

Pursuit of Quality

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Monfort College of
Business Captures Coveted
Malcolm Baldrige Award



Kenneth W.
MONFORT
College of Business

at the UNIVERSITY of NORTHERN COLORADO

Northern Colorado
**BUSINESS
REPORT**

Baldrige Award brings prestige to UNC, Colorado

The Malcolm Baldrige National Quality Award is given only to those organizations and businesses that achieve the highest level of quality and performance. For the Kenneth W. Monfort College of Business at the University of Northern Colorado to be chosen as a 2004 Baldrige Award winner brings prestige not only to the University but in reality to the entire state.



GUEST COLUMN

Gov. Bill Owens

With the award, the Monfort College of Business becomes the first business school in the country to be selected for this honor. Since the program was created in 1987, there have been 62 recipients of the Baldrige Award. MCB is just the second institution of higher learning to receive this honor, and this marks only the second time that any organization in Colorado has won the Baldrige Award.

For years, MCB has set a standard for high-quality business education by emphasizing small class sizes, high levels of professor-student interaction, cutting-edge business technologies and professional expertise in a variety of business fields. These consistently high standards explain why the college was chosen for this presti-



Courtesy of Monfort College of Business

EDUCATION STANDARD — The Kenneth W. Monfort College of Business emphasizes small class sizes, high levels of professor-student interaction, cutting-edge technologies and professional expertise.

gious national award.

A few examples of the college's successes include:

- Improving student performance on Educational Testing Service business tests by 24 percent in the past 10 years. Student performance at MCB consistently has been well above the national mean and in 2003-2004 reached the top 10 percent level. The summer and fall 2004 results exceeded the 95th percentile.

- Bringing real-world business expertise to the campus to enrich the curriculum. MCB's innovative Monfort Executive

Professor Program brings regionally or nationally known senior executives to campus not only as guest lecturers but also to teach complete courses.

- Having more than 90 percent of the organizations employing MCB's students rate the program as "good" or "excellent" in 2004, a rating that surpasses all of MCB's major regional competitors.

- Reducing the cycle time to launch new courses, enabling MCB to respond within a few months to student and employer demand for new courses to enhance the preparation and skills of graduates.

The College earned the award after going through a rigorous review. An independent team of Baldrige examiners from various industries throughout the United States spent approximately 1,000 hours reviewing the College's application and conducting an on-site examination.

As Governor, I am extremely proud of the efforts and the results. Congratulations to the Monfort College of Business and the University of Northern Colorado.

Bill Owens is governor of Colorado.

Excellence (n.) the fact or state of excelling; eminence;

Excel (v.) to surpass others or be superior in some respect or area; do extremely well

Excellent (adj) possessing outstanding quality or superior merit; remarkably good

Three words that describe:



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*Congratulations on winning
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Award validates decades of hard work

The Malcolm Baldrige National Quality Award validates two decades of hard work and one particularly tough decision by the University of Northern Colorado's Kenneth W. Monfort College of Business. It is a testament to the value of long-term goals, self-assessment and unbending dedication.



**GUEST
COLUMN**

Kay Norton

When the college's leaders and faculty realized in 1984 that their resources were spread too thin to compete with the nation's top graduate business programs, they took a hard look at themselves. Their analysis suggested the college needed a niche. So they made the tough decision to phase out graduate-level courses and consolidate undergraduate programs into one degree with several emphasis areas. They aimed to be one of the nation's best undergraduate business programs.

Continuous improvement principles became an integral part of the college's operations. Amid change, it held fast to two key long-term strategies. First, offer small classes, a faculty of highly qualified, seasoned professionals and an array of business technologies. Second, aim for value with high quality, lower-cost programs.

The college has achieved many milestones since 1984, but the Baldrige Award



Courtesy of Monfort College of Business

BACK TO BUSINESS – This fall, students at UNC's Monfort College of Business will be attending the only business school to earn the esteemed Malcolm Baldrige National Quality Award.

is perhaps the best measure of its success. It is an honor to receive an award reserved by the president of the United States for the best of the nation's best. The Monfort College of Business is the first business school ever to earn the honor. UNC is only the second higher-education institution in the nation and one of just two entities in Colorado to win the Baldrige Award. (Operations Management International Inc. earned the award in 2000.)

