

 UNIVERSITY OF WYOMING

# FOCUS

COLLEGE OF BUSINESS



MARCH 2010

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## MESSAGE FROM THE DEAN

Recently, the College of Business was able to collaborate on an initiative to strengthen principle-based business ethics education with the Daniels Fund and several other regional universities. The UW College of Business launched its Business Ethics Education Program in 2004 to work on the adoption of principles-based ethics by businesses and business decision makers throughout Wyoming and beyond.

At present, the initiative has taken firm root in UW's College of Business, and is being embraced by a growing number of business faculties in Wyoming's seven community colleges and their satellite locations. Ultimately, the initiative should become a movement with participants throughout the educational, business, tax-exempt, and government sectors in Wyoming. The college seeks to distinguish itself nationally by demonstrating how to build an ethics initiative from a campus-wide effort to a state-wide movement.

In pursuit of the strategic objective, the Daniels Chair of Business Ethics, Dick Mc-



Dean Brent Hathaway

Ginity, has employed a mix of tactics consisting of curriculum development and related student activities within the College of Business, "inreach" activities involving other colleges and schools throughout UW, and "outreach" activities involving community colleges, the Wyoming business community, and any other ethics constituency throughout the state.

In addition to the great work being done in and outside the classroom, the College of Business has had the privilege of being involved in the film "The Code of the West: Alive and Well in Wyoming." Shot against the backdrop of Wyoming's breathtaking landscapes and vibrant communities, the film highlights the sense of pride and place that

keeps cowboy values alive in this special part of the world. The project was inspired by the book *Cowboy Ethics: What Wall Street Can Learn From the Code of the West*, authored by Jim Owen, who produced the film.

In these cynical times, many people might think the Code of the West is nothing more than a relic of our past. But as viewers of this half-hour film will discover, there are still places in America where character counts above all. Through interviews with Wyoming citizens from all walks of life, the film shows how Cowboy Ethics—the timeless principles of the Code of the West – still endures in the lives of people all across the Cowboy State. Sponsored by the Anschutz Foundation, the Center for Cowboy Ethics and Leadership, the Daniels Fund, the McMurry Foundation, Trihydro Corporation, the University of Wyoming College of Business, and the Wyoming Business Council, this film promises to be an excellent resource and used as a component of character education and ethics curricula in schools and universities and

also offered in inspirational programs put on by service clubs and business groups.

The American people once were known for their ingenuity, generosity, and hard work. Over the last few decades, a media culture lionizing wealth and celebrity has seemed to overwrite our traditional values. The College of Business is thrilled to be a participant in so many activities instilling "Cowboy Ethics" in the minds and hearts of its students and people around the state of Wyoming and the region.

“The College of Business is thrilled to be a participant in so many activities instilling “Cowboy Ethics” in the minds and hearts of its students and people around the state of Wyoming and the region.”

## BUILDING UPDATE

With the move in date mere months away for the new College of Business building, the excitement around campus is definitely starting to build. Enjoy the final Focus update before the big move.

- The renovation of the existing building is complete and furniture will be delivered in April.
- On the new building:
  - ◊ Both elevators are 15% installed.
  - ◊ The lower level is 75% done with the final paint, doors are almost completely installed, ceramic tile work is done, carpet is 99% installed, custom millwork 95% complete, and acoustic panels are nearly halfway installed.
  - ◊ The ground level ceiling tile is 90% complete, carpet is 90% installed, millwork is 75% done, ceramic tile 25% completed.
  - ◊ The second floor is completely primed with the grid ceiling 95% complete, fin tubes-80% complete, light fixtures 90% installed, and carpet just getting started.
  - ◊ The third floor is nearly complete with tape and finish and the first coat of primer has just begun.
- Mason work on the exterior of the building is complete.
- Furniture will arrive in three phases, one each in April, May, and June. Have you ever wondered how much furniture it takes to fill a building like this? Here is a glance at some of the furniture that will be delivered:
  - ◊ 123 desk units for faculty and staff
  - ◊ 132 task chairs, 114 graduate assistant student task chairs, 162 side chairs
  - ◊ 1,315 classroom chairs
  - ◊ 116 conference room chairs, 40 conference room tables
  - ◊ 95 graduate assistant desks
  - ◊ 316 classroom and workroom tables, 110 tables for labs and trading room
  - ◊ 89 lounge chairs and 16 ottomans
  - ◊ 32 occasional tables
  - ◊ 25 stack chairs and 12 stools
  - ◊ 30 benches
- This spring will start the installation of all fiber optic cable, and technology such as projectors, blue ray players, document cameras

