

# PORTFOLIO



FALL 2011

*Celebrating the  
10th Anniversary  
of the Leeds Family Gift p. 20*

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## **An Unreasonable Idea: Make Money and Improve the World**

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**S'well Starts a Conversation About the Global Water Crisis P. 4**

**Educating Entrepreneurs in Africa P. 8**

**'Sparkrelief' When Disaster Strikes P. 16**



4  
Drink Responsibly



8  
Educating Entrepreneurs



12  
Connecting the Dots



14  
Tribal Connection



20  
Leeds Family Gift

## PORTFOLIO FALL 2011

The Dean's Perspective	3
S'well Starts a Conversation about the Global Water Crisis	4
CU Alumni Found Boulder's Unreasonable Institute	6
CPA Educates Budding Entrepreneurs in Africa	8
Scholarship Recipient Turned Boettcher Foundation VP	10
Alumna Keeps Children's Vision in Focus	12
Volunteer Connects Denver's Tribal Communities	14
Website Sparks Relief When Disaster Strikes	16
Grant Writer Finds Career Through Unconventional Path	18
SPECIAL SECTION: 10th Anniversary of the Leeds Family Gift	20
SPECIAL SECTION: Alumnus Invests in CU for the Long Haul	22
Graduate Starts Musana Children's Home in Africa	24
MBA's Form Consulting Group	27
Auditor Values the 'Incredible Work' of Nonprofits	28
School News	30
Class Notes	33
Events Calendar	back page

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# The Dean's Perspective

In the pages which follow, you will see a theme of philanthropy, motivated in part by a wonderful anniversary we have this fall. We are so fortunate to be blessed with such wonderful alumni who can help me as we drive this school to greater success.

It was 10 years ago that the business school at the University of Colorado Boulder received the gift that would forever transform the school. In 2001, the Leeds family invested in a philanthropic donation that resulted in the school's new name, the Leeds School of Business and made it the only named school on the Boulder campus.

What led to their gift illustrates the values of members of the Leeds family. As business leaders, the family sought to influence future generations of business professionals. Gerry and Lilo Leeds founded CMP Media in 1971, determined to make it an organization that was both a great place to work and gave back to the community. They were socially responsible, made commitments to their employees, and also made a profit. From that, their sons and their wives, **Michael ('74 finance)** and Andrea Leeds, **Richard Leeds ('75 arts and sciences)** and Anne Kroeker, and Dan and Sunita Leeds partnered with Gerry and Lilo Leeds to leave a legacy of responsible and thoughtful business education at CU.

With the establishment of the Center on Education and Social Responsibility (CESR), our school has come to be known as a leading institution in this regard. We have created new models of teaching values while advancing profitability, thus demonstrating, as the Leeds family did, that businesses can succeed as society also benefits.

The Leeds vision also has paved the way for our mentorship program with a core group of mentors and mentees. Since my arrival last spring, I've encouraged this program to continue to grow. This fall, the school will explore the possibility that eventually every Leeds student will have a meaningful and rewarding mentoring experience that will have lasting benefit. Building on our existing academic strengths and establishing new mentoring opportunities will lead to a greater student experience, attract the best student talent to our campus, and arm our graduates with a tremendously important life skill.

The Leeds gift motivated other innovations in the school as well as providing important funding for our Diverse Scholars Program. The Leeds family has long been committed to encouraging diversity in the school and reaching out to students who may experience special challenges in a university setting.

Their generous donation helped to establish what has become — and continues to become — one of the country's great business schools. With the Leeds' support and that of all of our generous donors, we will continue to build on our success and elevate our reputation and visibility. I hope you will join us in this effort.

Running a great business school requires that a number of strategic building blocks come together. My new journey as the dean of the Leeds School of Business has been both exciting and inspiring because of the building blocks with which I get to work, again in part due to generous donors such as the Leeds family.

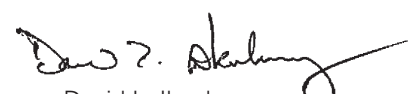
I am pleased to report that the university had its best fundraising year ever, raising more than \$213 million during FY 2010-11. Yet, I am even more proud to share that the Leeds School also had its best year ever raising nearly \$7 million. Our fundraising success was helped in great part by the generous gift from alumnus and longtime supporter of the school, **Richard "Dick" Burridge Sr. ('51 finance)**, who donated \$2.5 million to establish the new Burridge Chair in Finance, the first chair to be established in the school. In addition, alumna **Christy Orris ('92 marketing)** spearheaded a challenge grant to encourage faculty and staff to contribute to the school. These key investments will help both our school and the university to grow.

The University of Colorado has launched *Creating Futures*, a comprehensive fundraising effort that will enhance our institution on all fronts. The Leeds School of Business strategic initiatives play a vital role in this campaign as we aim to raise more than \$60 million to educate tomorrow's business leaders, expand our global knowledge base, and strengthen our connections with local, national, and global business communities.

I know many of you have already invested in the Leeds School of Business. Thank you. However, we could do better. As you may know, alumni support of the dean's annual fund is critical not only for helping us grow, but also for enhancing our visibility and reputation. I invite you now to join us in the important work of *Creating Futures*, honoring the legacy of our proud university, but also ensuring its success for generations to come.

Finally, as you read our Fall 2011 *Portfolio* magazine, know that so many of the alumni profiled here have in some way been profoundly impacted by the generosity of the Leeds family, and for that we are deeply grateful.



  
David L. Ikenberry  
Dean



# Drink Responsibly

ALUMNA STARTS A CONVERSATION ABOUT THE GLOBAL WATER CRISIS

S'well, the company that makes water bottles sleek enough for the board room but durable enough for a camping trip, made a splash this year when its bottles were listed in *O: The Oprah Magazine* as among summer's must-have items. With fun colors like rowboat red, Mrs. Green, and silver lining, the company's products are not only fashionable, they are vying to become a serious conversation starter about the global water crisis.

"We want to make carrying a water bottle a fashion item and a part of your routine, just like when you grab your keys and jacket in the morning, you fill up your S'well bottle," says founder **Sarah Kauss ('97 accounting)**.

"We can remember a time when we went a day without buying bottled water; at a certain point in time, we thought that was crazy. I want to make it more socially acceptable to carry a metal water bottle around — not just when you are camping or hiking, but in urban settings. I want people to understand the issue through the product."

Kauss has always been an anti-plastic bottle person. During her time at the University of Colorado Boulder, the campus CUPPS program encouraged students to carry their own insulated mugs, and as a business major, Kauss also took many environmental and natural sciences courses that put her out in Rocky Mountain National Park to study rocks and the elk population.

She chose CU after learning about the Presidents Leadership Class, a nationally recognized program that has helped some of Colorado's most talented undergraduate students develop into civic, business, and community leaders. She applied and was one of the lucky students accepted.

"Had I gone to just a regular business school, I would have not been able to open my eyes to so many of the broader issues of the world as an undergrad," she says. "The business school had so

many good speakers and inspirational entrepreneurs. It wasn't just about a traditional business career, it was about planting the seed for the possibility for creative and interesting things later on."

Kauss started her career at Ernst & Young in Denver, eventually earned her CPA, and worked for a range of companies in Colorado and the West. During the dot-com boom, she moved to California to work as a tax consultant in the Los Angeles office of Ernst & Young, where she was working with many top dot-com companies during their highest highs until the bubble burst. Out of this experience (and after leaving a job in real estate development), Kauss says she decided to be an entrepreneur by creating a better water bottle company and educating people to use fewer single-use plastic bottles.

"The more I researched and the more I learned, the more I was disturbed," she says.

Not only is the plastic bad for the environment, it never biodegrades and will be consumed by marine life, eventually making its way into the food system. According to the documentary "Plastic Planet", 93 percent of Americans have detectable amounts of plastic in their bodies. Kauss was also dismayed to learn that bottled water in the United States, which is regulated by the Federal Drug Administration, is often not as pure as tap water, which is regulated by the Environmental Protection Agency. The EPA, she says, has higher standards for ensuring that bacterial and toxic chemicals are not in the water source.

"It seems crazy to think that we would pay 2,000 times more for bottled water than tap, when the water isn't as pure and the plastic bottles it comes in is bad for us and the planet," she says. "From this insight, the idea for the S'well bottle was born."

The stylish 17-ounce stainless steel bottle (S'well now offers a 25-ounce

bottle, too) is insulated to keep beverages hot or cold for hours at a time (and to prevent condensation on your desk or in your bag); it's lightweight, virtually unbreakable, toxin free, and has a wide mouth for easy cleaning or adding ice cubes.

Ten percent of every S'well bottle purchase helps WaterAid to provide those in the world's poorest communities with a lasting supply of safe, clean water, sanitation, and hygiene education, says Kauss. In the last three decades, WaterAid has brought clean water to more than 14 million people globally.

"Nearly a billion people in the world do not have access to safe water — roughly one sixth of the world's population," she says. "Many women and children in rural areas in developing countries spend hours each day walking miles to collect water from unprotected sources, such as open wells, muddy dugouts, or streams. In urban areas they collect it from polluted waterways or pay high prices to buy it from vendors who obtain it from dubious sources. Transporting water is a time-consuming, exhausting task that prevents women from doing vital domestic activities or income-generating work, and stops children from going to school."

The company launched out of Kauss' New York City apartment right before Christmas 2010; in its first week, she had orders for 1,600 bottles. She says it's been amazing to see how engaged customers are with the bottles, from fashionistas at a New York design house to construction workers in Texas.

"It's validation," she says. "A lot of what you do as an entrepreneur is isolated from the real world. You can absolutely believe in what you doing and designing, but you don't always know if the world is going to agree with your view that you're making something fashionable, functional, or practical."

S'well colors are ocean blue, seashell pink, rowboat red, Mrs. Green, silver lining, midnight black, sunshine yellow.

*"Adventures with S'well" is a Facebook feature in which users send in photographs of their bottles in use all over the world, from the red carpet to mountaintops. Visit [facebook.com/SwellBottle](https://www.facebook.com/SwellBottle).*

*"We want to make carrying a water bottle a fashion item and a part of your routine, just like when you grab your keys and jacket in the morning."*

**Sarah Kauss** ('97 accounting)





# Start With an Unreasonable Idea

BOULDER INSTITUTE SUPPORTS ENTREPRENEURS WHO WANT TO MAKE MONEY AND IMPROVE THE WORLD

**T**his summer aspiring entrepreneurs from around the world gathered in an auditorium on the University of Colorado Boulder campus. There were five presenters. Each had five minutes to pitch their entrepreneurial business idea to the audience of nearly 100 people. In turn, the audience had five minutes to ask questions.

The first presenter was Raj Janagam, founder of Cycle Chalao!, a bicycle sharing system currently being piloted in Mumbai, India. At its start, Cycle Chalao! had subscribers using 30 bicycles in one city.

One of Janagam's questions for his Boulder audience: How can Cycle Chalao! branch out to 10 Indian cities and 20 million Indian commuters in just two years?

Welcome to the Unreasonable Institute, a Boulder-based business incubator and the brainchild of five CU graduates, including two from the Leeds School of Business.

The Institute exists to help entrepreneurs who have one unifying goal — build businesses that make money and improve the world.

"We try and connect entrepreneurs with all the resources that they need to take their businesses to scale, whether that's mentorship about how to build a team, or how to scale to a new country, or financing to actually take it to that scale," **Tyler Hartung ('06 finance)**, vice president of finance and operations, says. "It's all about getting these entrepreneurs everything they may need to take their company to that new level."