The Baldrige Award's prestige comes not only from its selective nature but also from the level of review it requires. The college's application endured more

than 1,000 hours of scrutiny by Baldrige examiners, including a rigorous site visit. Much like an accreditation process, application for the Baldrige Award is a valuable self-assessment tool. Monfort College dean Joe F. Alexander and the college's faculty applied for the Baldrige Award knowing the process would be worthwhile even if they did not win the award.

It is even better, however, to earn the outside validation and national recognition that come with winning the award. Applications to the Monfort College have increased since the award was announced,



How to reach the Kenneth W. Monfort College of Business

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Dean: Joe F. Alexander

and so have calls from prospective employers.

The Baldrige Award reflects campus-wide excellence at the University of Northern Colorado. The Monfort College of Business exemplifies what the university's "Charting the Future" long-range planning initiative has been working toward for two years: mission-driven planning, continuous improvement and a focus on quality.

Kay Norton is president of the University of Northern Colorado.

Sears Real Estate

Wishes to congratulate UNC's Kenneth W. Monfort College of Business for being a recipient of our country's highest honor for quality excellence...

The Malcolm Baldrige National Quality Award.

"We should be especially proud of the Monfort College of Business as this is the first time a school of business has earned this prestigious award."

Congratulations!



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simply the best.



Malcolm Baldrige Award testifies to college's quality, performance

Our recognition as a Malcolm Baldrige National Quality Award recipient serves as a strong testimony to the quality of our business program and to how well we are performing in fulfilling our mission of delivering an excellent undergraduate business education.



GUEST COLUMN

Joe F. Alexander

The Kenneth W. Monfort College of Business is one of just five undergraduate-only business programs in the United States to hold accredited status in both business administration and accounting from the Association to Advance Collegiate Schools of Business (AACSB), the premier accrediting

body for business schools.

Furthermore, the designation of the Monfort College as a Timberline Award recipient by Colorado Performance Excellence, and a Program of Excellence by the Colorado Commission on Higher Education, marks the first and only time a Colorado business program has ever received either of these distinguished honors.

Let me share with you some highlights that characterize the college's recent progress on our journey to performance excellence:

- Investments in business student scholarships and program technology are at an all-time high, and student enrollment quality and quantity are booming.

- Our second year as Colorado's exclusive *Wall Street Journal* academic partner enriches our curriculum and provides

Monfort students and faculty with full access to the *Journal's* vast array of print and online information resources.

- All business classrooms are equipped with the latest in computer and multimedia instructional technologies, and a wireless infrastructure supports high-speed student and faculty connectivity throughout our facility. Monfort College students complete a business curriculum that is technology-rich, hands-on by design, and decidedly current in content.

- Our students are now scoring in the top 10 percent nationally on the Educational Testing Service Major Field Achievement Test in business, an exit exam which more than 80,000 students at 469 institutions in the United States took in 2003-04.

- More than 98 percent of our graduates are either employed or in graduate

school within six months of graduation.

- High student, parent, and employer satisfaction scores (many among the best in the country) also attest to the quality of our program delivery.

It's great to be part of a team of individuals who are building Colorado's best undergraduate business program. Reaching the above milestones makes the journey all the more rewarding.

As we strive to "Build Business Excellence," we recognize the importance of a strong foundation that includes alumni, supporters and business leaders who continue to play a key role in our successes.

Joe F. Alexander is dean of the Kenneth W. Monfort College of Business at the University of Northern Colorado in Greeley. He can be reached at (970) 351-2764 or via e-mail at joe.alexander@unco.edu.

Vice President's remarks at the Malcolm Baldrige Awards

Editor's note: Following is the text of U.S. Vice President Dick Cheney's remarks at the Malcolm Baldrige National Quality Awards ceremony in Washington, D.C., July 20, 2005.