**TARGET BUILDING COMPLETION DATE: MAY 2010**

**TARGET LANDSCAPING COMPLETION DATE: JUNE 2010**



*Photos Courtesy of Carolyn Foster*

## FOCUS ON LEADERSHIP

The College of Business Advisory Council (COBAC) consists of business leaders throughout the Rocky Mountain region and the United States.

The COBAC serves in a working partnership with University of Wyoming and College of Business students, faculty, and administrators to promote the growth and development of the college and the university, as well as to positively impact the economic development of communities throughout Wyoming.

To get to know these outstanding individuals that give so much to our college, each Focus will include a feature to introduce them to our readers.

### RON MCCUE

Ron McCue currently serves as the C.O.O. for Silver Star Communications, a regional telecommunications provider serving customers in western Wyoming and eastern Idaho. Ron manages or serves on the Board of Directors of Independent Local Exchange Carrier's, Competitive Local Exchange Carrier's, retail ISP's and wholesale ISP's as well as two wireless companies, a regional fiber transport com-



*Ron McCue*

pany, and a marketing and wholesale services company.

Ron has worked in the telecommunication business for over 30 years and has been a registered lobbyist in 5 states and provided testimony in front of 9 different state utilities commissions, the F.C.C. and both the U.S. House of Congress and the U.S. Senate. Ron previously served as an advisor to the Pentagon Defense Communications Council.

Ron served a six-year term on the Board of Trustees for the University of Wyoming, three years as an officer, and one as the President and is currently a member of the University of Wyoming College of Business Advisory Council. Additionally, he currently serves

as the Chairman of the Board of Directors of the United States Telephone Association, a telecommunications and broadband industry association representing over 800 service providers nationally and internationally. He has a Bachelors Degree in Business Administration, with honors, and graduated with an M.B.A., magna cum laude.

Ron is originally from Riverton, Wyoming, and is a fifth generation Wyoming native. Ron and his wife Gail live in beautiful Star Valley, Wyoming and have two grown daughters and four grandchildren. It is safe to say that being a grandpa is one of his favorite things and in his spare time, you will see him with at least one of his grandchildren.

### MIKE GOLDEN

Mike Golden is a 1988 graduate from the University Of Wyoming College Of Business (formerly the College of Commerce & Industry).

After looking at a number of colleges, Mike focused his attention on the University of Wyoming. The opportunities, value, and education was on par with other schools,

and the proximity to skiing (Snowy Range and Steamboat) only added to the attraction. Mike enrolled in Business, but was also drawn to Political Science and Business Law. He was certain that a career in Law was next after Business.

Mike's senior year was focused, as many, on graduating. As noted, Mike was fairly certain that Law School was calling him. However, after visiting Career Services, and a discussion with Jo Chytka, she recommended Mike attend an introductory meeting with Arthur Andersen Consulting division the next week. Mike met with AA Consulting, and was intrigued by what Management & Systems Consulting offered, and went to work in June, 1988, with Arthur Andersen/Andersen Consulting, with the intention of working for a few years before going to school for a degree in Law. But, the life of a Management & Systems Consultant proved to be exciting – providing opportunities to work in Healthcare, Telecommunications, and Cable clients – as well as leading edge technology and products. Mike stayed

at Andersen Consulting (now Accenture) for 14 years, leaving in 2002 as an Associate Partner.

In 2002, Mike joined a small strategic consulting practice focusing on Telecommunications client. He was employee 37 (the company was founded by 2 former co-workers at Accenture in 1999). He was a member of the leadership team, and Fathom Solutions grew to over 200 associates by 2005. In April 2005, Fathom Solutions was acquired by Cognizant Technology Solutions (NASDAQ: CTSH). Fathom became the North

America Communications Business Unit (BU) of Cognizant. From 2006-2008, Mike was Client Partner and practice lead for the Cable client business unit of Cognizant NA Comm's, and in January, 2009, became part of Cognizant Business Consulting group working with Communications, Information, Media and Entertainment business units – he leads the practice focusing on Convergence & Next Generation products and services, and works with various clients including AT&T, CableLabs, Comcast, Harris Corporation Broadcast Communications

Division, as well as provides business develop support for Cognizant's Communications practice in Europe and the UK.

