do not have to have a passion to plan their careers because, in fact, most people don’t have just one.

“In truth, most people are passionate about many different things, and the only way to know what they want to do is to prototype some potential lives, try them out and see what really resonates with them,” the authors write.

Drawing upon those ideas, Kumagai also began to see that rather than gathering

100 students together in an auditorium and lecturing them about career planning, advisors need to engage in more individualized, interactive workshops designed to focus more intensely on students’ own interests and lives.

Placing students at the center—and not even necessarily making the work overtly about careers—will help them develop the creative problem-solving skills they need to determine and tackle their career-planning goals. “It’s a framework for decision-making that students will buy into if we’re making it about them,” he said.

Meanwhile, Daniels leaders and faculty continue to adapt their curriculum and Career Services to the many changes occurring in both the workplace and the world at large. Students are then prepared to factor these changes into their life designs:

### ➤ NEW INTERVIEWING TECHNIQUES

Companies are increasingly using automated and video-interviewing platforms that score prospective candidates based on parameters such as authenticity, energy or enthusiasm.

One of the reasons why companies are relying on these techniques is to remove bias from the process and improve diversity, Kumagai added, pointing out that research has shown people tend to hire workers who look like themselves.

### ➤ IMPACT OF SOCIAL MOVEMENTS

According to Department of Management Teaching Assistant Professor Bud Bilanich and Professor Cindi Fukami, “Today’s workplaces increasingly look like our society

at large. There are more people of color at all levels of organizations, more women in leadership positions, and more LGBTQ people open about their sexual orientation and gender identity. Better and more creative decisions arise when diverse opinions are honored and discussed openly, and successful people embrace this level of diversity.”

Social movements like #BlackLivesMatter and #MeToo arise because of abuses caused by lack of respect for the individual, they added. The Daniels Fund Ethics Initiative principles emphasize the importance of countering such abuses. These core principles, Bilanich and Fukami noted, serve as a guide for ethical behavior that is both open and welcoming to diverse thoughts and opinions.

### ➤ CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

B Corporations—companies that value social and environmental performance factors in addition to profits—are becoming increasingly common, and many Daniels students are motivated by these values.

They are particularly interested in disciplines like supply chain management because sustainability tends to be addressed on that level, Kumagai said. While these are still emerging trends, he thinks the focus on them will only continue to grow as millennials become the largest number of employees in the workforce—and design lives that are intentionally inclusive and respectful. 🍷

—BY CARRIE PRINTZ

*Career advising is available as a free lifetime service to all Daniels alumni. For more information, visit [daniels.du.edu/career-services](https://daniels.du.edu/career-services)*



## MENTORSHIP KEY TO CAREER DEVELOPMENT

*Fritz Knoebel School of Hospitality Management students receive career guidance, hands-on training from mentors*

Nicole Vanderburg (BSBA 2019) would be the first to say that her mentor went above and beyond in providing fellow classmates and her with invaluable training in the beverage industry.

From co-hosting two wine tastings with Vanderburg—for which he generously offered special wines—to introducing her to a noted German winemaker at a winemaker's dinner, Classic Beverage Company General Manager Ken Theobald provided crucial career guidance as well as intellectual growth, she said.

It is perhaps no coincidence, then, that Theobald won Daniels' Fritz Knoebel School of Hospitality Management 2019 LEAD Mentor of the Year award.

"Ken thoughtfully confirmed my interests and goals, and then helped me explore my passion," Vanderburg wrote in her Mentor of the Year nomination letter. "His readiness and desire to mentor not only myself, but also my classmates and those he is surrounded by, show how much of a positive role model he is."

Vanderburg is not the only Fritz student with high praise for her mentor. Claire Caviglia (BSBA 2019) is extremely grateful for the advice and many opportunities provided by Matthew Anderson, area managing director and general manager of the Renaissance Denver Stapleton Hotel. Not only did he help her prepare for interviews, he advised her on management strategies, good leadership and the challenge of hotel renovations.

"Perhaps Matt's greatest leadership trait is his belief in people," she said. "He has always been 100% supportive of my dreams and career choices."

Theobald and Anderson are just two of the many mentors who have shaped students' lives through the highly regarded Ann & David Hoffman LEAD Mentorship Program. LEAD—Learning by Example, Attaining Distinction—strives to put Fritz students well ahead of their graduating peers through intensive mentorship relationships and opportunities.

LEAD includes both peer-to-peer and professional mentoring throughout the four years students spend at the school. Professional mentors help students expand their networks, prepare for their college-to-career transitions, fine-tune job applications, prepare for the Fritz Knoebel Career Fair and interviews, and navigate their career paths.

The School of Accountancy, Reiman School of Finance and Daniels Career Services also offer formal mentorship programs. Since Career Services' Executive Career Mentorship Program was launched in 2004, more than 2,600 graduate students have been matched with senior-level business executives in the Denver area to sharpen their career goals, learn best practices and build professional networks. ♥

—BY CARRIE PRINTZ

*To become a mentor, contact [danielscareers@du.edu](mailto:danielscareers@du.edu)*



# Fishy Business

Alumnus Andrew McCuiston is making a splash with Goldfish Swim School Franchising





As you pass the vibrant front desk, friendly staff greet you by name and present a small toy to your child. It's a fish named Bubbles and it's "wearing" seasonal attire. You saunter past the palm trees and continue to the waterfront, soaking up the humidity on your skin.

The water is 90 degrees. Your child jumps right in, shouting "It's not even cold!" You stake out a chair on the climate-controlled deck and settle in to browse Instagram. This is not a beach vacation at a luxury resort in the tropics. It's your neighborhood indoor, year-round swim school. With more than 100 locations in nearly 30 U.S. states and Canada, and a projected 260 schools by 2024, Goldfish Swim School is redefining swim lessons for 150,000 children each week.

Andrew McCuiston (BSBA 2006) is the co-owner, president and integrator of Goldfish—named one of Inc.'s 5000 Fastest-Growing Private Companies in America for five consecutive years.

McCuiston's brother, Chris, and sister-in-law, Jenny—a two-time U.S. Olympic Trial qualifying swimmer—are the co-founders. The three partners of the Detroit-headquartered Goldfish Swim School Franchising were all Division I collegiate athletes (McCuiston played men's lacrosse for DU).