Hartung was born in Houston, but grew up in the northwest suburbs of Chicago. He first attended CU-Boulder as an engineering student, but wanting more entrepreneurial opportunities, Hartung transferred to the Leeds School during his sophomore year.

Hartung met the other founders of the institute through Francy Milner, associate director of the Center for Education on Social Responsibility at the Leeds School.

"I was talking to her about my passion to combine my formal education in finance, entrepreneurship, and mathematics with trying to do good in the world," Hartung says. "She was like, 'You have to meet Daniel.'"

Daniel is **Daniel Epstein ('08 philosophy)**. As co-founder and president, he helped bring together the four other CU graduates and fellow founders — **Teju Ravilochan ('09 international affairs)**, **Vladimir Dubovskiy ('10 applied math)**, Hartung and fellow Leeds School graduate, **Nikhil Dandavati ('10 finance)**.

Dandavati, who now works for First Light Ventures in Atlanta, got involved in the Institute for a couple of reasons.

"First and foremost, the team that we put together was a group of my good friends and was one I was extremely excited to work with," Dandavati says. "Furthermore, the idea of helping young people like myself start businesses in order to change the way the world works was captivating."

In 2009, the Unreasonable Institute was born. In the summer of 2010, it hosted its first program. Here's how it works:

First, there is an application process. For the 2011 summer session, 300 applicants from 45 different countries applied.

Then the staff at the Institute selects 100 people who are interviewed, usually via Skype. They look specifically for individuals who have a history of entrepreneurship, failure, and expertise in a certain market. And they look for people who are working with a strong and relevant team.

As Hartung puts it, "If they're doing engineering or technology-related things, they need to have engineers or technologists on board."

Those interviewed are passed on to the next round based on their ability to take criticism and honest feedback so that they can thrive in a mentorship-driven environment.

Out of the 100 people interviewed, 50 are chosen to continue through the process.

Then the race begins. Literally.

Out of the 50, only 25 will attend the intensive six-week program in Boulder.

The Institute opens an online marketplace. To become an Unreasonable Institute Fellow, he or she must pay a tuition fee of \$8,000. But the fellows are not allowed to pay their own way — they



"It's all about getting these entrepreneurs everything they may need to take their company to that new level."

**Tyler Hartung**  
( '06 finance)

must raise their tuition dollars from people around the world. It's called the "finalist marketplace", and during the first week of this phase, the maximum donation a supporter can give a finalist, is \$10. During the second week, the maximum donation is increased to \$50. Using this method, finalists are encouraged to raise their money in small increments, rather than receiving one lump sum.

The first 25 entrepreneurs to raise the money are accepted as fellows.

For the 2011 summer session, the Institute had 4,000 people donate more than \$250,000 in 35 days for 50 finalists.

The entrepreneurs accepted into the program move to Boulder for six weeks of the summer where they live under the same roof, cook meals together, and ask their big business questions. Sixty

entrepreneurs, innovators, investors, and global thought leaders from around the country attend the session as mentors. They offer their perspective, guidance, criticism, and ideas.

The goal is to make sure entrepreneurs leave the Institute with the resources they need to make their businesses successful. The Institute defines a successful project as being both sustainable and scalable.

In using this definition of success, the Unreasonable Institute strives to meet the needs of at least 1 million people.

Hartung says the Unreasonable Institute will launch new business lines in the future. As an example, he discusses the possibility of having a consolidated institute for ventures that focus on mobile technology or renewable energy.

The Institute leaders also want to expand globally.

"We should be running an institute in India, run by Indians, for Indian entrepreneurs with Indian mentors, capital sources, and corporate partner relationships," Hartung says. "The same thing could happen in Oaxaca, Mexico, or Rio De Janeiro, Brazil, or Kampala, Uganda, or the Netherlands. It could happen anywhere."

Thinking big is what unreasonable people do, according to Hartung, but the standards at the Institute are high and the staff is motivated.

"Right now, to be honest, we're only helping 25 entrepreneurs a year," Hartung says. "That simply is not enough to tip the balance and help the world."



The Unreasonable Institute has more than 11,000 Twitter followers, 6,000 Facebook "likes" and numerous contacts around the globe.





**D**ave Steiner, a partner in the accounting firm EKS&H, is photographed in front of a map of Africa in his office. The spear was given to him as a gift from a village on one of his first visits to the continent. Steiner is on the Leeds Board of Alumni and Friends.





# A World of Difference

CPA EDUCATES BUDDING ENTREPRENEURS IN AFRICA

If you would have asked Leeds School of Business board member **Dave Steiner ('75 accounting)** five years ago where he would be today, he couldn't have imagined that the answer would be Africa.

However, there he is — principal and founder of EKS&H, the largest CPA firm in Colorado — visiting Africa three times a year through Village Care International, a non-governmental organization (NGO) that helps to educate and encourage local entrepreneurs to start and succeed in businesses in their rural villages as an effort to keep their most vulnerable citizens — orphans and widows — out of city slums.

"The idea is if you can increase the standard of living in a village, and create a stronger economic unit, the village will be able to take care of its own, so the orphans and widows remain in the village," he explains, adding that often orphans and widows head to major cities in search of a "better life" and find anything but.

Village Care International operates

"I just know a few business principles. To see that coupled with a little encouragement, the spirit of entrepreneurship grow and blossom in someone else so they can improve their lot in life is very rewarding."

**Dave Steiner** ('75 accounting)

based on the concept of "information exchange," rather than cash donations. Instead, the charity relies on local volunteers to identify issues and solutions for each village so that the people can raise themselves out of disease and poverty through action. Volunteers and villagers work together to tackle issues, such as sanitation, nutrition, health care, education, and economic security. Thanks to his business savvy, Steiner serves as a volunteer on economic security.

"I am not a rocket scientist," he says. "I just know a few business

principles. To see that, coupled with a little encouragement, the spirit of entrepreneurship grow and blossom in someone else so they can improve their lot in life is very rewarding."

Steiner says that the organization has now expanded into eight countries in Africa, with programs in 1,200 villages and 2,000 businesses started. The organization has touched the lives of 30,000 orphans through its programs, he adds. He learned about Village Care International through a coworker who had done similar work with another nonprofit.

"I thought it sounded intriguing," he says.

Steiner's first trip was in 2008, when he worked with a small village in Nigeria.

"The biggest issues they had were having income and unemployment, which can run as high as 50 to 60 percent. So you can imagine the problems that occur with that," he says.

"We brainstormed with the villagers about what kinds of businesses they could start and how that can help them

with unemployment. The first two they wanted to do were a car wash and an Internet café. There were about 300 people in this village, so I asked them how many cars were in the village. They said none. But they thought if you had a car wash that a higher scale of person would come to the village and bring their resources. So, then same with the Internet café, I asked them how many computers are in the village. They said, 'Counting yours — one.'"

Steiner says the group decided to investigate what products the villagers use every day and where the products

came from. It turns out making bread, raising tilapia, raising poultry for meat and eggs, and cultivating coffee beans were much better ventures for this village.

Steiner also encountered cultural challenges to running a successful business. For example, if an entrepreneur opened a bakery and a relative wanted a loaf of bread, the baker would give it away for free, losing profits because family ties are so strong in Africa, he explains. The solution? Have multiple families run a single bakery. Steiner says it made a world of a difference because the business had more than one owner to answer to.

Another success story: Last year, a group taught four men — two Christians and two Muslims — how to start a poultry business for eggs in their village in Uganda. In January, they taught the four men how to care for the chickens and roosters, how to build the pens, how to administer vaccines, and how to manage the books. By April, they had grown the business from 20 chickens to 120 chickens. However, by August, the men had lost almost three-fourths of their chickens because they weren't administering the vaccines. The volunteers met with the men to reinforce some of their business lessons, and the men not only rebuilt their poultry business in the following year, but they expanded it to 800 chickens and 12 employees. The business was exceeding the demand for eggs in its own village and is now driving its surplus eggs to another village to sell. The men are also teaching other local entrepreneurs how to run their own successful poultry business as well.

"These people aren't stupid; they're just ignorant because no one has ever had the opportunity to be taught things and to be empowered, especially in countries like Tanzania, Nigeria, Sierra Leone — they get very little aid. But the people there are thirsty for knowledge; they do a good job of putting it into use."

# Return on Investment

SCHOLARSHIP RECIPIENT TURNED BOETTCHER FOUNDATION VP

**K**atie Kramer ('97 management) is quite proud to call herself a native Coloradoan. Her great-grandparents and grandparents farmed here; her parents' generation moved to the city, and Kramer grew up in various communities along the Front Range.

"I claim it all, as far as where I'm from," she says.

So it was no surprise that when as a high school student she was awarded a coveted Boettcher Scholarship, which covers all expenses to an in-state college or university, that this

Since its inception, the foundation — whose motto is "Investing in Colorado through minds and mortar" — has given more than \$300 million to various causes within the state of Colorado, Kramer says.

"There was no question I was going to a Colorado college and once I won the scholarship there no question it was going to be CU," she says.

Now, as vice president of the Boettcher Foundation, she's the person cutting the checks so the future generations of Colorado's brightest students can remain in state to receive their education from its universities to contribute to the greater good.

Growing up, Kramer excelled at math

Kramer took a one-year fellowship with the Boettcher Foundation to work on special projects. However, after four months, when the secretary of scholarships retired, Kramer seized the opportunity to redefine and expand this role.

Kramer was tasked with rewriting the job description and recruiting people, but in the end she was the one hired as the foundation's first director of the Boettcher Scholarship Program. This role aimed to support students holistically, she explains, from exposing them to other grant opportunities, study abroad, applying for enrichment grants, and the scholar community.

"It was an amazing chance to create a new position at an old organization," she says. "I was a 22-year-old graduate, but with a business degree you can do anything. I helped them build infrastructure, from email to their first website to a marketing brochure — all because of my business degree. I walked in there and could instantly apply my skills and knowledge. I'm so thankful for that."

When she was 26, Kramer was promoted to the role of vice president of the Boettcher Foundation and through this position she continues to be responsible for all operations of the foundation, including administering \$15 million in grants and scholarships annually.

"I'm so proud of living in Colorado. It's fun to be a part of investing in a place I care about so much," she says.

"I'm so proud of living in Colorado. It's fun to be a part of investing in a place I care about so much."

**Katie Kramer** ('97 management)

native daughter headed to Boulder. The scholarship program is one of many philanthropic initiatives of the Denver-based Boettcher Foundation.

The Boettcher Foundation was created in 1937 by members of its namesake family, immigrants who came to Colorado and succeeded in five industries. The Boettcher family wanted to give back to the state where they prospered, giving capital grants to the arts, education, health care, and community and social service projects.

and science so she started at CU in its engineering school, but she says "while the coursework resonated with me, I realized the long-term career fit didn't. That awareness brought me to the business school."

"It was the perfect match," she says, because she had an interest in nonprofit work.