Mike joined the UW College of Business Advisory Council in 2002, and is currently chair of the Career Services sub-committee. He had previously been on the UW Computer Science Advisory Board, and a member of UW National Ambassadors (Denver). He also recently completed a seven-year membership of the Parent Accountability Council at his children's elementary school.



*Mike Golden*

Mike and his wife Linda have lived in Evergreen, Colorado (since 1997, after a 3+ year stint working and living in the SF Bay Area), and they have three children: Christopher (Crittter), 16, a junior at Evergreen High School; Danny (14) in 8th grade and Emma (11) in 6th grade at Evergreen Middle School. The family enjoys skiing, camping trips, and getting to UW football and basketball games (when possible). Linda works as a substitute teacher, Veterinary Outreach Coordinator at the Morris Animal Foundation, and full-time Mom. Mike and Linda enjoy watching the kids' sporting activities – soccer, basketball, rugby, track, and freestyle skiing. And, he still enjoys getting a few days of skiing in during the winter!



*Mike Golden and student.*

# JOSE ROSA SELECTED FOR FULBRIGHT SCHOLARS PROGRAM

Professor Jose Rosa, Department of Management and Marketing was one of two University of Wyoming professors among educators worldwide selected for the Fulbright Scholars Program.

Rosa will conduct five months of research work at Universidad de los Andes in Bogota, Columbia starting in February and staying through late June.

The Fulbright Program, the flagship international educational exchange program sponsored by the United States government, is designed to increase mutual understanding between the U.S. and the people of other countries.

The fellowships provide participants – chosen for their academic merit and leadership potential – with the opportunity to study, teach and conduct research, exchange ideas and contribute to finding solutions to shared international concerns.

Rosa will conduct research for two projects at Universidad de los Andes, a well-regarded private university that



*Jose Rosa*

is sometimes referred to as the Harvard of Colombia.

His first project seeks to identify characteristics of scavenger innovators in stable subsistence populations.

“Scavenger innovators are individuals who derive a living wage from scavenging artifacts and raw materials from landfills and trash dump sites and reusing or reselling recovered artifacts and raw materials,” Rosa says. “Stable subsistence populations are those who have been living in poverty for more than 12 months and have acclimated to marginal living conditions and persistent levels of need.”

Rosa’s second project will investigate how the pursuit

of hope and having hope by subsistence (economically poor) individuals influences their innovativeness.

“Yearning for outcomes influences the individual’s appraisal of current circumstances, which in turn generates hope or despair,” he says. “The study will induce hope or despair in poor consumer innovators and track the unfolding of beneficial or detrimental experimentation and motivated reasoning.”

The Fulbright Program was established in 1946 under legislation introduced by then-Sen. J. William Fulbright of Arkansas. The program is sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs.

Approximately 294,000 “Fulbrighters” – 111,000 from the United States and 183,000 from other countries – have participated in the program since it began. The Fulbright Program awards approximately 7,500 new grants annually and now operates in more than 155 countries worldwide.

Rosa will conduct five months of research work as a Fulbright Scholar at Universidad de los Andes in Bogota, Columbia



## FOCUS ON STUDENTS

On a Saturday afternoon in Laramie you can find most of the town, and state for that matter, at the Arena Auditorium cheering on the Wyoming Cowboys basketball team. When things go right, the entire state revels in the victory, and when things go wrong, plays, coaches and players are analyzed to try and figure out what could have been done differently, and what will be different next week. Would you believe that Greg Badenhop, Assistant Coach for the Wyoming Cowboys and Executive MBA student has been finding answers to this through a spreadsheet? Yep, you read that right, and chances are if you are like the students in MBAX 5225 you can learn a lot more from a spreadsheet than you ever thought.

Executive MBA students in *Decision Science Modeling for Managers* have taken real life questions or problems and put them to work. By building a spreadsheet model and focusing on optimization, Monte Carlo simulation, and forecasting, students have learned how to predict trends, quantify what uncertainty they are facing and find the maximum (or minimum) of an important objective (e.g., maximize team overall performance).