It's been said that more than any other program, the Baldrige Quality Award is responsible for making quality a national priority, and disseminating best practices all across the United States. To receive this honor is to become a role model and standard-setter for organizations of every kind, as well as becoming a source of pride to our entire country. You have earned the admiration of all of us, and I count it a privilege to present these awards on behalf of our President, George W. Bush.

This honor is named, of course, for our 26th Secretary of Commerce, Malcolm Baldrige. I was proud to know Secretary Baldrige when I was a member of Congress back in the 1980s and he was part of the Reagan Cabinet. I want to thank his wife, Midge, his sister Letitia and other members of the Baldrige family who are here with us today.

Mac was a terrific guy who led one of the truly great American lives. Not only did he achieve great success as an industry leader, but Mac was also the only person I'm aware of who was both a member of the Council on Foreign Relations and the Professional Rodeo Cowboys Association. (Laughter.) He was rightly described as a man who had an individual identity that could not be swayed or otherwise affected by the glories of office. As a government official and as a human being, Mac Baldrige sat tall in the saddle, and he is still held in the highest regard here in Washington.

Mac Baldrige served in the Cabinet of Ronald Reagan during a time of serious economic challenges to our nation. We had gone through devastatingly high inflation, weak productivity, and slow growth in the 1970s. Then, as the recovery of the 1980s began, American companies faced unprecedented, aggressive competition from abroad. And government and business had a fundamental decision to make: either to turn inward and try to shield ourselves from fair competition, or to stay in the game, with renewed confidence in the free



White House photo by Paul Morse

NATIONAL PRIORITY — Vice President Dick Cheney presented the Malcolm Baldrige National Quality Award at a ceremony in Washington D.C., July 20, 2005.

market and in the American spirit of enterprise.

Secretary Baldrige, like President Reagan, was one of the optimists. He knew that the free enterprise system, and the qualities of character it brings out, had made America the wealthiest, most innovative nation in the world. He believed, and argued, that a renewed focus on quality would restore this nation's competitiveness, and lead directly to greater productivity, higher sales, and a better standard of living in the long run.

The optimists have been proven correct. Because we accepted the challenge of global competition, this nation is far better off today than we might otherwise have been — wealthier, more productive, and with bright hopes for the future.

The Baldrige Quality Awards have a place in this great story, because for the last 17 years this competition has inspired organizations in every part of the country to strive for excellence across the board. It

has become a tradition in America to set Baldrige goals, to apply Baldrige principles, and to seek Baldrige recognition.

The selection process for the Award is highly detailed, and is carried out by a dedicated Board of Examiners whose service we appreciate very much. As we've seen and heard this morning, the newest group of honorees is highly diverse, yet each has shown the same basic understanding of how to deliver high value to the customer, and how to improve the functioning of their enterprises.

None of this would be possible without a team effort, a problem-solving mindset, and trusting relationships throughout the operation. And so credit for receiving this honor is shared by every man and woman who works at the Bama Companies, at the Kenneth W. Monfort College of Business, at the Robert Wood Johnson University Hospital Hamilton, and the Texas Nameplate Company, which is a second-time recipient of

the Baldrige Award.

As we gather for this annual presentation, we're reminded that for all the changes that come along in a dynamic, free-market economy, some things must never change — the drive to excel, the character to persevere against difficulty, and the willingness to outwork and outperform the competition, whether it's across town or around the globe.

Becoming a Baldrige honoree represents far more than simply winning a prestigious prize in a single year. It represents an ongoing commitment, year in and year out, to delivering a good product or service, following a good plan, and putting good people in place to get the job done.

Once again, we found four organizations that are meeting the challenge in absolutely superb fashion. The nation is proud of their efforts, and again we want to congratulate all of them.

Thank you very much.

Cheney presents Baldrige Award to Monfort College

Washington D.C. ceremony honors UNC College for quality programs

WASHINGTON D.C. — Vice President Dick Cheney presented the Malcolm Baldrige National Quality Award to the Kenneth W. Monfort College of Business at the University of Northern Colorado July 20.