After majoring in finance and marketing with a minor in economics at Daniels, McCuiston completed the management training program at a bottling company in southern California.

When Chris and Jenny opened the first Goldfish location in the McCuistons' hometown of Birmingham, Michigan,



FROM LEFT: ANDREW MCCUISTON & CHRIS MCCUISTON

*“There are certain expectations that come along with the Goldfish experience that we hope will always supersede our competitors’. All those basic things that every swim school can do, we strive to do one notch better.”*

enough strangers asked how they could get involved that Chris worked out the legalities to franchise the business. Then he called his brother.

“He said, ‘We’re going to start a franchise company. We’d love you to come back if you want to take part in it,’” McCuiston said. “I literally thought about it for 24 hours and I quit my job within 48 hours.”

McCuiston moved home in September 2008 and Goldfish Swim School opened its first franchise in 2009. Though the road to franchising was a bit choppy, they’re now opening 25 to 35 new schools each year. With over 5,000 people employed by Goldfish Swim School franchisees, Goldfish has an internal marketing agency and sales, real estate, construction, finance and operations support teams.

“These are all things we didn’t have when we first started. It was literally just me and my brother working on everything together, and it was crazy madness,” McCuiston said. “When we didn’t know how to do something, we would pick up the phone and call people. We leaned on people for advice.”

Now, Chris casts the vision and McCuiston brings it to life, managing operations, internal communications, technology implementation and national brand awareness.

“As we are growing the business into these larger metropolitan areas, we believe we’re the market leader, so we want to position ourselves as such,” McCuiston said.

*Continued on page 34*

Goldfish Swim School's mission boils down to teaching children how to be safer in and around water. Drowning is the No. 1 cause of injury-related death for children under 5 in the U.S. McCuiston emphasizes that swim lessons are serious, but since children learn best through play, Goldfish developed a proprietary, research-based curriculum called the Science of SwimPlay® to maximize their students' results.

"Playing for children is what makes things exciting and draws them back to want to be there," the father of two explained. "We don't want swimming to be this whole scary, dark dungeon, archaic feel."

At each location, there's one instructor for every four children and a pool deck manager ensuring that all instructors adhere to the curriculum. An Ellis water safety-certified lifeguard also watches over the pool so parents can enjoy what McCuiston calls a "guilt-free half-hour" in the parent viewing area.

"We want to be the Four Seasons of swim lessons," McCuiston said. "There are certain expectations that come along with the Goldfish experience that we hope will always supersede our competitors'. All those basic things that every swim school can do, we strive to do one notch better."

That includes a commitment to giving back to the community. Goldfish raised \$160,000 during Water Safety Month in May 2019 for USA Swimming Foundation's Make a Splash initiative to bring swim



TOP & BOTTOM: GOLDFISH SWIM SCHOOL

lessons, water safety presentations and water experiences to families that otherwise could not afford them.

"It's super fun and I attribute a lot of my success in what we do today from my prior experiences," he said. "The Daniels College of Business is a part of that and Denver lacrosse is a part of that."

McCuiston said that Daniels' small class sizes, emphasis on values and ethics, and the individualized attention he experienced from faculty influenced the Goldfish model. "We really think that the relationships we have, and how ingrained

our schools are in the local community, is one of those things that sets us apart, so it's not this franchise-type feel."

As for his DU lacrosse experience? "There's a lot of responsibility that goes along with traveling the country representing the University," McCuiston said. "And as a business owner, there's a lot of responsibility that comes along with being successful so that your employees can sustain a family, kids and lifestyle. Those deep-rooted values have really made the business what it is today." 🏆

—BY AMBER D'ANGELO





## FALL FINANCE FORUM PANELISTS PREDICT STORM CLOUDS ON THE MARKET'S HORIZON

In summer 2019, the U.S. economic expansion eclipsed the 10-year mark, setting a record for continual growth. According to a panel of three investment professionals who spoke at the Reiman Fall Finance Forum Oct. 11, 2019, however, conditions are likely to be much more sobering over the next year.

Dan Roberts, executive managing director and head of global fixed income with MacKay Shields, said the economic cycle is near its peak, citing indicators such as slow earnings growth, a faltering employment market, increased borrowing by corporations and fading consumer confidence. And since the financial markets react before the economy actually peaks, a

downturn is likely as the U.S. economy starts to pull back, he said. Other panelists at the forum were Louis Llanes, founder and chief executive officer of Wealthnet Investments, and Ric Martin, senior vice president and wealth advisor with Morgan Stanley.

Roberts set the tone for the morning by explaining how the Federal Reserve historically starts cutting the federal funds rate and corporations start trimming payrolls just before a recession starts. Meanwhile, bond investors push yields, which move in the opposite direction of prices—lower—leading many to dig into poor-quality, high-yield issues for returns. Each of those steps occurred in fall 2019.

Meanwhile, a number of European nations are issuing government debt with negative yields, which constricts the likelihood of positive returns from international bonds as well. As for stocks, Martin said that the S&P 500 Index has essentially been treading water since the large corporate tax cut was implemented in January 2018. He added that falling interest rates have provided ballast for continued high valuations. In the coming quarters, he said, earnings will struggle to keep pace.

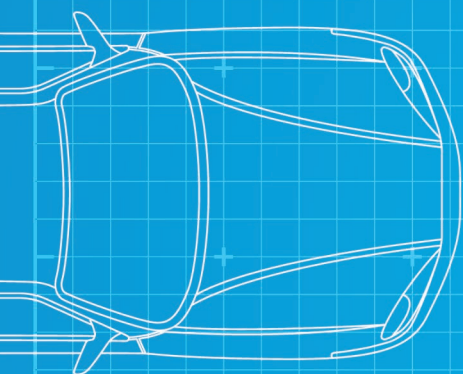
Martin added that Morgan Stanley economists don't anticipate the slowdown to be worse than a "garden variety recession," which will allow smart companies to reduce excesses, restructure, cut costs and become more efficient. Meanwhile, he said that stocks may fall 20% from current levels, but will then be poised to outperform bonds for much of the next 10 years.