While at CU-Boulder, she was in the Presidents Leadership Class and worked in the Leeds School of Business development office. After graduation,



**BOETTCHER**  
FOUNDATION

*The Boettcher Foundation was created in 1937 by two of Colorado's pioneering businessmen, Claude K. Boettcher and his father, Charles. It was a dream of Claude's to use his wealth to give back to his native state and its people. The two men focused the foundation's giving on grants distributed exclusively within the state to benefit Colorado citizens and its important institutions. The first grant made was for \$500 to a convalescent home. Since its founding, the Boettcher Foundation has made grants and scholarships of approximately \$300 million. Visit [boettcherfoundation.org](http://boettcherfoundation.org).*





# Philanthropy with a Focus

ALUMNA SEES TO IT THAT NONPROFIT'S MISSION 'CONNECTS THE DOTS'

**G**iving children access to free eye exams and eyeglasses was more than a good cause for **Barbara Graettinger (MBA '82)** — she saw it as an economic development issue that allowed her to apply her business savvy.

Graettinger helped to develop the mission and strategy for Kids Vision for Life, a Texas-based nonprofit with a mission to eliminate poor vision and its lifelong consequences by checking children's vision while they are in elementary school. The nonprofit provides vision screening, exams, and eyeglasses (at some events they are made on the spot) to children free of charge who need them. Graettinger currently serves as a consultant to the charity.

"According to experts, 80 percent of what children learn comes through their eyes," she explains. "When children cannot see clearly, they struggle in school, become frustrated, and have trouble making friends. In the long term, they are more likely to drop out of school and have trouble holding a job. Our strategy is to help children see their best during their formative years by providing easy access to vision care so they can take advantage of educational opportunities and be the best they can be."

After earning an applied art education/advertising design degree from Iowa State University, Graettinger moved to Dillon, Colo., where she ran a ski town restaurant called Mad Munchies. After a few years, she decided to pursue her MBA at the University of Colorado Boulder, which was close enough to Summit County to continue her skiing habit. Here she says she learned how to analyze situations and come up with actionable solutions, how to think strategically, and how to work in a team.

After graduating from CU-Boulder, she got a job in Pittsburgh as an advertising account executive at HBM Creamer (later Della Femina McNamee) and, later, moved to Blattner/Brunner, where she headed up the Pennsylvania Department of Commerce marketing account, working directly with the Secretary of Commerce and then-

Governor Robert Casey to attract and retain business in Pennsylvania. "That's where I learned about economic development and the importance of a quality workforce — the same core issues we are addressing today with Kids Vision for Life."

Graettinger worked for advertising and marketing agencies until 2006 when she and partner, Patrick Esquerre, the founder of restaurant chain La Madeleine, formed a business consulting firm called Brainstream. In 2007, Essilor, the worldwide leader in the ophthalmic industry, asked the firm to create a charity in the U.S. to help those with poor vision who might not be able to afford eye care otherwise. Although Essilor would furnish the seed money for the nonprofit, the goal was for it to become a self-sustaining, publicly funded charity within five years.

"Education is very important to the economy because the kids who are in school now in 10 years will be your workforce. It's more than just something good for the kids. It's good for business."

**Barbara Graettinger (MBA '82)**

"They basically handed us a white sheet of paper and said, 'If you could do something associated with vision care that would really make a difference in people's lives, what would it be?'"

That nonprofit would be Kids Vision for Life (formerly known as the Essilor Vision Foundation), which provides thousands of low-income elementary school children with free eye exams and glasses. Kids Vision for Life takes "vision vans," vehicles equipped with machines that can screen students, provide eye exams, and even make eyeglasses on site, to Title 1 schools, organizations like the Boys & Girls Clubs, and events that cater to low-income families.

"I saw this as an economic development issue. Education is very important to the economy because the kids who are in school now in 10 years will be your workforce. It's more than just something good for the kids," she says. "It's good for business."

In her research, Graettinger learned that one in four U.S. children has an uncorrected vision problem that can affect them

academically. Also, 50 percent of children that fail vision screenings are never taken to the eye doctor or get a pair of glasses, which means these vision problems are not corrected. Many studies claim that as much as 75 percent of incarcerated teens have unaddressed vision problems.

"With glasses, you can see an immediate change in children," she explains. "It is like a brand new world for them. One nurse told me that the children in her school kept running to the window the day they got their glasses — they had never been able to see the leaves on the tree before."

Since its inception, the charity has screened 75,000 children for vision problems and provided 15,000 brand-new pairs of glasses. It also has been honored by the Center for Nonprofit Management - Dallas

and has hosted special guest, former First Lady Laura Bush, at an event where 500 children received new glasses. The nonprofit will be in 14 markets next year.

Graettinger says she was shocked to discover that lack of vision care was so prevalent in the U.S. For some families, the eye exams and glasses are a financial hurdle, but for others it is simple denial that their child has a vision problem. In fact, Bush recounted that as a child she was sent home with a note from a vision screening saying she needed glasses and her own mother, a school teacher, had no idea she had trouble seeing the blackboard.

"It's about connecting the dots. When kids can see well, they do better in school, are less likely to drop out or get in trouble, and in the long term are more productive members of the workforce and society. I know that sounds a little 'pie in the sky,' but the more time I spend with Kids Vision for Life, the more people I meet who tell me how a pair of glasses turned their lives around," she says.





*Kids Vision for Life helps children like those at the Boys & Girls Club of Greater Dallas.*

# A Sense of Belonging

VOLUNTEERING CONNECTS ALUM TO DENVER'S TRIBAL COMMUNITIES

**P**ayton Batliner (MBA '09) decided to pursue his MBA so he could give back to Indian Country.

Born on the Pine Ridge Indian Reservation in South Dakota where his father worked in the Indian Health Service and the U.S. Public Health Service in dentistry to pay back the government-backed loans and scholarships that educated him, Batliner and his family eventually landed in Colorado. Batliner is a registered member of the Cherokee Nation of Oklahoma, as is his father.

"When I entered the MBA program, I had a few ideas on how I could serve Indian Country, but the business school

At the end of his first year in the MBA program, he took a graduate assistantship with the Office of Indian Energy and Economic Development (IEED), where he provided business planning assistance for a housing project on the Crow Reservation. Upon graduation, he was offered a job with IEED as an economic development specialist, a catch-all title that Batliner says "means I provide technical assistance directly to tribes on a wide range of economic development issues, from renewable and conventional energy projects to large-scale comprehensive economic planning initiatives."

"Each reservation is different. Some are rich in natural resources, others are next to urban areas, so there are different markets they can access and the business they can engage in is vastly

the board of directors with the Denver Indian Center allows him to help the local American Indian community where he lives.

"I was at a HUD housing conference advocating for the Crow housing project and happened to be seated next to the executive director of the Denver Indian Center, Jay Grimm. You could say I was fairly vocal during the discussion period while talking about the inadequacies of status quo HUD Indian housing practices and policies and the need for change. After the discussion, Jay asked me if I would be interested serving on the board."

During the 1950s, Denver was one of five relocation cities for American Indians in the federal government's effort to break up the reservation system. As a result, Denver saw a large increase in the population of native people from across the country. This diverse, multitribal community was in search of stability and community, Batliner explains. The Denver Indian Center was started in 1983 to provide a venue to serve the needs of this community, made up of more than 200 federally recognized tribes. Batliner says this community includes upwards of 30,000 people.

"The first day I showed up at the center, the woman who runs the youth program told me that a family was sleeping out in their car in the parking lot because they had nowhere else to go," he says. "Native families come here when the need assistance in an urbanized area and once they get on their feet, the center becomes a place for powwows, dance events, elders programs, and sharing ideas."

As treasurer, Batliner reads financial statements, understands nonprofit management, and nonprofit accounting procedures, giving the center some financial fortitude.

"Going forward, we are right now in the process of reworking our strategy

"When I entered the MBA program, I had a few ideas on how I could serve Indian Country but the business school gave me the essential skill set to truly tackle some major issues."

**Payton Batliner** (MBA '09)

gave me the essential skill set to truly tackle some major issues," he says.

"The business school also provided me the opportunity to actually get out into the real world and onto a reservation to put my ideas into practice while I was studying. If anything was going to prepare me for work in Indian Country, it was that."

He loved CU's small class sizes and a curriculum focused on innovation, entrepreneurship, and social responsibility. He chose to study business so he could provide solutions for the dire economic conditions that plague many American Indian communities.

different one reservation to the next," he explains.

He also does a fair amount of interagency work, advising the assistant secretary on Indian Affairs staff and collaborating with the Department of Energy in the development of tribal energy projects. Outside of his government job, however, he volunteers as board treasurer for the Denver Indian Center, a nonprofit focused on preserving native culture and providing vital services for the urban American Indian population of Colorado.

Right now his current job only allows him to work with tribes and individuals on trust lands. His volunteer position on



to diversify our services and reaching out to the community through revenue-driving events. We're strategically planning how to build capital to provide better services," he says, though because of the recession, donations big or small continue to make a huge impact.

The center has programs that serve youth, elders, families, and an award-winning workforce program.

"To many, the center isn't just a place to access helpful services," he says. "It's a gathering place where families come together, where culture is preserved and shared and passed along to younger generations, and where those who have left their tribal communities can reconnect and form friendships that provide a sense of belonging in an urban setting. That is why the center is so important."





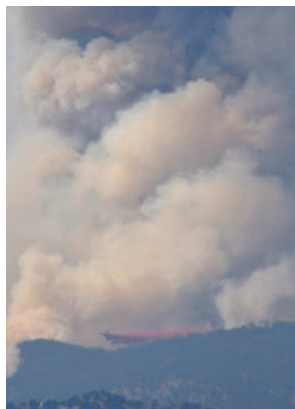


Eli Hayes, founder of Sparkrelief, visits an area of the Boulder Foothills severely burned in the Fourmile Canyon Fire. Hayes' idea for the online disaster-relief forum resulted from the September 2010 blaze that burned more than 6,000 acres just west of Boulder. Visit [sparkrelief.org](http://sparkrelief.org).



# When Disaster Strikes

WEBSITE AGGREGATES RELIEF EFFORTS



When the Fourmile Fire ate its way through Boulder County during the first weeks of September 2010, there were hundreds — maybe even thousands — of people who wanted to

help, and **Eli Hayes (management)** was one of them.

He went to one of the local aid shelters to find people who needed housing. Realizing that people didn't trust going home with a stranger, he made another plan.

Hayes went and found his neighbor who, that very afternoon, helped him build a basic website to help publicize needs and offers for housing, food, and donations. By the next morning — merely 15 hours later — the site boasted thousands of page views.

"Many people in the [Boulder] community were saying they wanted to

"The area and university play together to create an amazing entrepreneurial community."

**Eli Hayes (management)**

help but ... there wasn't one place for them to make their offers or to find how they should help," Hayes says. "I thought there should be a better way to empower the community to work alongside nonprofits and government in helping people affected by natural disaster."

By the end of Day 11, the fire had burned more than 160 homes, more than 6,000 acres, and was declared the worst fire in Colorado's history. But the end of the fire meant a new beginning for Hayes. 23,000 people had visited the site in only 10 days.

"We knew the [online idea] had to be improved and that it could help with other disasters around the world," Hayes says. "We set out to see what others were creating and wished to improve upon the

processes and products currently being used."

Between 2010 and 2011, Hayes and a series of volunteers and donors began fine-tuning the site. What came out of it was Sparkrelief, an online forum that aggregates real-time disaster information and allows users to quickly find or offer disaster relief services, including housing. ('Spark' is in reference to community involvement, not igniting fires).