The ceremony was attended by Dean Joe Alexander, Associate Dean Tim Jares, the majority of the Monfort College faculty and staff, selected students and advisory group members. Their attendance was paid for by the Foundation for the Malcom Baldrige National Quality Award Inc.

Also attending were UNC president Kay Norton and Colorado Gov. Bill Owens. Secretary of Commerce Carlos M. Gutierrez emceed the event.

"Becoming a Baldrige honoree represents far more than simply winning a prestigious prize in a single year," Cheney said. "It represents an ongoing commitment, year-in and year-out, to delivering a good product or service, following a good plan, and putting good people in place to get the job done."

Referring to the college and the other award recipients, he said, "We've found four organizations that are meeting the challenge in an absolutely superb fashion. The nation is proud of their efforts."

Alexander accepted the honor, calling it "a privilege to receive the award." He paid tribute to the college's faculty, staff, students, alumni, and friends.

"We are here because of their continued commitment to performance excellence," he said.

Alexander credited a strategic shift at the college that began in 1984.

"In what we now refer to as our 'road less traveled,' the College chose to eliminate all graduate programs and focus 100 percent of its resources on building quality within a single undergraduate business degree — not exactly the typical strategy for U.S. business schools which generally make their mark in the MBA arena," Alexander said.

"While many of our peers measure success by business school rankings," Alexander continued, "we decided to instead focus on quality by selecting metrics such as student learning, faculty and student satisfaction, placement rates, and employer satisfaction — quantifiable, benchmarked results that would speak for themselves."

A sampling of past winners includes The Ritz-Carlton Hotel Co. LLC; Cadillac Motor Car Co.; Caterpillar Financial Services Corp.; Motorola Commercial, Government & Industrial Solutions Sector; IBM Rochester; Xerox Corp. Business Products & Systems; the University of Wisconsin-Stout; and Operations Management International Inc.

Each recipient earned the award after going through a rigorous review of its processes and results. An independent team of Baldrige examiners from various industries throughout the United States spent approximately 1,000 hours reviewing each application and conducting on-site examinations.

The exhaustive review of the College's quality and results covered seven areas: leadership; strategic planning; student, stakeholder and market focus; measurement, analysis, and knowledge manage-



Courtesy Kenneth W. Monfort College of Business

STRONG SHOWING — About 50 staff, faculty, students and supporters of the Kenneth W. Monfort College of Business attended a ceremony July 20 for presentation of the Malcolm Baldrige National Quality Award. Their attendance was paid for by the foundation for the Malcolm Baldrige National Quality Award Inc.



Courtesy Kenneth W. Monfort College of Business

STRATEGIC DIRECTION — Joe F. Alexander, dean of the Kenneth W. Monfort College of Business at the University of Northern Colorado, credited the college's faculty, staff, students, alumni and friends for the Monfort College's winning of the Malcolm Baldrige National Quality Award.

ment; faculty and staff focus; process management; and organizational performance results.

Named after the 26th secretary of commerce, the Malcolm Baldrige National Quality Award was established by Congress in 1987 to enhance the competitiveness of U.S. businesses. The award promotes excellence in organizational performance, recognizes the quality and performance achievements of U.S. organizations, and publicizes successful performance strategies.

The Monfort College of Business is the only program of its kind in the Rocky Mountain region, focused exclusively on undergraduate business education and internationally accredited in business administration and accounting.

One of five undergraduate-only programs in the United States to hold such accreditations, Monfort is the sole business school to receive the Malcolm Baldrige National Quality Award from the U.S. Department of Commerce; the Timberline Award from Colorado Performance Excellence, and the Program of Excellence Award from the Colorado Commission on Higher Education.

Students at Monfort score in the top 10 percent on nationwide standardized exit exams and earn a degree in business administration with an emphasis in accounting, computer information systems, finance, general business, management, or marketing. An interdisciplinary degree is also available in nonprofit management.

Malcolm Baldrige Award winners

The following organizations were presented with the Malcolm Baldrige National Quality Award, in a ceremony in Washington D.C. July 20. Awards were presented in four categories.