Llanes said that investors should focus on what they can control, including:

- 1. Portfolio construction**—taking an objective look at holdings to gauge risks and diversification levels
- 2. Proper planning**—remembering that portfolios benefit from thinking about the role different assets play and on taxation matters, as well as checks on emotions
- 3. A systematic quantitative approach**—relying on a process and checklist instead of a narrative, which can erode when market stress arises, to help steady the nerves in rough patches 🍀

—BY KERBY MEYERS

DEVELOP



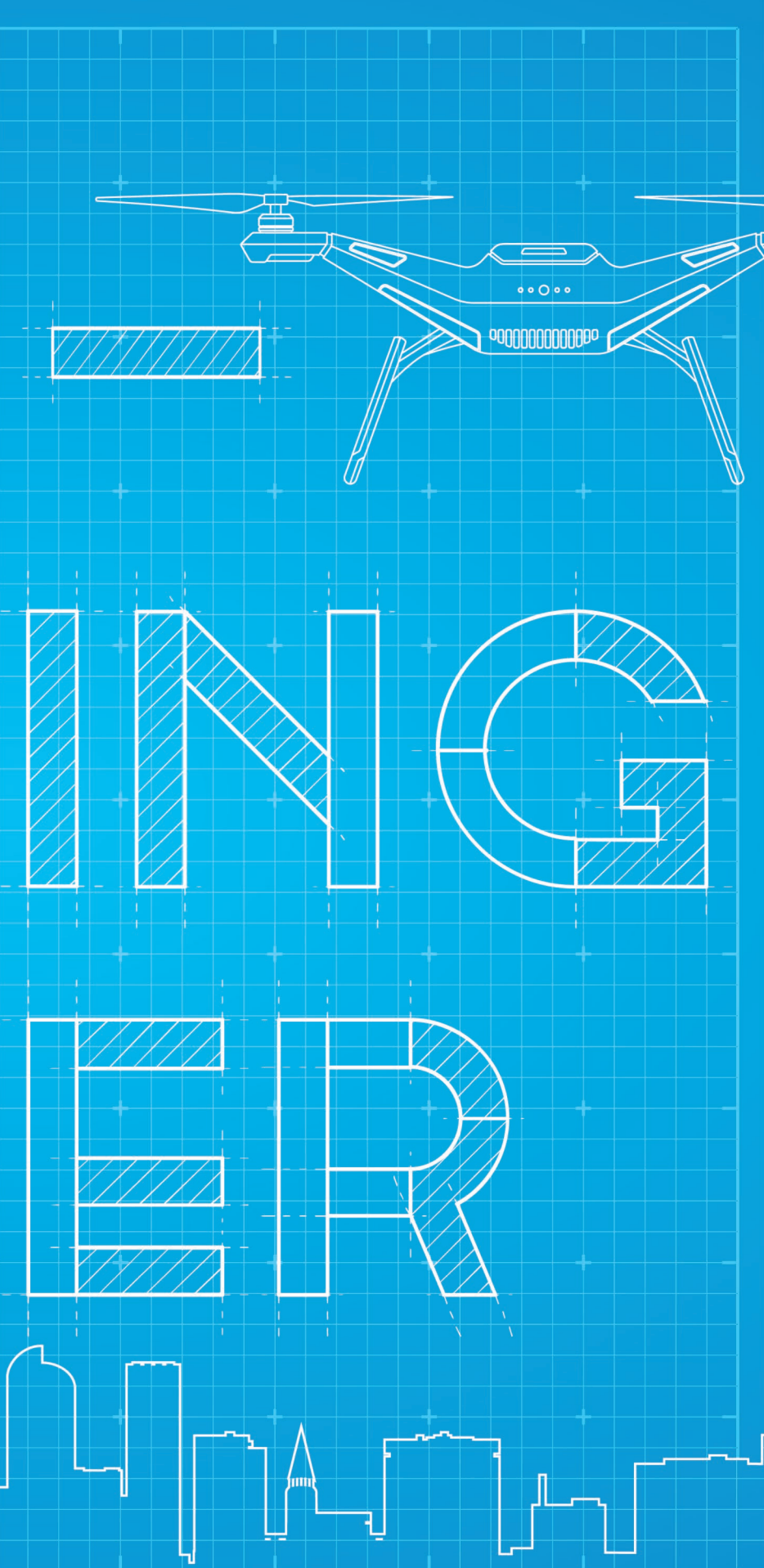
LOOP

DENNY

WHERE THE CITY IS HEADED AND  
WHY IT'S EQUIPPED FOR THE TRIP







The year is 2040 and you're on I-25 near the University Boulevard exit. Screeeech. Hit the brakes. Are you driving? Probably not. Sure, you are in a car, but it may well be driverless. And that single innovation stands to change much more than just bad driving in Denver; it may reshape the city.

"Driverless mobility would be the biggest disruptor for real estate since the advent of the automobile," said Jeff Engelstad, professor of the practice in the Franklin L. Burns School of Real Estate and Construction Management at Daniels College of Business. "Developers today are already thinking about how to change parking structures."

Other impacts being floated include gas stations and auto dealerships becoming condos and retail shops, the cost of living falling because of cheaper transportation, suburbs growing due to easier commutes, and housing turning over less as elderly people stay in their homes longer.

All of this just from driverless mobility. Also on the horizon are many more innovations—each of their waves will ripple through the Mile High City.

It's a future that Engelstad and other Daniels faculty predict will include more accessory dwelling units, tiny houses, micro apartments and multifamily dwellings.



On the commercial side, more innovative office space and lease structures will appear, as well as new and interesting uses for industrial space to accommodate same-day and drone deliveries.

But can Denver withstand all the change? And if so, how? We put those questions to Daniels faculty members, who pointed to collaborative leadership, sustainability, learning-by-doing education and a diverse economy.

## BETTER TOGETHER



Engelstad said a pivotal advantage Denver enjoys is that real estate development is mostly a local business, meaning developers here care. “If you read their mission statements, they all talk about doing things right. That’s their attitude in Denver: ‘We want to do things right.’”

That’s key to Engelstad because, he said, the city will continue to grow mostly because of what brought so many people here from the start: the natural beauty.

“Denver has attracted a lot of highly educated people to fulfill their dreams, and that comes with the added congestion, the affordability gap in housing and all the rest,” he said. “But the leaders here have a progressive mindset—they work together to solve those issues.”

John Knott Jr., an executive in residence at the Burns School and founder and chief executive officer of CityCraft Ventures, agreed. The most hopeful element of Denver’s future, he said, is the collaboration in its history.