Hayes was born in the California Bay area, but moved to eastern Oregon when he was 11. He and his family (brother Marshall has volunteered with Sparkrelief) lived in a cabin originally meant for hunters, which meant it was completely off the grid.

"Over time, we created a working solar system and ran a phone line to the house for connectivity," he says.

It is in Oregon where Hayes got up close and personal with natural disasters. After graduating from high school in 2003, he joined the National Guard and fought forest fires throughout the state. Deciding he wanted to attend college, he was accepted

at — and attended — the University of Oregon, beginning in 2005. The money he earned from fighting fires helped him pay for school. But almost immediately, Hayes knew the rainy coastal weather was not for him.

"I wanted to live in Colorado and this was the best school for business," he says, referring to the Leeds School. "The area and university play together to create an amazing entrepreneurial community."

At the end of 2005, Hayes moved to Colorado. His plan was to live here for one year, earn in-state status, and then attend CU-Boulder. He missed the cut-off date by two days, and with no strings to be pulled, Hayes moved back to Oregon to fight fires and save money. With a more secure plan in place, Hayes moved back to Colorado in

time for the 2006 deadline and started his freshman year at CU in 2007.

College, he says, was a good opportunity to create social and business networks, and that's just what he did.

Between 2007 and 2009 he studied economics and business and landed an internship in Bahrain.

"I started thinking, 'What comes after the money. What comes next?'" says Hayes, who grew up in a community where \$18,000 a year was the typical annual salary.

So far, Hayes' nonprofit has provided relief for six national and global disasters in addition to the Fourmile Fire. One of those was the earthquake and subsequent tsunami in Japan. Hayes says that they first launched the site in English, within one day of the initial quake. Soon after, people from around the world helped translate the information into Japanese.

The philosophy of Sparkrelief is exhibited in situations like this one, where help is volunteered, encouraged, and accepted.

"After the disaster's aftermath is calmed and the recovery is under way, we hope that people view the world in a slightly better light, view each other with more compassion, and focus on the good of people," he says.

Although Hayes is currently Sparkrelief's only employee (others are volunteers and interns), he is making it work. After just one year of existence, Sparkrelief has been noticed by a variety of bloggers and news agencies, including Mashable, Time, Technology Review, and Fox News, among others.

While expanding Sparkrelief, Hayes has taken time off from school, although he is just a few credits away from graduating. While one of his goals while growing up in Oregon was to get a college degree, he's come up with many more goals since then.

One of his most recent?

Create a \$1 billion corporation and help 1 million people improve their lives.

For the kid whose address used to be "over a couple of cattle guards and through a gate," things have certainly changed.





# Balancing the Playing Field

ALUMNA FINDS GRANT WRITING THROUGH UNCONVENTIONAL PATH

The ability to write well about finances came out of time spent writing case studies in business classes at the University of Colorado Boulder for **Susan Krupnick-Gregorie ('82 marketing)**. That talent has morphed into an unexpected career as a grant writer, one spun out of a hurricane.

In 1992, the newly incorporated Village of Key Biscayne, Fla., was renovating a park leased from Miami-Dade County and Krupnick-Gregorie wanted to help. Krupnick-Gregorie, busy starting her own tennis accessories company, offered the village her expertise as a former recreational equipment salesperson. Then Hurricane Andrew came, devastating the area and completely changing her career path.

"I really did not intend to go into the field of grant writing. It was purely accidental, but I've been doing it ever since," she says.

With a background in sales with companies such as Recreation Systems, *Boulder County Business Report*, *Colorado Monthly Magazine*, Pace Membership Warehouse, and Chivers Sports, as well as a position as front desk and pro-shop manager for the Denver Athletic Club,

"My career has been somewhat unconventional, but it has enabled me to combine my educational background in business with my interest in tennis, youth, the arts, and the environment."

**Susan Krupnick-Gregorie ('82 marketing)**

Krupnick-Gregorie relocated to South Florida in 1988 where she represented active sports lines such as UVex eyewear, Connie Banko swimwear, and Pure Juice flip flops.

After reading a newspaper story about the Key Biscayne park, she contacted the village manager to offer advice on selecting park equipment; her first job out of college was selling recreation equipment to municipalities and schools throughout Colorado and Wyoming. After the hurricane, however, the village manager asked Krupnick-Gregorie to come on as the village's director of economic development.

"He said, 'I need someone to handle tourism and marketing for the island. What I need you to do is write grants and get us money for recovery efforts,'" she says.

The local economy depended heavily on tourism, which suffered greatly in the hurricane's aftermath. In the following year, 38 local businesses folded, the island's three hotels closed, numerous condos were damaged, and the state park, a local attraction, remained closed. Krupnick-Gregorie wrote and secured a grant for \$25,000 to help create a tourism brochure to help attract business groups and tourists back to Key Biscayne as the village began to rebuild. She also wrote grants for special events, such as an art festival organized by the local Rotary Club and a Fourth of July parade.

"I think my case studies in my classes at the business school prepared me for this kind of writing," she explains. "I was a pretty good writer to begin with, and those case studies were instrumental in being able to handle those massive writing projects that required one to pay attention to finances. It is rare to have someone who can write and also prepare the financial side of a grant request to a foundation."

After leaving her position with the village, she conducted junior development programs and camps for the United States Tennis Association at its Player Development Headquarters and continued to write grants for local not-for-profits. She eventually served

as the development director for the Greater Miami Tennis Foundation, which conducts free and low-cost tennis, life skills, and educational programs for at-risk youth.

"It's really rewarding," she says of grant writing. "I grew up in a middle class community and my kids grew up in Key Biscayne, which is a very upscale community, and they've had all kinds of opportunities. But the kids who were in the same nursery as them at the same hospital don't always have access to opportunities, and it really struck me that the circumstances of a child's birth, which they have no control over, can impact the rest of their life. Doing what I do is a way to balance the playing field a little bit."

As a child, Krupnick-Gregorie learned to play tennis on clay courts on Miami Beach

when the adults, tired of the children begging them for dimes to buy Cokes, put them in lessons. She played competitively throughout South Florida during high school and dropped out of a small college in Winter Park, Fla., to work instead at a tennis resort in Hawaii. The staff taught adults with development disabilities how to play to prepare for the Special Olympics. The training program created a reputation of goodwill for the resort where it was held.

"It was an amazing experience," she says. "At that time people with disabilities were really segregated from others, so before we were allowed to work with them, we got a tour of their center and met some of them. One man was an amazing woodworker, another woman was a talented artist. They wanted to show us that these people had talents and skills that people without a disability couldn't hold a candle to. They wanted us to recognize that while these people had disabilities, they also had incredible potential."

She went on to work at a tennis resort in Puerto Rico, but crime made living there difficult. In 1977, a former co-worker recruited Krupnick-Gregorie to play tennis for the University of Colorado Boulder where she decided to study business.

"Just prior to my birth, my grandfather had become ill, so my father moved our family to Miami Beach to help with his brokerage business and underwriting new stock issues. So I grew up listening to them talk about different companies that sold things such as hot dogs, toys, and hearing aids, and what the potential for profit was. When I was bored, I would read the prospectus about the business," she says.

Now she is a grant consultant for the Marjory Stoneman Douglas Biscayne Nature Center on Key Biscayne, founded by its namesake who was a leader in the preservation of the Florida Everglades. The seaside center, located in a nature preserve, is dedicated to the education and resident participation in the protection of the natural environment.

"Unbelievably, many of the youngsters growing up in Miami have never been to the beach. One of the things that I do is to secure grants so that the nature center may provide free field trips and camps for such youngsters," she explains.

"My career has been somewhat unconventional, but it has enabled me to combine my educational background in business with my interest in tennis, youth, the arts, and the environment."

# Learning & Teaching

A DECADE OF TRANSFORMATION IN ETHICS  
AND CORPORATE RESPONSIBILITY

ong before Enron, long before Tyco, long before Adelphia, and other sad and sordid corporate scandals, **Michael Leeds ('74 finance)** and the Leeds family had the innovative idea that businesses could be conducted more

honestly and ethically.

A decade later, the investment they made in the Leeds School of Business has turned that provocative and forward-thinking idea into a reality. As we recognize the 10th anniversary of the Leeds gift, *Portfolio* spoke with Michael Leeds and **Donna Sockell, the director of the Center for Education on Social Responsibility (CESR)** at the Leeds School, about the profound and transformational impact the gift has had on the school, our curriculum, and our students.

## **Portfolio: Why invest in the business school?**

**Michael Leeds:** It was after we sold our company. We no longer had CMP Media to set the example, so (my wife) Andrea and I were looking at areas where we could influence positively and have a significant impact. By donating the naming gift to the Leeds School, we have been able to focus on ideas important to us, such as social responsibility, ethics, values, and diversity, with the intention that they be incorporated into the curriculum of the business school. If the school was to have our name on it, we wanted the school to reflect our values in business and leadership.

## **P: Does social responsibility resonate with a new generation of students?**

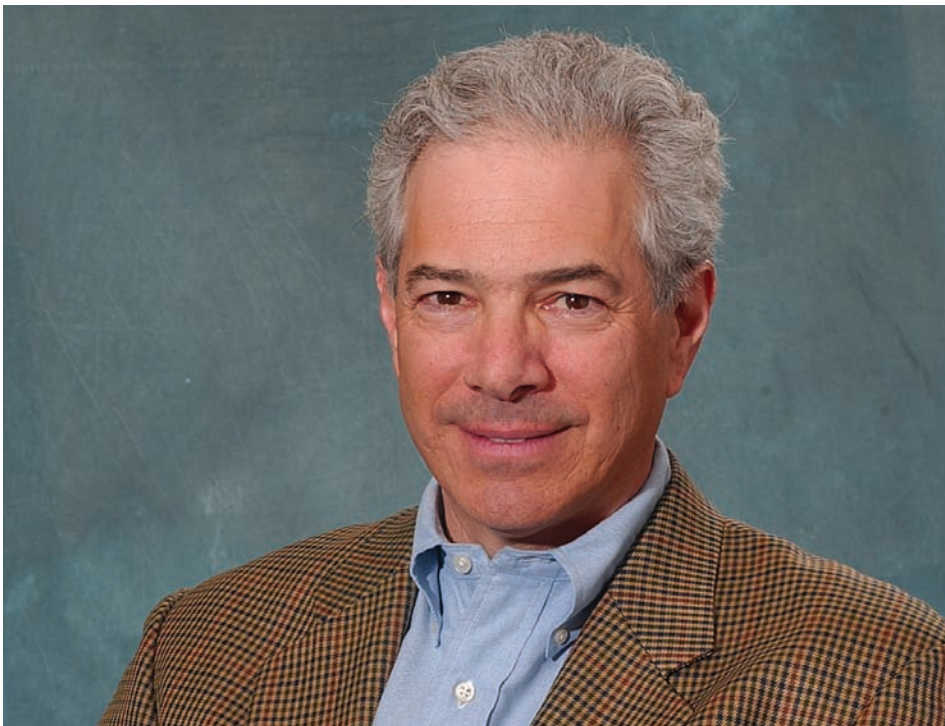
**ML:** We launched the initial program at the Leeds School about six months before the Enron scandal broke,

followed by WorldCom, and then by a whole series of corporate accounting scandals. Today's students are aware of these scandals and realize that companies can pay an exorbitant price for unethical behavior. And it was rehashed again in 2008 when the banks were found to be selling flawed products that they knew weren't really reliable, when they were cheating on people's mortgage applications, and other abuses. Students get to see early on in their careers that the failure to be open, honest, transparent, and ethics- and values-driven is ultimately a bad choice with serious consequences. Even today, when I talk to our students, they expect more balance and they want to have a positive impact on the world around them. They aren't just interested in a job as it pertains to advancement in their career, but that the company should be a contributor to the society and that students can be a positive influence as well.