Education: Kenneth W. Monfort College of Business at the University of Northern Colorado, Greeley.

Health-care: Robert Wood Johnson University Hospital Hamilton, Hamilton, N.J.

Manufacturing: Bama Cos., Tulsa, Okla.

Small-business: Texas Nameplate Co. Inc., Dallas.

SOURCE: NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY

Who was Malcolm Baldrige?



Malcolm Baldrige was secretary of commerce from 1981 until his death in a rodeo accident in July 1987. Baldrige was a proponent of quality management as a key to this country's prosperity and long-term strength. He took a personal interest in the quality improvement act that was eventually named after him and helped draft one of the early versions. In recognition of his contributions, Congress named the award in his honor.

SOURCE: NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY

Baldrige Award 20 years in making for Monfort College

Strategic shift in early 1980s paved way for coveted award in 2005

By Anne Cumming Rice
news@ncbr.com

GREELEY — At 5:30 a.m. on a Monday last November, seven members of the faculty at the University of Northern Colorado Kenneth W. Monfort College of Business gathered for coffee and bagels.

And they waited — with butterflies in their stomachs.

They knew the phone call could come anytime between 6 a.m. and 3 p.m. They hoped that U.S. Secretary of Commerce Don Evans, the bearer of good news, would be on the other line. They didn't want it to be Harry Hertz, who calls companies and organizations to say, "Sorry, you didn't win the Baldrige Award this year."

The phone rang at 7 a.m. "Please hold for the Secretary of Commerce," a voice said. Monfort College of Business dean Joe Alexander gave his colleagues a thumbs-up. They all started screaming.

"They were screaming so loud, I couldn't hear what he was saying on the other line," Alexander said with a laugh.

That phone call was the culmination of 20 years of vision, leadership and hard work



Kenneth W. MONFORT
College of Business
at the UNIVERSITY of NORTHERN COLORADO

Résumé

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OBJECTIVE/STRATEGY

A primary objective of the Monfort College of Business is to grow its leadership position as the only internationally accredited business and accounting program in the Rocky Mountain region focusing exclusively on undergraduate business education. The Monfort College strives for business excellence through the continuous education and accomplishments of its students, faculty, and staff. The College's program strategy includes three components: (1) High-Touch—with a student-to-faculty ratio of just 19:1, small class sizes provide students with significant opportunities to interact with their professors and fellow students; (2) Wide-Tech—students learn to use a broad array of existing and emerging business technologies; and (3) Professional Depth—students learn from a highly qualified and seasoned business faculty, including senior executives and practicing business professionals.

RECENT AWARDS/HONORS

Recipient of the 2004 Malcolm Baldrige National Quality Award (United States Department of Commerce)

2004 Timberline Quality Award (Colorado Performance Excellence)

2004 Wall Street Journal Academic Partner (Only partner in the Rocky Mountain region)

2000 Program of Excellence Winner (Colorado Commission on Higher Education)

One of a Select Group of National Sponsorial U.S. Business Schools (\$10.5 million commitment)

Cited as possibly "The best bargain in undergraduate business education anywhere in America right now..." (Denver Post article)

SPECIAL SKILLS & ABILITIES

Educating Undergraduate Business Students
2004 seniors finished in the top 5 percent nationally on standardized business exit exams (ETS Business Achievement Results, Princeton, N.J.).

Preparing Students to Deal with Business Technology
Over 80 percent of course work brings technology directly into the classroom; students work within a Windows-based and/or Linux 400-station LAN with state-of-the-art hardware and business software.

Developing Students Who Can Communicate Both Orally and in Writing
Most UNC business courses include both an oral and written presentation component. Many business courses require students to work within teams so they will be better prepared for a business environment that is becoming increasingly dependent on group decision making.

Providing Students with Practical Experience
Several courses involve work with actual clients where students serve as consultants. Many students pursue internships and memberships in professional associations.

Creating Employees Who Understand the Big Picture
Students complete a rigorous curriculum that emphasizes interrelationships between the functional areas in business. Graduates also finish a program where at least 50 percent of their course work has been completed in the liberal arts.