“When you see big projects like DIA, Union Station, FasTracks and others, [it shows] a maturity of leadership that’s rare to find across the U.S. in our current time.”

*“When you see big projects like DIA, Union Station, FasTracks and others, [it shows] a maturity of leadership that’s rare to find across the U.S. in our current time.”*

## SUSTAIN THE CHANGE



Something else that’s current is sustainability, and Engelstad said commercial developers are getting more thoughtful about it all the time. He added the topic is also gaining ground in residential circles. “They [developers] know neighborhoods have to be sustainable—less waste, [more] mixed use and people living, working and playing in their communities,” he said.

Another place he’s spotting the sustainability mindset is in his classrooms. “Students have changed dramatically over the last decade. It used to be those going into development just wanted to make a lot of money. Now they’re all about urban adaptive reuse, green—all of it, and they’re serious. Those in real estate today are here to change the world.”

## HANDS-ON LESSONS



Those same students are learning how to apply cutting-edge technologies related to sustainability in real estate and construction to real-world issues, said Drew Mueller, assistant professor at the Burns School. For example, some students are currently retrofitting a house on campus with renewable energy while other students are employing innovative strategies to redevelop a Denver property.

One of those strategies, which Mueller teaches, is regenerative development. It lets students focus on positive outcomes for everyone in a system. Mueller said it’s being used to redevelop neighborhoods like Sun Valley just west of downtown Denver without gentrification while also addressing environmental concerns.

## ECONOMIC DIVERSITY



Even though Denver has plenty of pluses, it still isn’t immune to economic downturns. But, according to Mac Clouse, a professor at Daniels’ Reiman School of Finance, Denver’s diverse economy (buoyed by technology, oil, gas, energy, tourism, agriculture, financial services, federal government services, biomed and health care) will keep it afloat.

“If the U.S. economy begins to slow, Denver’s economic growth rate will fall by a smaller amount than the U.S. economy,” Clouse said. He also lauds Denver’s educated workforce. “It has been one of the reasons the city has attracted new and transplanted businesses.”

And in 2040, it’s likely to be a workforce that’s particularly productive. It’ll be working—instead of driving—during its commute. 🍅

—BY DOUG MCPHERSON

## ACCOUNTANCY TOWN HALL ANSWERS, 'WHY DENVER?'

Colorado natives have long known the appeal of the Mile High City—from our majestic mountains and year-round sunshine, to our numerous parks, breweries and options for outdoor recreation.

But for the companies that relocate their businesses—and hundreds to thousands of employees—to Denver, several key selling points stand out.

On Oct. 2, 2019, the School of Accountancy at Daniels hosted its eighth annual Accountancy Town Hall to discuss Denver's appeal as a business hub. Daniels and community attendees gathered for the panel discussion among four financial executives from companies that recently moved their headquarters or major operations to metro Denver.

Those panelists were Kent Clark, senior vice president, brokerage product services at Charles Schwab; Rick Seidlitz, vice president and corporate controller for Arrow; Scott Roe, vice president and chief financial officer of VF Corporation; and Randy Lynch, senior vice president, finance, treasurer and corporate development at Maxar.

J.J. Ament, chief executive officer of the Metro Denver Economic Development Corporation, moderated the panel. The executives' reasons for moving their companies and staff to Denver fell into four main categories:



2019 DANIELS ACCOUNTANCY TOWN HALL

1. Central location with proximity to stakeholders on both coasts
2. Availability of quality talent and easy recruitment for relocation
3. Outdoor, active Rocky Mountain lifestyle
4. Alignment of Denver's culture and diversity with brand values

Ament asked about the role of state and local tax incentives in panelists' decisions to choose Denver, explaining to the audience that Colorado offers modest, performance-based corporate incentives that don't put taxpayers at risk. All four panelists agreed that while incentives helped cover the added expenses of moving facilities and rebuilding a talent base, they weren't the primary reason they chose Colorado.

Truth in Accounting sponsored the town hall. The nonpartisan nonprofit helps governments produce financial report cards that are easy to understand. In 2019, Denver

received a "C" letter grade for fiscal health while Colorado received a "D." Truth in Accounting's report cites the city's and state's shortfalls of \$1.1 billion and \$14.5 billion, respectively, for the grades (most of the debt is due to unfunded retirement obligations).

Panelists also urged the city to increase affordable housing options close to where employees work, and to continue expanding public transportation to combat the challenges that come with Denver's skyrocketing popularity.

Despite the negative balance sheets and competition from states like Texas, Florida and Washington, which offer lower taxes and costs of living, Denver is a place where employees want to live and work. Retaining good talent helps sustain companies' bottom lines. 🍷

—BY AMBER D'ANGELO



# Business Divided

**Michael Nalick researches the intersection of business, politics and corporate scandals**



If you're a current or former chief executive officer with a history of personal misconduct, chances are Daniels' new assistant professor of management Michael Nalick has seen your record.

For his research, Nalick combed through 20 years of media articles for stories about company leaders' DUIs, drug and alcohol abuse, sexual misconduct, domestic violence and other indiscretions to build a data set that enabled him to study how scandals like these impact firms.

One of Nalick's 10 current research projects will examine how board directors involved in corporate misconduct at one firm end up handling a similar event when it occurs at another firm where they also occupy the director's chair.

Nalick wants to know if they are learning, positively or negatively, from the misconduct—i.e., are they more likely to conduct it again if they “get away with it” the first time with minimal consequences? Observing national political scandals and politicians' resulting strategies contributed to Nalick's curiosity and desire to investigate whether similar tactics are being used in business. Daniels' core tenet of ethical leadership was appealing to Nalick in selecting an academic institution where he could both teach and conduct his research.



*The major takeaway across Nalick's scholarship is that just as our culture is more divided and partisan than it has ever been, so are companies.*

He sees the College as being at “the forefront of the movement to re-examine the purpose of a business. Is it really just creating a product for profit? Or is it creating a strong community?”

The intersection between politics and business has long fascinated Nalick. After earning his master's in public policy, he went to work as a policy director for an elected official in Travis County, Texas. He got the research bug when he realized during meetings with companies like Facebook and Samsung that “they all had different strategies toward me [as a policy director].”

With a PhD in strategic management from Texas A&M, Nalick's research now focuses

on uncovering the nuance of those strategies. One of his recent publications analyzed how firms react to scandalized politicians. He found that their strategy is more complex than the simple decision to either maintain or end the endorsement.