“I was really impressed with Greg’s project,” said Dr. Larry Weatherford. “The Executive MBA students have come up with original, practical ideas for this final project. Because they currently have real jobs, this assignment gives them the opportunity to use a real situation to help their companies become more productive.”



*Guard Arthur Bouedo, Coach Greg Badenhop, Center Adam Waddell, Forward Daylen Harrison, Professor Larry Weatherford*

When Greg learned of this assignment, his idea was clear, “I immediately thought about developing a spreadsheet that would allow our staff to use statistical analysis as an input when it came to playing time. We as a staff have always been big believers in the phrase ‘Stats don’t lie.’ So I came up with a way for us to determine who is being most efficient on the floor statistically speaking. Now as any basketball fan knows, there’s a ton more that goes into determining who is go-

ing to play than just stats or statistical analysis, but this provides us with yet another tool to be used in the process.”

Greg determined what statistics were most important to track and built his spreadsheet around them. This included points, field goal percentage, free throw

percentage, three-point percentage, rebounds, assists, turnovers, steals, and blocks. These 9 factors were then combined into one overall measure of player performance using a set of weights that reflect the relative importance of each factor for a certain position (e.g., rebounds and blocks are more important for a forward/center, whereas 3 pointers and assists are more important for a guard). With Badenhop’s spreadsheet, the coaches were able

to determine interesting information regarding each player.

The optimization model next takes into account such practical constraints as maximum number of minutes an individual player should play to be the most efficient. It also takes into account such things as the fact that Sylla and Wadell are not going to be on the court at the same time since they are our 2 centers. It may limit another player to 28 total minutes to keep him fresh. Recently, it has been used to figure out what to do now that Muojeke’s minutes have been reduced to zero due to injury.

The model is run and it solves for the optimal minutes per game that each player should play. Not only are these statistics interesting and enlightening for coaches, but they have provided some practical suggestions on giving some players more playing time. By using the program, in theory, the team can essentially optimize overall team performance.

Now, anyone who has ever watched a sporting event knows there is a lot more that goes into coaching decisions than statistics and optimized spreadsheets, but what an interesting way to put a newly learned quantitative tool to work in practice.

## FOCUS ON ALUMNI

It was not that long ago that UW College of Business alumnus Abby Norman was walking the halls of the college and sitting through undergraduate and MBA classes. Since graduation, Abby has been busy and the college was happy to catch up with one of its own and get an update on all that has transpired since her days at UW.

*Update us on what you have been up to since graduating from the UW College of Business.*

After completing my undergraduate degree in Finance and my MBA from the UW College of Business, I relocated to Tempe, Arizona. I accepted an offer from Target as an Executive Team Leader in Human Resources for a 30 million dollar profit center. It was an incredible experience to lead, train, and motivate so many people! I learned so much from my experience at Target on how to engage and motivate others--the corporate culture is just amazing. My first assignment was to manage over 200 employees in a rapidly changing retail environment. After eight weeks of intensive training I was placed in my store, I learned that I would quickly

be applying my analytical and leadership skills that I honed during my undergraduate and graduate degree experience at UW. The challenge was to get my store staffed and stable in less than 30 days in the midst of the hectic fourth-quarter during the holiday season. In addition, our store human resource process was completely broken from training to legal compliance and payroll profitability. In less than a year, I turned around a broken HR process in my district from 47th out of 52 stores to 2nd! Because my post-MBA experience has primarily been in human resources, I decided to join a local SHRM affiliated chapter to continue my professional development. After a brief stint at US Airways in the employee relations department, I realized my real passion is helping others discover the value and importance of higher business education. In the Fall of 2009, I joined the W. P. Carey MBA Admissions Office at Arizona State University as a Manager of Admissions for the Evening and Evening Accelerated MBA Programs. It has been so exciting to help change lives through business education, because I personally know what it has done



*Abby Norman*

for me!

Personally, I am staying involved with my local sorority alumnae association--East Valley Kappa Kappa Gamma. These fun-spirited women keep me involved and connected through book clubs, night owls events, and charity events. After graduating with my MBA from the College of Business in 2007, I got engaged to fellow UW grad Niel King in Telluride, Colorado! I am currently putting my finance, negotiation, and budgeting skills from the UW College of Business to great use for my upcoming wedding this October, 2010, here in Arizona! We are looking forward to the wedding, honeymoon, and starting our life together! My goal for 2010 is to continue to stay active and

involved. My fiancé and I are hoping to hike the lower rim of the Grand Canyon in the year ahead!