Kenneth W. MONFORT
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Résumé

WORK EXPERIENCE

Academic and Business Expertise
Of the full-time faculty, 80 percent are doctorally qualified; 100 percent of the accounting faculty are licensed CPAs or ChAs. The average faculty member has 15+ years of university-level teaching experience. All of the professors have experience in the real world of business, and most continue to serve as consultants for business and government clients. The College's Monfort Executive Professor Program gives students an opportunity to learn from and interact with nationally-known, senior-level executives, bringing the corporate boardroom into the classroom. No graduate assistants teach within the business program. The business faculty is exclusively committed to the undergraduate student.

Over 100 Years of Institutional Experience
Since 1890, UNC has served Colorado as the premier center for teacher training. As a result, classroom excellence in education is a philosophy that pervades the entire institution.

EDUCATIONAL BACKGROUND

Kenneth W. Monfort College of Business (1999 to Present)
College is renamed in honor of long-time supporter, statesman, and business leader Kenneth W. Monfort. A financial gift announced by the Monfort family provides \$10.5 million in non-state funding over a 15-year time frame. Funds are directed toward programs designed to move the College toward national prominence. Student admission standard related to highest level within university, further enhancing program quality. In 2000, the College was selected as a Colorado Program of Excellence by the Colorado Commission on Higher Education, and is the only business program in the State to ever receive this prestigious award. In 2004, the College became the only U.S. business program to ever receive the Malcolm Baldrige National Quality Award.

AACSB Accreditation (1992 to Present)
Achieved primary goal by receiving AACSB accreditation (top 25 percent of business schools in U.S.). By receiving separate accreditation status in business administration and accounting, the College joined an elite group of just five undergraduate-only programs in the U.S. to hold both distinctions.

College of Business Administration (1984-1992)
Mission was changed to focus exclusively on the undergraduate business student, thereby choosing one market segment in which to excel. Degree programs were narrowed to one—Bachelor of Science in Business Administration. Students were allowed to select from Accounting, Computer Information Systems, Finance, Management, Marketing, or General Business as an emphasis area within their degree. A selective admissions program was implemented, so attempts were made to build upon quality. Class sizes were reduced to an average of 30 students to allow for more personalized instruction. Greer Hall received a \$5 million renovation to become a state-of-the-art business facility. An additional \$2 million was invested in business technology.

School of Business (1968-1983)
Offered a wide variety of degree programs, including undergraduate and graduate degrees. Enrollments reached a level of 2,000+ majors, supported by over 50 full-time faculty.

References Available Upon Request

Courtesy Kenneth W. Monfort College of Business

UPDATED RESUME — One program initiated at the Kenneth W. Monfort College of Business has a resume for the college itself, to be used both in recruitment of students and by students seeking employment after graduation.

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for the Monfort College of Business, one of UNC's premier programs. The college was one of four winners of the 2004 Malcolm Baldrige Award, the nation's highest honor for performance excellence given in four categories — manufacturing, small business, education and health care.

The Monfort College of Business is only the second institution of higher education to win the award and the only business school in the United States to receive it. Many people inside and outside UNC are unfamiliar with the significance of the honor.

But that doesn't make it any less meaningful for faculty and staff at the College of Business.

"Only two years passed between the decision to go for the award and winning it," said Alexander, who has been dean of the college since 2002. "Now we're like, 'What's the next step?' The next step will be true to what we've done since the '80s. We want to develop something unique. We don't want to do what everyone else is doing."

Becoming the best

Quality became a concern for the Monfort College of Business and the U.S. government around the same time.

In the 1980s, the Reagan administration was worried about the increasing edge that foreign markets had over U.S. businesses. To encourage American businesses to become more competitive, Congress established the Malcolm Baldrige National Quality Award in 1987. It was named after the former secretary of commerce, who died in a rodeo accident in July 1987. Baldrige was

a proponent of quality management as integral to the country's prosperity.

Meanwhile, former UNC College of Business dean Bill Duff was asking himself what the college could do to become better.