At times, companies double down on their support of a politician. They might also maintain support while developing a new relationship with a rival—just in case. In other instances, they initially appear to drop the relationship and then come back around when things blow over.

Nalick said this boomerang tactic played out when companies dropped their support of the 2016 Republican National Convention

when Donald Trump secured the nomination, then renewed their support of the GOP once Trump was elected president.

Likewise, when former Democratic congressman Anthony Weiner resigned from office after a sexual misconduct allegation against him went viral, several companies dropped their support of the politician, then renewed it when he (unsuccessfully) ran for mayor of New York City.

The major takeaway across Nalick's scholarship is that just as our culture is more divided and partisan than it has ever been, so are companies. Nalick's work shows how this condition is shaping everything from firms' lobbying strategies to their likelihood to speak out on polarizing social issues.

As the 2020 election heats up, corporate involvement is only going to become more apparent. “Firms are getting more political,” Nalick said. “To me, that's a really big deal.”

—BY GRETCHEN SCHRAFFT



# Revolutionizing Polling Through Data

## Alumnus Skylar White launches election polling company

Skylar White is intellectually curious, extremely engaging and might have a new business that will change election polling forever—thanks in part to his experience in a completely different industry.

White (MSBA 2019) launched UnumAI while pursuing a Master's in Business Analytics at Daniels. With an undergraduate degree in political science from Washington and Lee, White had been working in analytics, first at Deloitte in consolidated purchasing for the Department of Veterans Affairs. Then, with Accenture, he moved into an unfamiliar space—project sales analysis in the hospitality industry.

“It was risky to move from consulting into hospitality,” he said. “Analytics wasn’t culturally accepted in the hospitality industry. It took me coming to Daniels to see why I wasn’t successful there. I needed to sharpen my skill set to take the risks I needed to take.”

While White was studying for the GRE to come to DU, he worked for Mike Johnston’s gubernatorial campaign in Colorado.

White was convinced the polls weren’t giving the campaign an accurate prediction. In polls taken between November 2017 and June 2018, Johnston was polling between



*“I’m excited about this work because I think it’s the perfect example of how analytics can completely transform an industry.”*

4% and 12%. Yet in the Democratic primary, he received 23% of the vote. “Polling is really poor at assessing support because of the inherent fallacies within the psychological basis for polling,” White said.

White explained that when pollsters call someone, they’re asking, “If the election is held tomorrow, who would you vote for?” White believes that misses a critical mass of support where people might be leaning a certain way, or interested in a candidate, but aren’t exactly sure how they would vote.

That conclusion and a bunch of time at the Tattered Cover Book Store on Colfax Avenue led to his idea for a new way of collecting voting sentiment.

“I happened to see an interesting book in the computer science section, ‘Everybody Lies: Big Data, New Data and What the Internet Can Tell Us About Who We Really Are’ by Seth Stephens-Davidowitz. That got me thinking. We could use Google Search to predict candidate outcomes.”

During his master’s program, White tested his theory and built the business. White believes he will transform the polling industry because UnumAI can offer a less expensive and more accurate product. “Paying people to conduct phone calls is very costly,” White said. “We don’t have labor costs. Our methods are also more effective because there is no social bias because you didn’t even know we were listening.”

White credits professors like Phil Beaver, professor of the practice, and Ryan Elmore, assistant professor, with providing the support and helping him gain the skills to make the business happen. White also found his business partners through his program cohort.

“I’m excited about this work because I think it’s the perfect example of how analytics can completely transform an industry,” said UnumAI team member Lauren Beaver (BSBA 2017, MSBA 2018).

“I believe in Skylar because he has demonstrated his commitment to his idea by investing in a team that believes in him.”

The UnumAI team is trying to attract presidential campaigns. Team members also think newspapers will be a good target market. With election polling now of substantial interest to voters, especially in the wake of the post-2016 debates about their accuracy and effectiveness, there is ample opportunity within this volatile and valuable industry.

“UnumAI has the potential to disrupt the traditional polling space,” Elmore said. “There is a lot of work still to do, but the early results are extremely promising.”

—BY KRISTAL GRIFFITH

**SHOP DANIELS GEAR**

Four t-shirts are displayed: a grey long-sleeved shirt with a 'Daniels' logo, a maroon tank top with 'DANIELS COLLEGE OF BUSINESS UNIVERSITY OF DENVER' and a mountain graphic, a black long-sleeved shirt with 'DANIELS COLLEGE OF BUSINESS' on the sleeve, and a grey short-sleeved shirt with a 'Daniels' logo.

**TAKE 15% OFF YOUR ORDER WITH THE CODE MAGAZINE15**

**getdanielsgear.com**



# RETIREMENT UPDATES

## Barb Kreisman

### Giving back before it was trendy

**B**arb Kreisman had no intention of being an academic. Pursuing a degree in journalism, she thought she would follow her father's footsteps into the newspaper industry.

She went to work as a public relations writer for a pulp and paper mill in northern Wisconsin, and on her first day on the job, an employee fell into a "batcher" and was killed. Whether an omen or just an unfortunate tragedy, Kreisman, who retired as professor of the practice at Daniels in 2019, quickly took a sharp turn down a different path.

Intrigued by big business and human behavior at work, she climbed the corporate ladder for years, working at Motorola and Emerson. She later joined Dell Corp. and became its chief human resource strategist, helping to grow the company from 50 to more than 40,000 employees.

While at Dell, Kreisman took courses at the University of Texas at Austin. She had a love of studying organizational change, strategic



planning and leadership. One day, the chair of the management department informed her she had enough credits for a doctorate; all she needed was to research and write a dissertation. She decided to explore the high and very costly turnover among technical professionals at Dell—especially during their first year of employment.

“In particular, [former employees] complained that they had difficulty understanding the company’s mission, and roles and responsibilities were not clear in the very fast-growing organization,” she said. Dell was adding an average of 700 new employees per week and Kreisman acknowledged that the infrastructure simply could not support that kind of growth. Dell implemented many of the enhancements

Kreisman’s research suggested, especially concerning leadership development, employee onboarding and succession planning. Dell was later recognized, two years in a row, by Fortune Magazine as the nation’s “Most Admired Company.” With a PhD in hand, she was looking for a career change and a move. Kreisman and her husband, Scott McLagan, targeted Denver.