## **P: What has been the impact of the gift?**

**Donna Sockell:** The gift has been essential in weaving a tapestry of courses dedicated and infused with discussions of values and social responsibility throughout the undergraduate and graduate curriculum. Because these issues are addressed repeatedly, students develop the habit of thinking more thoroughly about the consequences of decisions that affect others in business and in life. The thoughtful way our students approach decision making will only make them more comfortable with what they see when they look in the mirror, and less likely to make decisions that have

**Online** Michael Leeds and Donna Sockell share more thoughts on the gift; Leeds also shares more about his successful career and offers advice to students as their careers get under way. Visit [leeds.colorado.edu](http://leeds.colorado.edu).







serious consequences for themselves and their communities, more attractive to potential employers, and better business leaders. In addition, at a more personal level, student surveys reveal that our students greatly value this special emphasis of the school.

**P: Has the Leeds gift had an impact on the school’s visibility and reputation?**

**DS:** The Leeds family is truly visionary. The idea of creating a school that is known for its emphasis on values, social responsibility, and ethics as early as 10 years ago was extraordinary. Our school has come to be known as a leading institution in this regard — in the competitive world of business schools, this distinctiveness is so valuable and that is a credit to the Leeds family. To this point, surveys of graduating seniors indicate that they themselves most commonly see this as the unique aspect of the school. But the Leeds family gift has done more than just lead to the creation of CESR, and its predecessor, the Center on Business and Society. Among other things, the gift also has provided important funding for our Diverse Scholars Program, as the Leeds family has long been committed

to encouraging diversity in the school and reaching out to students who may experience special challenges in a university setting.

**P: What is your vision for the next 10 years?**

**ML:** To really reach our potential, to become a top business school in the country and, indeed, the world, we need the engagement of all the communities that support business education — social responsibility, ethics, and all the core areas that make our school so strong. I’m a big supporter of the business school because I think we can do great things. We can be a top 25, and eventually a top 10, business school. But more importantly, we can teach our students to become real leaders in the business community, to act correctly, to do the right things, and to be incredibly effective as business executives.

**DS:** As a product of the Leeds vision and wisdom, not to mention the family’s extraordinary generosity, Leeds School graduates are special; in significant part, it will be to the Leeds family’s credit that our students become the outstanding, values-driven, socially conscious leaders of tomorrow.

## Creating Futures

- The primary priority of **Creating Futures** is to generate private support for CU’s four areas of excellence and impact.
- **Learning and Teaching** that educates our future workforce and enables thousands more students to receive a university education
- **Discovery and Innovation** that accelerates solutions in fields such as energy, aerospace, and education
- **Community and Culture** that enriches our surroundings and our quality of life
- **Health and Wellness** education, research, and clinical care that leads to longer and better lives



# Discovery & Innovation

INVESTING FOR THE LONG HAUL

It was an unforeseen series of events that led **Dick Burridge Sr. ('51 finance)**, to the business school at the University of Colorado Boulder. Now, decades later, his love of the school, campus, and Boulder have culminated in an investment that he believes will reap positive returns for the school, its faculty, and ultimately our students for the long term.

"I had the flu [but] played in the high school basketball game anyway, and afterward I came down with what they thought was tuberculosis. I was sick in bed for a year," Burridge says. Later, they determined it was not TB, but his doctor recommended he head west to improve his health, and he set his sights on Boulder.

"A number of kids from my high school were already in Boulder, so it made sense," he recalls.

His father, who only made it through the eighth grade, inspired him to study finance. An insurance salesman, he crossed paths with a variety of CEOs and CFOs and noticed a difference in management from company to company.

"In a brilliant decision, my dad bought stock in the companies he thought were the best managed. And those stocks turned out to be outstanding investments," says Burridge. What he learned from his dad so intrigued Burridge that starting with his finance studies at CU-Boulder, his lifelong career in the financial industry was set.

Upon graduation, he returned to the Midwest to begin his professional career, starting with the Northern Trust Corporation, where he attained

the level of senior vice president and director of research. Then his savvy financial acumen caught the attention of the University of Chicago, where he served as treasurer of that institution for more than five years. Finally, he was recruited to join Alliance Capital Management. Burridge was with the firm until the mid 1980s, when he left to found his

"My gift enhances the efforts of the school to expand the depth and quality of the school's finance faculty, its research, and its students."

**Dick Burridge Sr. ('51 finance)**

own company, The Burridge Group. As chairman, Burridge's company found great success, and, in 2000, he sold it to join his son, Dick Burridge Jr., and serves as vice president of investments and chairman emeritus of the company founded by his son, RMB Capital Management.

Burridge points out that much in finance has changed over the years. The biggest transformation was when academics brought entirely different investment concepts to what practitioners were doing, which largely hadn't varied since the Depression.

"The changes in the investment business are like going from the horse and buggy era to the modern race car," he says.

Burridge points out that at one time, money managers, influenced by the Depression era, had client assets in 70 percent fixed income and 30 percent

stock. However, when academics proposed a completely different way of buying stocks and bonds, the result was that those asset allocations became totally reversed.

"This was just a huge turnaround in risk taking – and obviously a lot riskier," he says.

Burridge recognizes that today, academic research, along with the

advent of the computer, continues to have profound impacts on investing and financial services.

With his recent investment in the Burridge Chair in Finance, he is hoping his gift will have a profound and ongoing impact on research and teaching at the Leeds School.

Through this gift, Burridge, whose early philanthropic efforts in 1997 also helped establish the Burridge Center for Securities Analysis and Valuation at Leeds, is extending his ongoing support of the school and the center through volunteering and philanthropy.

"My gift enhances the efforts of the school to expand the depth and quality of the school's finance faculty, its research, and its students," says Burridge. "It will also help the new dean, David Ikenberry, realize the goal of being one of the top business schools in the country."





## **Creating Futures**

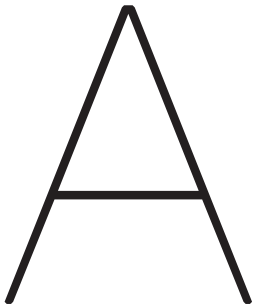
*The Burrige Center creates and shares knowledge relating to financial markets, principally the U.S. financial markets. The center also encourages professional investment managers, finance scholars, policymakers, and the investing public to exchange ideas, to ultimately help stimulate relevant financial research for both markets and investors.*

*The Burrige gift is one of the first major gifts announced during the public phase of the Creating Futures fundraising campaign launched in April 2011. Since its inception in 2006, the campaign has raised more than 200,000 gifts toward a goal of \$1.5 billion to support teaching, research, outreach, and health programs on the University of Colorado's four campuses.*



# Andrea Pauline

MUSANA CHILDREN'S HOME



## Andrea Pauline ('11 management)

enrolled in the Leeds School of Business so she could have the business background to one day open a coffee shop. However, a

three-month microfinance internship in Uganda led the college student away from making lattes and instead toward founding an orphanage in the poverty-stricken nation.

"I had learned about microfinance in one of my classes at the Leeds School and became fascinated with the concept of using my business skills as a solution to global poverty," she says. "The first three months I was in Iganga, a rural district in eastern Uganda, and I got to go into villages and give loans to people living in absolute poverty. I helped women create business plans and saw how a loan as small as \$10 could change a life."

At an orphanage there Pauline saw children living in atrocious conditions. More than 160 children slept on dirt floors that turned to mud when it rained; rats crawled over them at night. Unsanitary conditions left the children covered in rashes and infections. The orphans suffered abuse of all kinds and stood in long lines to receive meager meals. Out of desperation, many of the girls turned to prostitution and many of the boys turned to stealing.

"Day to day, these kids were hungry, bored, uneducated, unloved, and completely hopeless," she says, and by the end of summer, Pauline knew she was staying to help them.

Postponing her education at the Leeds School, Pauline stayed to write a business plan for what would become Musana Children's Home; the word "musana" means sunshine in the local language. Pauline's sister and a friend,

who were in Uganda with her at the time, returned to Colorado to begin fundraising. Meanwhile, Pauline says she and two Ugandans received death threats and curses as they began the process of starting a new orphanage.

"There were many times I felt like giving up and going home, but when I thought of the kids and how they were suffering, I couldn't give up on them," she says.

On September 16, 2008, 80 children from the other orphanage moved into Musana Children's Home, where Pauline now is their legal guardian. In the beginning, Pauline said she and four Ugandans were the staff to cook, clean, and care for the children. They had raised only enough funds to pay six months rent, buy bunkbeds, and feed the kids for up to a month.

"The first night was by far the most memorable time of my life as I got to go around and tuck every kid into the first bed they had ever slept in. I gave them each a kiss on the forehead and told them that they were safe now. I will never forget the excitement, energy, and love in the kids' rooms that night."

Now, Musana is a registered nursery and primary school enrolling more than 200 students (80 from the orphanage and 120 from the community) and employing 45 workers, a farm with 15 acres of agricultural land, 160 chickens, four dairy cows, a restaurant in town,

and three women's groups that make and sell jewelry and bags in the U.S. for profit. From sustainable projects such as these, Pauline says Musana hopes to be 80 percent self-sustaining in two years.

In the future, Musana will expand to include a secondary school and a trade school where the children and community members can learn skills to help them get jobs, create businesses, and increase the overall economy of their country. There are also plans to build a children's village with an emphasis on supporting HIV-infected children. Pauline says her goal is for Musana to become a social business that is completely owned and run by the local community.

"I made a promise to myself to use my education at the Leeds School to continue to truly make a difference in the world. The business school prepared me for the real world, although it was in a different way than I expected," she says. "I have seen my 80 kids transform from hopeless and uneducated street kids to hopeful and intelligent members of their society who will be the leaders of change in their country."



Visit [musana.org](http://musana.org).





# Social Entrepreneurship

THROUGH CESR, STUDENTS START SOCIAL VENTURES

 Student projects span the globe — Kenya, Mexico, Nepal, the United States, and more.

Leeds School of Business undergraduates and MBA candidates are learning how to connect their personal values with the values they will demonstrate as future business leaders, thanks to the ethics-infused curriculum offered by

the Center for Education on Social Responsibility (CESR). These students are putting their values to work by providing business consulting advice to social entrepreneurs and, for some, preparing to launch their own social ventures at home and in developing countries.

“The focus on living your values and ‘giving back’ as a business professional is growing in popularity, there’s no question about it,” says **Francy Milner, an instructor of business ethics, corporate social responsibility and social entrepreneurship** at the Leeds School of Business for the last seven years and CESR’s associate director for campus and community partnerships. “More and more business schools are offering classes on values, corporate social responsibility and social entrepreneurship (businesses with a social or environmental mission). According to a recent benchmarking study we conducted, CESR is a leader in this field, which is a real asset to the Leeds School,” she says.

Speaking of her classes on social entrepreneurship, Milner explained: “My students, at both the undergraduate and MBA levels, work in teams to support social entrepreneurs and Peace Corps volunteers around the world who have launched ventures to improve the lives of those living at the ‘base of the pyramid,’ that is, the 4 billion people who live on less than \$5 a day, including 1 billion who live on less than \$1 a day.”