In the 1980s, the college was doing a little bit of everything, including undergraduate and graduate education, but none of it very well. The graduate program, like most graduate programs everywhere, drained most of the college's resources. Still, it couldn't compete with the University of Colorado, the University of Denver or Colorado State University.

Duff, however, thought the college could make a difference in undergraduate education.

"Undergrads across the state were getting shortshift," he said. "All the classes were taught by graduate assistants. They never had much direct contact with faculty."

At a dinner meeting in his home with his faculty and staff, Duff cast a vision: Eliminate the graduate programs and become the best in the state at undergraduate education. In fact, it would become one of only a handful of universities in the United States to focus on undergraduate business education.

"I thought it was a track we could run on, and we could win," Duff said.

Some faculty members were hesitant to change. Most of them jumped on board, though, and stayed committed during the next several years as the college cut programs and whittled the business school down to six programs in five departments.

"I call that a time of cleaning up and weeding the garden," Duff said. "It was hard. We were really only selling a promise until we got accreditation."



Courtesy Kenneth W. Monfort College of Business

QUALITY AWARD — Vice President Dick Cheney stands with Kenneth W. Monfort College of Business Dean Joe F. Alexander, Associate Dean Tim Jares and Commerce Secretary Carlos Gutierrez at the presentation ceremony for the Malcolm Baldrige National Quality Award July 20 in Washington, D.C.

In 1992, the College of Business became accredited by the Association to Advance Collegiate Schools of Business, a designation earned by only 15 percent of business schools across the United States. That helped the college recruit students and garner donations.

Duff coined two phrases the college continues to use today. The first is “A private-school education at a public-school price.” That slogan highlights the difference in price between public schools such as UNC and private schools such as the University of Denver.

The second slogan is “High-touch, wide-tech and professional depth.” High touch means smaller classes in U-shaped classrooms designed to generate discussion and interaction. Wide tech means the latest technology incorporated across the curriculum. Professional depth means teachers have either doctoral degrees or senior-level experience in their respective business fields.

The college also started some innovative programs. With a \$1 million endowment from Ken and Myra Monfort, then Greeley’s most prominent philanthropists, the college started the Monfort Executive Professorship Program. It brings in retired executives from various business sectors as full-time teachers.

The college also started the Student and Foundation Fund, a class in which mostly finance majors manage an investment fund of real dollars. The fund, originally \$200,000 from the UNC Foundation, has grown to \$1.1 million.

Robert Lynch, who succeeded Duff as dean from 1994-2002, was instrumental in securing more funds from the Monforts to support the business college. The college was named after the late Ken Monfort when the Monfort Family Foundation donated \$10.5 million to the college in 1998.

Validation of a vision

When he became dean in 2002, Alexan-

der hosted a dinner for the faculty and staff and cast a vision to take the College of Business a step further. They all agreed to go after the Baldrige Award

An organization or company doesn’t win the Baldrige Award by happenstance. The application process is tedious. The Monfort College of Business’ application was 55 pages long. Baldrige quality examiners — or judges — visit the finalists to assess them on the award’s seven categories, including leadership, strategic planning, customer focus and business results. Some winners apply multiple times before they win.

The Monfort College of Business applied in 2003 but didn’t win. The faculty received a 50-page feedback report and got busy working on their weak areas. The college resubmitted an application in 2004 and got word that it had won the Monday before Thanksgiving.

Since then, life has been a whirlwind for the college. “It has made our heads swim,” Alexander said. “It’s a great source of pride. This is incredible validation that our careers have made a difference.”

Financial donations have increased because of the award. Student applications to the college are up 50 percent over two years ago and 20 percent since the college was named a Baldrige winner.

Faculty members have traveled around the country explaining to companies and organizations how the college became excellent enough to get the award.

True to its history, the Monfort College of Business is developing a vision for another innovation — a center or institute at UNC to help businesses and organizations.

“We don’t produce widgets. We educate students,” Alexander said. “Whether you’re in business or education, though, you always have to be asking, ‘What can we do to get better?’ We believe one of our missions now is to assist businesses or other educational institutions become better at what they do.”