*How has being a UW College of Business graduate helped you throughout your career?*

The UW College of Business provided me a tremendous business foundation. When I attended Freshman Orientation, I knew I wanted to be in the College of Business, but I just didn't know in what major. Through my undergraduate coursework, I discovered that I had a passion for numbers and personal finance, so I pursued my B.S. in Finance. The business courses at the UW College of Business provided me with strong analytical skills that I have been able to utilize in every position I have had, from my internships in my undergraduate program to my current position today. The business coursework included such a variety of electives giving me a broader understanding beyond my major in Finance. I learned so much in my upper-level accounting, economics, business law, and marketing courses and still apply the core concepts from these classes today. My MBA took my business skills to another



level. The intensive accelerated MBA program offered through the UW College of Business helped me integrate my previous business knowledge and challenged the way I looked at everything. I loved the case studies, research projects, and consulting projects. The core curriculum that I learned during my MBA gave me the skills, concepts, and analytical ability to feel confident that I could align my strengths and interests with a company's needs to solve key problems. Lastly, my MBA provided me with the opportunity to explore my career options beyond my undergraduate major and the ability to transition into positions that were of interest to me.

*What is one of your most memorable experiences at UW?*

I am so thankful for all of the opportunities that UW gave me! When I look back, there are so many memorable experiences that I have from UW... meeting my college sweetheart, studying abroad in Shanghai, China, campfires and s'mores with sorority sisters at Vedauwoo, winning Miss Wyoming USA 2005 my junior year, and graduating with my MBA and attending commencement services in the snow in May with a dress and heels on! I

have so many fond memories from UW and look forward to many more--even recently driving over eight hours to see UW win the New Mexico Bowl--I live brown and gold!

*Why do you feel it's important to stay connected to the College of Business?*

It's critical to stay connected to the College of Business because there is always something new going on or a new program being developed or a professor being awarded a new honor. The College of Business is currently under renovation, but with the remodeling scheduled to be completed this summer, the College of Business, or the School of Commerce and Industry as some of us may remember it by, will be completely different! There are always exciting changes going on, but the quality of the business education and faculty dedication remains the same! I'd be remiss if I didn't mention what the relationships with faculty, staff, and students that you develop during your undergraduate degree and post-graduate degree can do for your career. With successful and active alumni located almost everywhere, you can stay connected with alumni who share similar academic exper-

iences and a passion for the University of Wyoming. One of the best parts about being connected to College of Business alumni is the fact that we have such a large and active alumni network with a small, home-town feel that truly cares about your success and career progression. The connections that you make during your academic career and the new contacts you make at alumni events are so beneficial for your professional development because it's often a balance of what and who you know! Lastly, it's critical to stay connected to the COB because I feel like it's given me the education, technical and interpersonal skills, and connections that have made me who I am today and I feel like it's my proud responsibility to give back any way I can. I am committed to the future

“The intensive accelerated MBA program offered through the UW College of Business helped me integrate my previous business knowledge and challenged the way I looked at everything.”

of UW, the COB, the talented students, alumni, and the state of Wyoming.

*What advice would you give current business students?*

My advice for current business students is to take advantage of the intimate class sizes that the UW College of Business provides, network with your peers, build relationships with everyone, and get to know your professors--they are committed to helping you achieve. Get involved with as many organizations as you can--stretch yourself personally and professionally through student, academic, social, and business organizations. Take that class that sounds "tough" and see what you are mentally capable of. Remember, there are no dumb questions. Never judge a class, professor, or book by its cover. When you question whether to join a student club, professional association, attend a meeting, take an internship, or explore a new class and you aren't sure what to do, push yourself to go out on a limb and try something new. When you look back on your college experience you'll never regret it. And lastly, remember that you only get one shot to make a lasting first impression. Make it a good one!

# FOCUS ON DEVELOPMENT

The naming rights campaign for the new College of Business building continues to go well. Naming opportunities range from \$60,000 to seven figures and can be funded over a multi-year period. Additionally, with the exception of the naming of the college and the dean's position, we are currently offering a 15% discount as an incentive for early commitments (discounted prices are highlighted in yellow).