“When I was considering a role in academia, I was drawn to the values of Bill Daniels and the idea of giving to the community and making a difference in the world,” she said. “That really resonated with me. It is a common focus of universities now, but 20 years ago, it was still novel.” Kreisman was hired in 2002 to teach business communication in the marketing

department. Not long after, she was asked to direct leadership and organizational performance across the graduate and undergraduate programs. Later, she would oversee the Executive MBA program, for which she is most known. During her tenure, the program was ranked by Financial Times five times.

“Her tremendously successful corporate work experience was invaluable in communicating with and gaining respect from EMBA students,” said Bruce Hutton, dean emeritus of Daniels. “Her innovative nature was instrumental in keeping the program relevant to the times. And, she cared about the students, the program, the College and the University.”

—BY KRISTAL GRIFFITH



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JOHN TRIPP SPEAKING AT HIS RETIREMENT DINNER  
IN THE JOY BURNS TUSCAN BALLROOM

## It all starts (and ends) with loyalty

Ask the quintessential question, “How would you describe yourself?” and the results can be a mixed bag. But retired Professor of Taxation John Tripp (MSBA 1975, MT 1976), is so self-aware, he offers the answer before being asked. Loyalty, passion and determination have woven together his 40-year tenure at Daniels, his acclaimed career as a certified public accountant and his personal life. Referencing his Most Determined Varsity

Wrestler award from Michigan Technological University, Tripp said it “encapsulates in a small little nutshell my personality, which is, if you’re going to do it, you’re going to do it.” Before he retired in June 2019, Tripp said not all students liked his high standards and expectations, but the ones who got on board were well-prepared for career success.

“I’m really passionate about getting people over the bar,” he said. “The reason I’ve thrived as a teacher is because we have really highly motivated, very smart students. I’m an advocate for student learning, student accomplishments and student success.”

In a memory book Tripp received at his retirement celebration with over 75 guests in May 2019, Mark Vogels (MT 1976), former director of DU’s Graduate Tax Program, wrote, “You should be very proud of what you have accomplished and the number of students who have had the John Tripp experience. The University is losing one of its best and brightest professors: someone who always loved teaching, made it fun to sit in class and challenged the student to do the best job possible.”

In addition to teaching classes in the School of Accountancy and the Graduate

*“The University is losing one of its best and brightest professors: someone who always loved teaching, made it fun to sit in class and challenged the student to do the best job possible.”*

Tax Program at the Sturm College of Law, Tripp accumulated two walls’ worth of accolades as a mentor and student organization advisor. He also coached DU undergraduate student teams to honorable mention results at the 2006–2010 Deloitte Tax Case National Competitions. The University honored Tripp with the Ascend award for “exceptional educators and scholars.”

“John has dedicated his life to creating professionals,” said Sharon Lassar, director of the School of Accountancy. “He helps students develop the confidence to tackle hard problems.”

Tripp set a high bar as a professional accountant too. He worked in the National Tax Department of Ernst & Young as a visiting professor and tax expert—and said he was the only person in the nation to serve as faculty in residence for two years at the firm. He also spent three sabbaticals working in the Denver offices of KPMG, Arthur Andersen LLP and a large oil and gas company. Tripp’s expertise lies in natural resources taxation, property transactions and consolidated returns. Tripp keeps a DU hockey ticket in his wallet, which pictures him and his son Jim cheering above the word “passionate.”

It’s passion for positively impacting the community that led to his 2009 CPAs That Make A Difference award from the Colorado Society of CPAs. Tripp was recognized for his work with the Volunteer Income Tax Assistance project, which connects accounting students with people who cannot afford tax return preparation services.

Additionally, Tripp is a former trustee of the Council of Petroleum Accountants Societies Colorado and was co-chair of the COPAS - Colorado Tax Committee. He served on several tax committees at the Colorado Society of CPAs. He also has taught

continuing education classes to more than 5,000 oil and gas tax accountants, among other accomplishments. After dedicating so much time to his work, Tripp plans to travel with his wife, Lori, and spend time with his three sons: Johnny, Jim (BS & MAcc 2009, MT 2010) and Joe (BSME & MBA 2015), and his golden retriever, Yogi. 🐕

—BY AMBER D’ANGELO



JOHN TRIPP WITH WIFE, LORI, AND SONS JIM AND JOE TRIPP



# ALUMNI NEWS

*Daniels alumni are movers and shakers. They are leaders and influencers in the region, the nation and the world. They innovate, they advance, they win awards and they do good work. Take a moment to catch up on the latest news about your classmates and colleagues.*

## 1971

### GENE TANG (BSBA 1971, MBA 1975)



Chef Gene Tang retired in May 2019 after 48 years in restaurants, closing his most recent restaurant, 1515, after more than 20 years in downtown Denver.

## 1978

### DAVID MALPASS (MBA 1978)



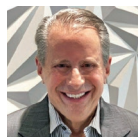
David Malpass was interviewed live by FOX Business Network. Malpass was selected by President Trump as the 13th president of the World Bank Group.

## 1975

### BERNARD F. CURRY III (BSBA 1975)

Auto dealer Bernard F. Curry III was nationally recognized as the 2019 TIME Dealer of the Year.

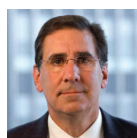
### MICHAEL POLLAK (BSBA 1975)



Michael Pollak was interviewed by WatchPro about his work with Daniels' Consumer Insights and Business Innovation Center to advance data usage at his business, Hyde Park Jewelers.

## 1980

### NICHOLAS CHIREKOS (BSBA 1980)



Nicholas Chirekos was appointed to the board of directors of New Gold, a Canadian-focused gold mining company.

### STEPHEN WESSLER (BSBA 1980)

Stephen Wessler joined CBRE as senior vice president in the Denver office.

## 1981

### PAT HAMILL (BSBA 1981)



Pat Hamill was quoted in the Denver Post about Oakwood Homes' new "American Dream" home designs. Hamill is the chairman and chief executive officer of Oakwood Homes.

## 1977

### TOM NAUGHTON (BSBA 1977)



Tom Naughton retired June 12, 2019. He was the head of U.S. Bank's Colorado Springs operation for more than 18 years.



CAROL TOMÉ (MBA 1981)

### CAROL TOMÉ (MBA 1981)

Carol Tomé retired Aug. 31, 2019. She was chief financial officer and executive vice president of corporate services at Home Depot.