Students come into the introductory courses on corporate social responsibility and business ethics



unsure of their own view of what business should be all about, Milner adds. After completing these courses and electives such as Leadership Challenges, Sustainable Operations Business Solutions for the Developing World and Social Entrepreneurship in Emerging Markets, Leeds School students are excited about what businesses are doing or can do for society and the environment and what they can do, as future business leaders, to create positive and sustainable change in the world.

“Taking the Social Entrepreneurship course allowed me to test my ability to work in a cross-functional team with a real organization,” says **Chelsea Norton (MBA ‘11)** who was a student in the MBA Social Entrepreneurship in Emerging Markets class. “I really enjoyed doing a project that had impactful results on an existing business because it was great knowing that my research was put to use. I also enjoyed our class discussions as the diverse background of the students in class led many people to have different perspectives on pertinent social issues, which broadened my ability to critically assess my own views.”

## Student projects include:

- Emily Bosland (MBA ‘10): Ashoka (global leader in promoting social entrepreneurship) in Washington, D.C.
- Brian Brunson (‘12 management): Intern with BOULD, bridging the missions of Habitat for Humanity and the U.S. Green Building Council, the organization behind LEED certification system, and seeking to eliminate substandard housing while providing green building education for professionals and students.
- Brianna Beemer (‘12 finance), Matt Biegner (‘12 finance) and Brian Casar (‘11 marketing): Volunteers for Kayak Limon, an ecotourism project sponsored by CESR partner, Columbia University, in the Dominican Republic.
- Michelle Hellems (‘12 accounting): Intern with Ashoka Fellow who founded PACE (Providers Aligned for Care in Emergencies) in Mexico.
- Andrea Pauline (‘11 management): Founder of Musana Children’s Home in Uganda.
- Emily Stanley (MBA ‘11): Program Director for Edge of Seven, a nonprofit with a mission to empower women in Nepal, Cambodia, Thailand, and India.
- Becca Gentile, (MBA ‘11): Director of business operations for Lively Hoods, a nonprofit in Kenya that creates economic opportunities for street youth who are ready to get off the streets and out of poverty.

# Elmo Morales

MILE HIGH MONTESSORI EARLY LEARNING CENTERS

**E**lmo Morales ('95 entrepreneurship and small business management) knew that he wanted to be involved in the education system so his children, along with other Denver area children, could have the best opportunities to succeed. As the son of a teacher, Morales says, "I have always thought that true knowledge can solve the world's problems." Since 2008, he has served as a director on the board for Mile High Montessori Early Learning Centers, Inc., which is one of Denver's oldest and largest providers of subsidized quality early childhood care and education.

Many of the families served by Mile High Montessori Early Learning Centers (MHM) are struggling to raise their children on poverty-level wages. In 2010, a great majority of the children served in the six core centers of MHM were living below 130 percent of federal poverty level. The families of these children pay tuition based on a sliding scale and receive additional support from state and federal programs, as well as philanthropic contributions from individuals, corporations, and foundations.

A lifelong philanthropist and entrepreneur, Morales made his first cash donation to the Peace Neighborhood Center at age 7 and started his first business selling T-shirts at 13. "I remember saying I wanted to be a businessman even before I knew what that meant," says Morales. "Now I just love being in the middle of it, making it happen, and creating opportunity and moving wealth for the health of the global economy."

Upon his arrival at the University of Colorado in 1989, Morales observed that typical in-state students, most coming from the Denver system, were



not adequately prepared and required additional coursework prior to starting their studies at CU. He wanted to be involved in improving this.

"It is important to me to support an organization such as MHM so the true knowledge pioneers of education can focus on making the system better for us all," Morales says. The demand for an opportunity at MHM is very high, with more than 5,000 Colorado children on a waitlist. Morales and MHM board members are committed to maintaining that quality and increasing the numbers served through investments and finding recurring financial support.

Morales says his time at the Leeds School prepared him for this struggle. "It gave me the knowledge needed to be a productive worker," he says, "and the tools to run a company and be a leader."



Visit [milehighmontessori.org](http://milehighmontessori.org).







When **Sean Calhoun (MBA '12)**, **Shay DiCocco (MBA '12)** and **Michael Kwolek (MBA '12)** met during their first semester

in the Leeds School MBA program in 2010, they already had backgrounds in nonprofit development and social enterprise. What they needed was a way to get involved in revenue-generating opportunities for Boulder's nonprofit community. "There was no way for students to participate," says Calhoun. "We wanted to provide students with the opportunity not just to work with a nonprofit as manual laborers, but to get MBAs to utilize their business skill set to make a lasting impact."

And so Leeds Social Impact Consultants (LSIC) was formed.

In cooperation with the Demming Center for Entrepreneurship, LSIC seeks to develop relationships between the Leeds School of Business and Boulder's extensive nonprofit network. Its mission is to help prepare MBA students to delve full time into an organization promoting social change, environmental well-being, or corporate social responsibility upon finishing the MBA curriculum.

The LSIC pilot project found MBA student consultants working with the Boulder-based Vertile Foundation, an organization with a mission to develop a group home and vocational development center for youth in the Carrefour district of Port-au-Prince, Haiti. Following the devastation from the earthquake in January 2010, the Vertile Foundation is poised to create a new education and group-home model in Haiti. These important projects let students improve their skill sets while also serving a greater cause.

As the program grows, the founders foresee increasing their outreach and impact. "We're actively building an internship program for a summer

of Colorado will help their continued success. "The professors at the Leeds School have provided us with the skills to take ideas that will better our

"We wanted to provide students with the opportunity not just to work with a nonprofit as manual laborers, but to get MBAs to utilize their business skill set to make a lasting impact."

**Sean Calhoun (MBA '12)**

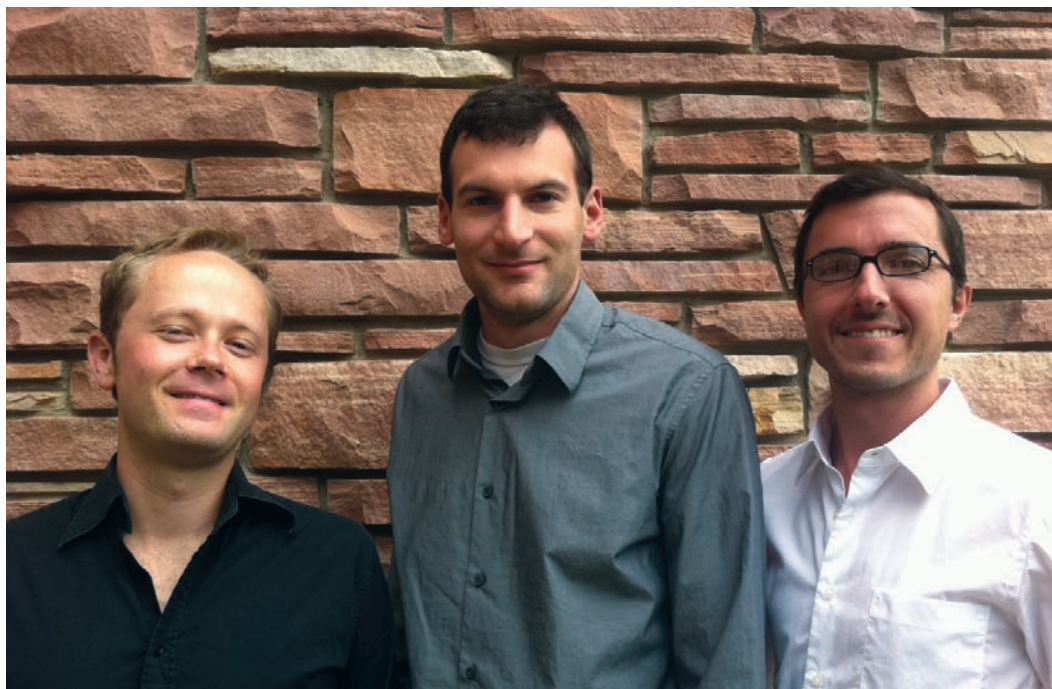
2012 launch," Calhoun says. "It will involve selecting students to intern in local, national, and international social enterprises with high recognition." Last semester they were able to recruit more than 15 percent of the MBA Class of 2012 to serve as consultants and hope to more than double that figure this year.

Calhoun, DiCocco, and Kwolek know that as they move forward, their experiences at the University

communities and put them into motion in a calculated and effective manner," says Calhoun. "This will add significant value towards the strength of the Leeds MBA."

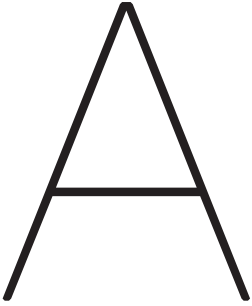


Visit [leeds.colorado.edu/club/lisic](http://leeds.colorado.edu/club/lisic).



# Tim McCutcheon

NONPROFIT AUDITOR



series of happy accidents led **Tim McCutcheon ('78 accounting)** to his current position as a CPA at Eide Bailly working with nonprofits. You might even say it is his calling.

As a young boy in Ohio, McCutcheon originally knew nothing about Colorado except that it was more interesting than Mississippi. For a fifth-grade geography project, he was assigned Mississippi to study, but he was able to trade with a fellow student for Colorado. "I was totally enthralled with the state and nagged my parents ... to take us to Colorado," McCutcheon said. Two years later, they moved Boulder for good.

emptiness, not knowing if being a CPA was his purpose in life. "There I was," McCutcheon said, "coaching Catholic Youth Recreation Baseball, working on the audit of the Archdiocese of Denver and trying to get a nice Catholic girl to marry me. The thought struck me then that I might someday like to serve the church." Ten years later, he was offered the CFO position with the archdiocese, a time filled with great challenges and great fulfillment.

Those experiences introduced McCutcheon to the nonprofit world and developed in him a deep sense of appreciation for the incredible work of nonprofit organizations. "I realized I could find true fulfillment in doing well professionally while simultaneously doing good in the community," he said.

His journey, which started in the



"I realized I could find true fulfillment in doing well professionally while simultaneously doing good in the community."

**Tim McCutcheon** ('78 accounting)

When he was a senior in high school, he had no idea what he wanted to do for a living or if college was the right choice for him. As a bookkeeper at a factory, McCutcheon's mother saw how much respect and admiration the professional CPAs would get, so she suggested to him that he get in to CU's business school and become an accountant. "Being an obedient, and confused, son, that's what I did."

After several years working in the private sector, McCutcheon was beginning to wrestle with a feeling of

Midwest, truly has come full circle in that the CPA firm where he now works. Eide Bailly has a Midwest heritage that has grown to be a top 25 national firm through a commitment to service, a connection that to McCutcheon is more than mere coincidence.

"Only super-achieving universities can produce astronauts, Nobel Prize winners, Supreme Court justices, physicians, attorneys, and some pretty good CPAs, I might add. Shoulder to shoulder, that's CU."



*McCutcheon has a deep appreciation for the incredible work of nonprofits.*



# Mike Stabler

KINDNESS RANCH

**M**ike Stabler (MBA '85) is the executive director of Kindness Ranch, a sanctuary for research and laboratory animals located in Hartville, Wyo.