Please note that commitments can be funded over a multi-year period or through a planned gift.

The following table outlines the facilities that have been named, as well as the spaces that have been reserved for consideration. If you have any questions regarding the opportunities outlined below, please contact Kent Noble at 307-760-7860 or [knoble@uwyo.edu](mailto:knoble@uwyo.edu).

Level	Room #	Space	Sq Footage	Market	15% Discount
		The College of Business		\$30,000,000.00	No Discount
Lower	007	Multimedia Lab	1149	\$300,000.00	\$255,000.00
Lower	008	Flat Classroom 1	923	\$200,000.00	\$170,000.00
Lower	009	Flat Classroom 2	917	\$200,000.00	\$170,000.00
Lower	010	Flat Classroom 3	887	\$200,000.00	\$170,000.00
Lower	021	Tiered Classroom	1877	\$400,000.00	\$340,000.00
Lower	023	Flat Classroom 4	1020	\$250,000.00	\$212,500.00
Lower	024	Flat Classroom 5	990	\$250,000.00	\$212,500.00
Lower	026	Experimental Behavior Lab	RESERVED	\$600,000.00	\$510,000.00
Lower	057	Auditorium	SOLD		\$850,000.00
Lower	001	Student Lounge	1320	\$300,000.00	\$255,000.00
Lower	022	Study Room 1	SOLD		\$51,000.00
Lower	025	Study Room 2	189	\$ 60,000.00	\$51,000.00
Ground	108	Trading Room	907	\$1,250,000.00	\$1,062,500.00
Ground	109	Computer Teaching Lab	927	\$400,000.00	\$340,000.00
Ground	110	Flat Classroom 1	930	\$300,000.00	\$255,000.00
Ground	111	Flat Classroom 2	896	\$300,000.00	\$255,000.00
Ground	121	Tiered Classroom 1	1890	\$500,000.00	\$425,000.00
Ground	123	Tiered Classroom 2	1849	\$500,000.00	\$425,000.00
Ground	125	Tiered Classroom 3	1846	\$500,000.00	\$425,000.00
Ground	128	Tiered Classroom 4	SOLD		\$425,000.00
Ground		Atrium	SOLD		\$5,000,000.00
Ground	120	Study Room 1	SOLD		\$60,000.00
Ground	124	Study Room 2	SOLD		\$51,000.00
Ground	126	Study Room 3	SOLD		\$51,000.00
Ground	130	Study Room 4	SOLD		\$51,000.00
Ground	101	Kitchen	218	\$ 60,000.00	\$51,000.00
Second	208	Flat Classroom 1	902	\$200,000.00	\$170,000.00
Second	209	Flat Classroom 2	928	\$250,000.00	\$212,500.00
Second	210	Flat Classroom 3	924	\$250,000.00	\$212,500.00
Second	211	Flat Classroom 4	898	\$250,000.00	\$212,500.00
Second	221	Seminar Room 1	SOLD		\$85,000.00
Second	222	Seminar Room 2	SOLD		\$85,000.00
Second	231	Seminar Room 3	RESERVED	\$ 60,000.00	\$51,000.00
Second	230	Conference Room 1	RESERVED	\$ 60,000.00	\$51,000.00
Second	238	Conference Room 2	SOLD		\$51,000.00
Second	301	Faculty Lounge	1323	\$250,000.00	\$212,500.00
Third	311	Dean's Position & Office	324	\$2,500,000.00	No Discount
Third	309	Dean's Conference Room	433	\$500,000.00	\$425,000.00
Third	307	Board Room	RESERVED	\$1,000,000.00	\$850,000.00
Third	330	Conference Room 1	SOLD		\$51,000.00
Third	344	Conference Room 2	SOLD		\$51,000.00
West		Academic Advising	2490	\$500,000.00	\$425,000.00
West		Online Office	1015	\$250,000.00	\$212,500.00
West		Computer Lab	1083	\$250,000.00	\$212,500.00
West		MBA Suite	SOLD		\$1,000,000.00
West		Internship Office	882	\$250,000.00	\$212,500.00
West		Career Center	SOLD		\$1,000,000.00