## 1982

### CRAIG MARTIN (MBA 1982)

Craig Martin gave \$3.5 million to the University of Kansas to create the Center for Construction Safety at the School of Engineering.

## 1983

### TONI BROWN (BSBA 1983)



Toni Brown was interviewed by Institutional Investor about the 40th anniversary of the 401(k) plan.

## PATRICIA KARPAS (MBA 1983)



Patricia Karpas was interviewed by Thrive Global about launching Meditation Studio and

hosting the Untangle podcast.

## 1986

### NAVIN DIMOND (MBA 1986)

Navin Dimond and Albus Brooks (MBA 2016) broke ground April 10, 2019, on the former Emily Griffith vocational school campus, which will be the site of a new hotel and retail complex.



NAVIN DIMOND (MBA 1986)

### JIM LEGG (BSBA 1986)

Jim Legg was profiled in the Daniels Newsroom for his leadership experiences and entrepreneurial ventures.

### DAVID THOMSON (BSBA 1986)

David Thomson was named vice president of client services at Kairoi Residential.

## 1987

### ALAN WILLENBROCK (MBA 1987)

Alan Willenbrock was named alternative investments director at Morgan Stanley in Tucson, Arizona, in April 2019. He also is a vice president, senior portfolio manager and financial advisor with Morgan Stanley Wealth Management.

## 1990

### DAMIAN J. ARGUELLO (BSBA 1990, JD 2004)



Noted insurance lawyer Damian J. Arguello received the 2019 Monte Pascoe Civic Leadership Award.

## 1993

### ERIC BOSLER (MBA 1993)



In November 2018, Eric Bosler was recognized as CFO of the Year by the Minneapolis/St. Paul Business Journal. Bosler is CFO of Zipnosis, which is based in Minneapolis.

### KIRK CHRISTOFFERSEN (MBA 1993)

Kirk Christoffersen was appointed chief business officer of Arch Oncology.

## 1994

### JEFF DONALDSON (BSBA 1994, MBA 2005)

Jeff Donaldson accepted a new role with South African iced tea company BOS Brands to help bring their products to the U.S.

### ADAM GRIDLEY (BSAcc 1994, MBA 1996)

Adam Gridley was named CEO of Entera Bio.

## 1996

### DON BALDRIDGE (MBA 1996)

Don Baldrige was elected chairman of the Texas Pipeline Association.

## 1998

### KEELY GOHL (BSAcc & MAcc 1998)

Keely Gohl founded and launched Favor Financial LLC, a consulting business that helps organizations maximize efficiency and improve internal controls.

## 1999

### ADAM SCHLEGEL (BSBA 1999)



Adam Schlegel was featured in Restaurant Hospitality. He and fine-dining chef Alex Seidel are teaming up to launch a new rotisserie chicken concept in Denver called Chook Charcoal Chicken.

## 2000

### MARIA MOSKVER (JD 2000, MBA 2001)



Maria Moskver was appointed chief legal and compliance officer for Cloudvirga, an intelligent point-of-sale mortgage technology company.

## 2001

### TYLER CRAIG (BSBA 2001)

Tyler Craig was named to Alpine Canada's board of directors.

### MIKE HILLS (BSBA 2001)

Mike Hills was promoted to vice president of investment brokerage at Atlas Real Estate Group.



**GRETCHEN LENAMOND (MBA 2001)**

Gretchen Lenamond was named CFO for the Rose Community Foundation.

## 2002

**JOHN CAPELO (BSBA 2002)**

John Capelo was profiled in Palo Alto Online about his barbeque food truck business.

**MATT HUELSKAMP**

(BSBA 2002, MBA 2016)



Matt Huelskamp was named to Denver Business Journal's "40 Under 40" list.

**NORM MOTTRAM (MBA 2002)**

Norm Mottram was appointed chief operating officer of Crystal Diagnostics.

## 2005

**MAX GOLDBERG (BSBA 2005)**

Max Goldberg and his brother Benjamin own Nashville's Strategic Hospitality, which was featured in the Wall Street Journal.

## 2006

**JULIAN SANDERS (BSBA 2006)**

Julian Sanders was profiled in the Noozhawk about his restaurant, Café Ana, in Santa Barbara, California.

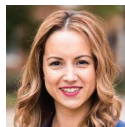


MEGAN SMITH (BSBA 2006)

**MEGAN SMITH (BSBA 2006)**

Megan Smith was featured by KMGH and the Daniels Newsroom for her Colorado business competing with the likes of Amazon. Smith is the CEO of Symbia Logistics.

## 2007

**STEPHANIE ESPARZA PELOQUIN (MAcc 2007)**

Stephanie Esparza Peloquin was appointed to the Marietta College Board of Trustees.

**CLAIRE-LAUREN SCHULZ**

(BSBA, MBA & MS 2007, JD 2010)

Claire-Lauren Schulz was promoted to managing counsel at Oracle.

## 2008

**MADDY HASULAK (BA 2008)****ALEX HASULAK (BSBA 2008)**

Maddy and Alex Hasulak were featured in BusinessDen. Their company, Love Grown Foods, has raised \$600,000 to expand their cereal business.

**BROOKS KIRCHHEIMER (BSBA 2008)**

Brooks Kirchheimer opened Hearth and Hill, a restaurant in Park City, Utah.

## 2009

**CHRISTOPHER CORD (MBA 2009)**

Christopher Cord is now an independent consultant for the Black Creek Group.

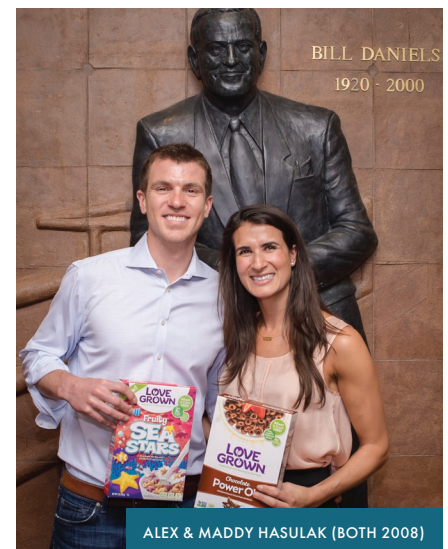
## 2010

**DANIEL CLOSE (BSBA 2010)**

Daniel Close was promoted to first vice president at CBRE. Close specializes in assisting owners, buyers, tenants and developers of industrial-flex properties across the Colorado Front Range.