Stabler accepted the position in December 2010. While he works remotely from Boulder, Stabler drives the three hours every month to visit the ranch and see

"I couldn't believe I was going back to school," he says. "I didn't really like school."

Now that he has his degree, Stabler thinks it was worth it. "It's definitely a credential that gets you in the door," he says.

Recently interested in playing the game of bridge, Stabler has also been previously infatuated with aikido, tap dancing, and ultra-running.

Right now, though, his focus and passion is saving the animals. He spends his time reaching out to research laboratories, maintaining

"The more animals we help, the more interest we generate."

**Mike Stabler (MBA '85)**

how the staff are doing. He brings them food, hosts happy hours, and offers any kind of support he can.

Located on 1,000 acres, the ranch land has horses, dogs, cats, pigs, and sheep. The dogs and cats sleep in yurts, a process that was established to help to socially rehabilitate them by creating a home-like environment so they can later be adopted.

"We're always looking for more animals," he says.

Although Stabler has a diverse employment background – he's worked for H&R Block, the Denver Art Museum and Foothills United Way – he tends to find positions with environmentally conscious nonprofits.

"It started when I joined the Sierra Club as a junior in high school," Stabler says, referring to his desire to help animals and the environment.

He grew up in Texas, graduated from Sam Houston State University in 1981, and a year later started his MBA program at the Leeds School.

communication with Kindness Ranch members, and organizing the daily donations (the ranch has an annual \$300,000 operating budget).

"The more animals we help, the more interest we generate," Stabler adds. "We can't just sit still."



Visit [kindnessranch.org](http://kindnessranch.org).



**Professor Jaime Zender as Chair of the Finance Division**

Jaime Zender has been announced as chair of the finance division. Zender is a ('81) CU alumnus of the economics and mathematics programs and earned his master's and doctorate degrees at Yale University. Prior to joining the Leeds School faculty in 2001, he held appointments at Washington University in St. Louis, Cornell University, and the universities of Arizona and Utah. Zender has also been a visiting scholar at Carnegie Mellon University and the University of Michigan. In addition to winning many research and Leeds School teaching awards, Zender is currently the Baughn Professor of Finance at the Leeds School. Zender served as a director of the Western Finance Association and as an associate editor of the *Review of Financial Studies*.



**Associate Dean of Undergrad Affairs Chosen**

Al Smith has been selected as associate dean of undergraduate affairs. He is an alumnus of East Carolina University and earned his doctorate from the University of North Carolina at Greensboro. He most recently served as the assistant dean of undergraduate programs for the College of Business at the University of Nevada Las Vegas. Prior to joining UNLV, Smith held the positions of director of the First Year Center, assistant vice chancellor for student development and associate director for counseling and student development at East Carolina University. His experience in the areas of student development, advising, and the factors that drive student success will be a great asset to the Leeds School of Business. His expertise is demonstrated in part by a book he recently authored in this area. He is responsible for the undergraduate experience, including the areas of first year programs, advising, Career Connections, Diversity Affairs, mentoring programs, and student involvement.



**Rick Johnson as Assistant Dean of Administration**

Rick Johnson has been announced as assistant dean of administration. He is an alumnus of the University of Wyoming and currently serves as division administrator at the National Center for Atmospheric Research in Boulder. Prior to joining NCAR, Johnson held the positions of director of auxiliary services and trademark licensing manager at the University of Wyoming in Laramie, Wyo. His expertise in administration and fiscal management and organizational development will be a great asset to the Leeds School of Business.



the Burridge Chair in Finance, the first to be established within the Leeds School of Business.

Through this gift, Burridge, whose early philanthropic efforts in 1997 also helped establish the Burridge Center for Securities Analysis and Valuation at the Leeds School, is extending his ongoing support for the school and the center through volunteering and philanthropy. The Burridge gift is one of the first major gifts announced during the public phase of the *Creating Futures* fundraising campaign launched in April. Since inception in 2006, the campaign has tallied more than 200,000 gifts toward a goal of \$1.5 billion to support teaching, research, outreach, and health programs on the University of Colorado's four campuses.

**Canto Joins CU Real Estate Council**

Vicky Canto is the vice president of development and is spearheading the redevelopment of the 77,000-square foot *Daily Camera* building in Boulder. Canto has been so generous with her time to meet with many CUREC students and to present to the CU Real Estate Club. Canto is a graduate of the Massachusetts Institute of Technology with a bachelor's degree in civil engineering and an MBA from the University of Chicago Booth School of Business. She began her career as a project engineer with Skanska USA Building,

**\$2.5 Million Gift To Establish Endowed Chair in Finance**

Alumnus **Richard "Dick" M. Burridge Sr. ('51 finance)** has made a \$2.5 million gift that, combined with other commitments, will establish a new chair,



working on the planning and delivery of more than \$500 million of institutional and commercial projects for clients like Beacon Capital Partners, Schlumberger-Doll Research, and Cornell University. Her next position was at GE Real Estate as a member of the West Coast Joint Venture Equity Investment team, where she was responsible for the research and underwriting of \$1.2 billion in multifamily, office, and retail assets, in addition to the analysis and execution of asset disposition strategies. As vice president of development for Karlin Real Estate, Canto is primarily responsible for the sourcing and execution of development and acquisition opportunities.

### Leeds School Joins New Campuswide Composting Program

Facilities management will begin a one-year pilot program for composting in the Koelbel Building. This will include compost bins in the restrooms, availability for conference/catering, as well as other locations in the building. Facilities management is absorbing all the costs for this pilot program.

### Third Annual New Venture Challenge Championships

The Third Annual New Venture Challenge Championships were a huge success, bringing more than 200 people to the CU campus. Prizes were given not only for the best business plans overall, but also

for categories including music, clean tech, and social entrepreneurship. The top prize of \$7,000 went to Green Truck for its local organic soil plan; \$3,000 to Clean Plate for reusable take-out food containers; and the \$2,000 third prize to L'Esperance for sustainable orphanage funding based on dried fruit production.

Jacqui Dietrich of the Deming Center for Entrepreneurship presented the "CU Alumni Awards" to two university graduates who both started their own companies while they were still students. Sarah Schupp launched University Parent while she was still a freshman, and Nathan Seidle maxed out his \$2,500 student credit card to start SparkFun out of his college apartment.



### McGraw Studies *The New Yorker* Cartoon Contest

University of Colorado Boulder Associate Professor Peter McGraw teams up with *The New Yorker* Cartoon Editor Robert Mankoff to unlock the code behind the magazine's celebrated Cartoon Caption Contest. Recently featured in *Wired* magazine, McGraw, director of the Humor

Research Lab (HuRL) launched an analysis of all 5,291 caption entries for the *The New Yorker's* April 25 issue. Initial results reveal that novelty, caption length, and punctuation are keys to success for the finalists, including the winning entry by film critic Roger Ebert.

### Club to Partner with Outdoor Industry Organization

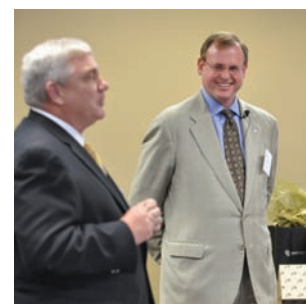
The Outdoor Industry Association, a Boulder-based industry trade group, is partnering with MBA students in the Leeds Outdoor Industry Club to create a vision for a global center for outdoor recreation. The vision for a global center for outdoor recreation comes from the "Olympic center" concept created in Lausanne, Switzerland, for Olympics-related groups.



### KLIC Students See Banking in Spain, France

The Key Leadership in College (KLIC) program hit the road once again, exploring Barcelona and traveling to Paris this summer to meet with executives from Key Bank, France. The KLIC program, funded by a \$50,000 grant from Key Bank over a four-year period, hopes

to expose students to global citizenship and the corporate world. This summer the students spent 10 days in Europe – just enough time to perfect both Spanish and French speaking skills, as well as get acquainted with banking in a global setting.



### Dean Debut Events Showcase Ikenberry's Vision

Dean David L. Ikenberry toured the Denver metro area over a three-day period in August to meet with alumni and members of the business community while sharing his vision for the Leeds School of Business. The dean was graciously hosted by three corporate partners – Accenture, EKS&H, and Ball Corporation – where he met with more than 250 alumni during the three events. Dean Ikenberry's commitment to reaching out to alumni has taken him from Chicago to California this summer, so those in the Denver area were pleased to help him kick off the school year in style.



## Leeds School of Business Professional Mentorship Program

**PROFESSIONAL MENTORSHIP PROGRAM (PMP).** The PMP is a unique program that offers one-on-one professional mentoring to current Leeds undergraduate and MBA students. The program's mission is to enhance the business education experience as well as to prepare and inspire our students to best meet future business challenges. Students benefit from valuable academic and professional advice and perspective, and have the opportunity to create a unique and lasting relationship with a business leader.

**MAKE A DIFFERENCE.** PMP mentors are business professionals like you. They represent all functional areas of business and a variety of industries, ranging from executives at Fortune 500 companies to small business entrepreneurs, throughout the U.S. and overseas. PMP mentors serve as role models, coaches and advisors to our students as they make the transition to the professional world.

*"The Professional Mentorship Program has truly provided me the tools to be successful in the professional world. My mentor genuinely cares about my development and is very supportive. Although I am very involved at Leeds, the PMP has had the greatest impact on my professional development."*

*Grant Carter, Class of 2012*

*"This experience has been so wonderful. There are no better students out there than Leeds students. My experience in the program confirms that. I wish this program was available when I was at CU."*

*Matthew Topaz, Senior Sales Executive, Coca-Cola, Dallas, TX*



**BECOME A MENTOR.** The Professional Mentorship Program provides an opportunity for past and current students to connect with one another, building a tradition of community and a legacy of leadership for future Leeds graduates. Learn more about the benefits of mentor-mentee relationships through the Leeds PMP. For additional information and mentor application details, visit [leeds.colorado.edu/pmp](http://leeds.colorado.edu/pmp), email [leedspmp@colorado.edu](mailto:leedspmp@colorado.edu), or call (303) 492-5881.



## CLASS NOTES

### 1970s

**David Wolach ('73 accounting)** writes "that he has retired from Savage Companies of Salt Lake City, as executive vice president, after 24 years with the company. He will stay on as a member of the board of directors."

### 1980s

**Eric M. Corrigan ('88 finance)** was added as a managing director in investment banking group of Stifel Financial Corp. Corrigan is based in the firm's New York office focusing on southeast depositories. He brings more than 20 years of industry experience to the firm and was most recently a managing director at Macquarie Capital, which acquired his predecessor firm, Fox-Pitt Kelton. Stifel Financial Corp. is a financial holding company, headquartered in St. Louis, which conducts its banking, securities, and financial services business through several wholly owned subsidiaries.

### 1990s

VLST Corporation, a Seattle-based biotechnology company, has appointed **Brian Blackman ('93 finance)** as vice president, finance and administration. Blackman joins VLST from BN ImmunoTherapeutics, Inc., a subsidiary of Bavarian Nordic, Inc., where he served as director of business operations since 2008. Prior to that, Blackman was senior manager of business development for Dendreon

Corporation from 2005 to 2008, joining Dendreon in 2004 as senior area finance manager. His career in financial management has also included work at Penton Media, Inc., as senior financial analyst, and Amgen, Inc., serving as financial analyst for Amgen Colorado. Blackman also holds an MBA from London Business School, UK.

**Gregory Thomas Vigil ('97 accounting)** married Julie Rose Farquharson on June 26, 2010, at the Harvard Club in Boston. He is employed as vice president of strategy for Kaplan Higher Education. The couple honeymooned in South Africa and lives in Chicago.

**Matthew D. Petree ('98 finance)** is an associate at Booz Allen Hamilton, a strategy and technology consulting firm. He recently worked as senior consultant at Deloitte Consulting. He also worked with BearingPoint, where he held the same position.

**Justina Welch ('98 finance, MBA '10)** is joining Fisher Investment Corp. as an investment counselor. She recently completed 15 years of service as vice president-CFO of Hofgard Insurance in Boulder.

**Michael McFadden ('99 marketing)** announced the birth of his third child, daughter Makayla Jean McFadden, born on February 18. Her brother and sister are adjusting well. His wife, Kelly, is doing great and he "had an amazing 48 hours of playing Mr. Mom." He is a member of Denver Active 20-

30, a philanthropic fundraising organization dedicated to raising money to help at-risk and disadvantaged children in Colorado. His family continues to serve and attend at Denver Community Church and love it.

**Donna L. Ludwig (MBA '99)** was one of seven inducted into the East Stroudsburg Area School District Meritorious Hall of Fame. She has worked with various Fortune 500 companies. At Staples, she helped the company's facilities product line to double from \$70 million in just three years. She currently works as a manager of people development for Chipotle Mexican Grill, where she develops programs and training materials to teach restaurant managers people skills.

### 2000s

**Jonathan E. Iversen (JMBBA '02)** has joined Stoel Rives LLP, a full-service U.S. business law firm, in its Anchorage office as a partner in the litigation group. Iversen focuses his practice on litigating tax matters. He served previously as director of the tax division of the Department of Revenue for the state of Alaska. He has deep experience in complex tax matters and has litigated and negotiated settlements of major tax and royalty cases. Iversen served as a core team member in drafting Alaska's oil and gas production tax and property tax laws and regulations. His practice also has an emphasis on oil and gas exploration, development and production matters,

including royalties, leasing, and unitization.

Key Equipment Finance, one of the nation's largest bank-held equipment finance companies and an affiliate of KeyCorp, announced the promotion of **Kathy Havlik ('02 finance)** to associate leasing manager. In this role, Havlik will focus on the business banking segment and clients with revenues up to \$100 million in the Hudson Valley, Greater New York City, and Northern New Jersey regions. Havlik joined Key Equipment Finance in 2008 as a sales ACT (Accelerated Career Track) program participant, which led to a position in 2010 as a regional sales associate for the company. Headquartered outside Denver, Key Equipment Finance manages nearly \$11 billion in assets and originates approximately \$3 billion of equipment annually.

**Warren Dahlstrom (MBA '02)** has been hired as president of the investment services group for Colliers International. In addition to overseeing Colliers International's investment services group in the U.S., Dahlstrom will be charged with growing the organization through an aggressive business development strategy and key hires of top-tier brokers and other professionals. He is based in Washington, D.C.

**Peter Nicholson ('04 finance)** received an MBA in finance and accounting from the Owen Graduate School of Management at Vanderbilt University on May 13.

## CLASS NOTES

**Dr. Brooks Hybertson (MBA '04)**, nationally-recognized oxidative stress researcher, has been reappointed to the scientific advisory board of LifeVantage Corporation. As a published scientific researcher and faculty member at the University of Colorado Denver, Hybertson is preeminent in the field of anti-aging, free radicals, and oxidative stress.

**J. Michael (Mike) Haynie (Ph.D. '05)** has been named the Barnes Professor of Entrepreneurship at the Whitman School of Management at Syracuse University. His research – which focuses on investigating entrepreneurial decision-making, identity, and cognition – has been presented at top entrepreneurship conferences and published in the leading business and entrepreneurship journals. Haynie founded the Entrepreneurship Bootcamp for Veterans with Disabilities at Whitman, a nationally recognized business ownership program for America's disabled military veterans; in 2010, the program expanded to include an education and training program for families of military veterans as well. More than 500 wounded warriors and military family members have graduated from these entrepreneurship programs. In April, Haynie represented SU and the Whitman School at the White House launch of Joining Forces, a new national initiative spearheaded by First Lady Michelle Obama and Jill Biden to support and honor service members and their families. Haynie served for 14 years as an officer in the U.S.

Air Force and is a sought-after speaker on issues related to veterans and business.

**Lindsey Bauhofer ('06 marketing)** and Benjamin Reese, both of Denver, plan to marry in August in Bend, Ore. She is currently in a master of business administration program at Denver University.

**Trevor Martin ('07 marketing)** is engaged to Kristen Teraila. Martin, a Fort Collins High School graduate, works in marketing for the National Park Foundation. The couple met while working on a journalism project for MTV News in 2008. They currently reside in Washington, D.C., with their yellow Labrador retriever. An August wedding is planned in Newport, R.I.



**Erin Humphries (MBA '09)** is now the product marketing manager at Celestial Seasonings. In addition to overseeing the hot tea product line and introducing new product initiatives to the brand, Humphries sometimes moonlights as the infamous Sleepytime Bear, such as when Celestial Seasonings hosted the inaugural B Strong Ride in August to benefit LIVESTRONG and the Boulder Community Hospital. The event raised more than \$250,000. Humphries is happily living and working in Boulder.

In March, **Jacob Timm (MBA '09)** and co-founders Mary

Miller and David Pitman created the Boulder startup spotze, an application for Apple iPhones and iPads that improves diners' restaurant experiences. The free app allows users to read the menu, order, call for a server, and pay the bill at several Boulder restaurants. The technology is installed at Boulder's Rueben's Burger Bistro, The Bitter Bar, Happy Noodle, and Pizzeria Basta.

**Rachel Cohen ('09 finance)** and her team at BottleHood Colorado buy used liquor, beer, and wine bottles and transform them into tumblers, vases, jewelry, candy jars, candleholders, and more items for sale at local stores. Cohen found BottleHood the perfect outlet for her goals of entrepreneurship and sustainable business. BottleHood Colorado collects bottles from bars, restaurants, breweries, and individuals. The company's finished products are available for sale at Art Mart on Pearl, McGuckin Hardware, Meow Meow, The Black Cat Bistro, and other Boulder locations. There are two other BottleHood locations in San Diego and Santa Cruz, Calif. BottleHood has also recently received large orders from Japan and England.



**Kenneth Dayley ('09 management)** was recently promoted to global online

business development manager from global e-marketing specialist at Crocs located in The Hague, Netherlands. "To help expand consumer awareness of Crocs diverse line of over 200 products that are now sold in over 126 countries, It was decided that I could better our global online expansion by being located in our EU headquarters in The Netherlands. Being here I can continue to provide strategic planning for our global digital expansion while developing a more enriched understand our of global consumers in Europe and Asia."

## 2010s

**Kayla Twayh ('11 accounting)** is going to San Francisco to work as an auditor at PricewaterhouseCoopers, where she interned last summer. She was offered the job at the end of her internship.

**Luisa Schrichte ('11 marketing)** will be working at Egg Strategy, a Boulder market-research firm, after graduation. Schrichte is engaged to marry Chris Altmann, whom she met as a freshman on the CU drum line.



## In Memoriam

Marjory Ross Wolf ('38 marketing)  
Kenneth Edward Linscott ('39 finance)  
Wesley H. Hall ('40 management)  
S. Cooper Malone ('42 accounting)  
Dorothy J. Greeno ('45 accounting)  
Donald O. Inman, CLU ('47 marketing)  
Jack C. Routson ('47 marketing)  
Ann E. Alt ('47 business education, MA '51)  
John Collier Turner ('48 business)  
George Schaefer Jr. ('49 accounting)  
Arthur W. Adams Jr. ('49 management)  
Donald M. Thompson ('50 marketing)  
Albert J. LaVigne ('50 accounting)  
Robert A. H. Forster ('50 management)  
Theodore R. Sparn, USAF, Ret. ('50 marketing)  
Kenneth L. Harms ('50 marketing)  
Douglas W. Maclay ('50 finance)  
Donald Charles Sampson ('51 marketing)  
B. Jean Burrows ('52 business computer science)  
G. Warner Brewer Jr. ('52 business)  
Charles R. Carlson ('52 accounting)  
John R. Curtis ('53 finance)  
Phyllis Schuster Kochevar ('53 marketing)  
Francis T. Spillane Jr. ('55 management)  
Ronald C. Jaynes ('55 management)  
Donald B. Campbell Jr. ('57 management)

Curtis E. Wright ('57 accounting)  
Richard A. Schumann ('58 management)  
Mark E. Notestine ('58 business)  
Edward Wayne Murrow ('59 accounting)  
Donald Kay Majors ('59 finance)  
James Forrest Plants ('60 marketing)  
Mercer G. Rhodes, Jr. ('60 business)  
David L. Hughes ('61 management)  
James R. Wray ('61 accounting)  
Daniel Frederick Walker ('61 marketing)  
Eldon Charles Johnsen ('63 finance)  
Kent Mads Bank ('64 marketing)  
Gerald Keith Martens ('65 accounting)  
Roland Frank Fluck ('66 management)  
James M. Kirtland ('67 management)  
James R. Heiden ('67 marketing)  
Richard E. Ruddick ('67 management)  
Homer Robert Mundell ('69 finance)  
Richard W. Johnson ('73 product & operations)  
Bruce Evan Furst ('73 marketing)  
James Hoyt Kemmerley ('78 finance)  
Kevin Scott Dunnegan ('83 transportation & distribution management)  
Teresa Marie Heyer ('93 marketing)  
Matthew Melvin Schultz ('98 marketing)  
Kristina Lynn Alanis ('01 finance)  
Jay Michael Egan (Deming Board Member)



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To find out how easy it is to make a gift through your will, obtain sample bequest language, or learn about other planned giving options, contact Greg Jones at 303.735.5718 or [greg.jones@cufund.org](mailto:greg.jones@cufund.org).

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## Upcoming Events (October 2011- April 2012)

### OCTOBER

- 1 Family Weekend Pregame and CU vs. Washington State Football Game
- 3 Professional Mentorship Program Kick-off
- 5 CU-Boulder Campuswide Career Fair – Alumni welcome
- 7 Pregame Event in San Francisco
- 8 CU @ Stanford Football Game
- 11 MBA Information Session
- 14 Pregame Event in Seattle
- 15 CU @ Washington Football Game
- 22 Homecoming Pregame and CU vs. Oregon Football Game
- 26 MBA Information Session

### NOVEMBER

- 4 Pregame and CU vs. USC Football Game
- 8 MBA Information Session
- 18 Pregame Event in Los Angeles
- 19 CU @ UCLA Football Game

### DECEMBER

- 1 CU Real Estate Center Holiday Luncheon
- 5 Colorado Business Economic Outlook
- 16 Winter Graduation Ceremony

### JANUARY

- 25 CU-Boulder Campus Wide Career Fair – Alumni welcome

### FEBRUARY

- 15 Leeds School Career Fair for Undergraduate and MBA students – Alumni welcome

### MARCH

- 8 CU Real Estate Center Annual Conference
- 26-30 Spring Break (campus closed March 30)

### APRIL

- 7 Multicultural Business Student Association Academic Awards Banquet
- 11 Just In Time Career Fair
- 27 Barney Ford Diversity Benefit and Auction