**MATT MANEY (BSBA 2010)**

Matt Maney will run business development for Cadence Capital Partners in Minneapolis.



ALEX & MADDY HASULAK (BOTH 2008)

## 2011

### **BEN DEDA (MBA 2011)**

Ben Deda was named CEO of Colorado Springs-based FoodMaven.

### **KATHERINE GESSNER (MBA 2011)**

Katherine Gessner was named president of MCTV, a cable company out of Massillon, Ohio.

### **HEIDI MAJERIK (MBA 2011)**



Heidi Majerik was named president of the board of directors at the Home Builders Association of

Metro Denver. She is the first woman to hold this title.

### **PETER NEWLIN (MBA 2011)**



Peter Newlin is the CEO of Birdcall, Park Burger and Poncho. He was profiled in QSR Magazine as one of 18

young restaurant leaders to watch and in BusinessDen about his goal to open 10 more locations of Birdcall in the next two years.

### **MARK SHAKER (MBA 2011)**



Mark Shaker, co-founder of The Stanley Marketplace, was profiled for the DU Magazine.

## 2012

### **BINH DIEP (MBA 2012)**



Binh Diep has been promoted to general manager of Slalom's Denver office. Slalom is a consulting firm focused on strategy, technology and business transformation.

### **DR. DAVID KARLI (MBA 2012)**



Dr. David Karli was named chairman of IWEUS Health. Karli, who completed his medical residency at Harvard University, is also a partner at Steadman Clinic in Vail, Colorado.

## 2013

### **KATIE BENEFIELD (MBA 2013)**

Katie Benefield was promoted to sales director of investor services in Colorado at CBRE in March 2019. She was mentioned in BusinessDen.

### **TARA CAPPEL (BSBA 2013)**

### **MAKAYLA CAPPEL (BA & BSBA 2014)**

Tara Cappel and Makayla Cappel were profiled in the Idaho Mountain Express and the Daniels Newsroom for their company, For the Love of Travel.



TARA CAPPEL (BSBA 2013)

### **RORY LAMBERTON (MBA 2013)**



Rory Lamberton is the owner of Emerald Isle Landscaping; Atlas Services, an administrative services company; JARN, a leasing company; Black and White Properties, a real estate firm; as well as a trucking company and a call center in Medellín, Colombia.

### **BILL PATTERSON (MBA 2013)**

Bill Patterson was promoted to vice president of projects for Goldcorp Canada.

### **MATT TAYLOR (MBA 2013)**

Matt Taylor was promoted to managing director and group head at Key Equipment Finance.

## 2014

### **JONATHAN RAINS (MBA 2014)**

Jonathan Rains was named an associate wealth management advisor at Sparks Financial.

### **ROSS TRELEVEN (MBA 2014)**



Ross Treleven was promoted to vice president of operations at Sprague Pest Solutions.

### **BILL WELCHER (MBA 2014)**

Bill Welcher has started a new position as senior manager of global people systems with Liberty Global in Amsterdam.

## 2015

### **STACY CASON (MBA 2015)**



Stacy Cason co-founded Pioneer Botanicals, a hemp CBD extraction company based in Evans, Colorado.

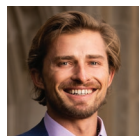
Cason is also the principal and co-founder of Endurance Real Estate Partners.

### **MIZRAIM CORDERO (MBA 2015)**



Mizraim Cordero was named the director of state and local government affairs for United Airlines.



**JEREMY DAY (MA & MBA 2015)**

Jeremy Day was interviewed by BusinessDen about his company, The Honest Stand, which recently raised \$1.2 million in new investments.

**JAMES RAYMOND (MBA 2015)**

James Raymond was named managing director at Charles Schwab in Lone Tree, Colorado.

## 2016

**GARRETT ALLEN**

(BSBA 2016, MBA 2017)



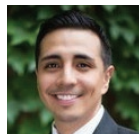
Garrett Allen joined TerraCRG as an investment sales associate.

**ALBUS BROOKS (MBA 2016)**

Albus Brooks joined Milender White Construction Co., following his position as a Denver city councilman. Brooks and Navin Dimond (MBA 1986) broke ground April 10, 2019, on the former Emily Griffith vocational school campus, which will be the site of a new hotel and retail complex.



ALBUS BROOKS (MBA 2016)

**ROBERT GALVAN (BSAcc & MAcc 2016)**

Robert Galvan recently accepted a position as an acquisitions analyst at Cardinal Group Investments, LLC.

**BEN SCOTT (MBA 2016)**

Ben Scott started a new role as program manager for Blue Canyon Technologies in Boulder, Colorado.

## 2017

**TONY ADAMS (MBA 2017)**

Tony Adams was featured in the DU Newsroom for Do the Bang Thing, his hair salon that specializes in supporting the community.

**MIHANA JOHNSTON (BSBA 2017, MS 2018)**

Mihana Johnston is now an account manager for Blue Moon Digital. She was mentioned in BusinessDen.

**LAUREN MCNITT YEATES (MBA 2017)**

Lauren McNitt Yeates was mentioned in 303 Magazine for her new business venture, Mythology Distillery, which she launched with her husband in Denver's LoHi neighborhood.

## 2018

**LUIS ALICEA (MBA 2018)**

Luis Alicea was named senior information technology auditor at the Department of Veterans Affairs, Office of the Inspector General.

**ROBERT CUILLARD (MBA 2018)**

Robert Cuillard was named executive director of sales and marketing for Victory Ranch in Park City, Utah.

**ERIC FRANCE (MBA 2018)**

Eric France started a new role as medical director of Merck Vaccines.

**TROY TERRY (ATTD. 2015–2018)**

Troy Terry, current Anaheim Ducks NHL player, was awarded the Anaheim Ducks Rookie of the Year Award. He also came back to road trip with the DU Pioneers to the Frozen Four in 2019.



TROY TERRY (ATTD. 2015–2018)

## 2019

**HARRIS KOLOFONOS (MBA 2019)**

Harris Kolofonos, founder of the Young Champion Ambassador (YCA) program, announced a partnership between YCA and the U.S. Olympic & Paralympic Museum. 🇺🇸

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