CONGRATULATIONS TO UNC ON EARNING THE MALCOLM BALDRIGE AWARD!

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Congratulations to Monfort College of Business for your commitment to excellence and receipt of the Malcolm Baldrige award.

Innovative programs help Monfort College stand out

By Anne Cumming Rice
news@ncbr.com

The decision at the University of Northern Colorado's Kenneth W. Monfort College of Business to become undergraduate-only in the mid-1980s made the college stand out among its peers.

But so have the college's innovative programs. Those include a program that brings in top-level business executives to teach full time; a student-run investment fund class; an opportunity for students to build secure network servers; a business resource center staffed by student experts, and a new non-profit-management program.

Monfort Executive Professor Program

A \$1 million endowment from the Monfort Family Foundation was the beginning of the Monfort Executive Professor Program. The money was originally supposed to go to hiring one professor. But former College of Business dean Bill Duff had another idea.

Duff's idea was to bring in top-level executives who are retired and ready to give back in some way. Not only would they teach full time and bring real-world experience to students, they'd also help the college with fund-raising and help place students in jobs after graduation.

Today, there are four Monfort executive professors and three Colorado executive professors, who don't have quite as many credentials as the Monfort executives but bring significant experience to the classroom nonetheless.

Their salaries come from a combination of private funding and state money.

Gerald Shadwick, a former Greeley banking executive, retired last month after 10 years as director of the Monfort Executive Professor Program.

"The highlight has always been watching an executive come in and grab hold of working with students," Shadwick said. "It's marvelous that students get to develop relationships with them and get a sense of what it's like to be a leader in a major industry."



SHADWICK

Student and Foundation Fund Class

In the early 1990s, not many universities across the country had student-managed investment funds. What university would allow an inexperienced group of 20-year-olds to manage hundreds of thousands of dollars in investments?

UNC did.

"I felt confident the students could do a good job," said John Clinebell, a faculty member who started the Student and Foundation Fund Class at UNC in 1992. "Their performance has surprised me."

The UNC Foundation agreed to give the class \$200,000 to manage, about 2 percent of its total endowment at the time. In the 13 years since the class started, the fund has grown to \$1.1 million. It has regularly kept pace with or outperformed the S&P 500 and other balanced-fund portfolios.

Students go through an interview process to get into the class. Of the 20 to 30 applicants, most of them senior finance majors, only 12 are accepted.

Monfort executive professor Lee Korins, former president of the Security Traders Association and the chairman and CEO of

Student fund climbs in value

The value of the Student and Foundation Fund has reached more than \$1.1 million. Data is current as of March 5, 2005.

	Value	% of portfolio
Equity	\$802,678	70.69
Fixed income	\$277,087	24.4
Cash	\$55,716	4.91
Total	\$1,135,481	100

SOURCE: KENNETH W. MONFORT COLLEGE OF BUSINESS

Philadelphia and Pacific Stock Exchanges, teaches the class. He acts as a guide and answers questions, but the students make the final decisions.

Each student tracks specific stocks and bonds throughout the semester. Using their own economic forecasts and allocations as guideposts, students research potential investments and present them to fellow class members. The class votes, and the security or bond is either rejected or purchased. "Sells" are administered in the same manner.

Last year, the class won a national competition for the growth portion of the fund, which realized a 34.5 percent return during the 2003 calendar year. The class finished eighth overall in the nation and competed against students from top graduate business schools.

Applied Networking Program

After junior and senior computer information systems students build fully functional network servers from the ground up, hackers around the world attempt to compromise the network's integrity through the college's working computer laboratory. If it withstands the assault, the student's work is validated.

Colorado Business Resource Center

Junior and senior business students intern in a statewide call facility, acting as resident experts on basic business start-up information and steering callers to appropriate additional resources.

Nonprofit management

In 2000, the Monfort College of Business received a Program of Excellence designation from the Colorado Commission on Higher Education. The money the college received for the award went to create a non-profit-management program, another innovation for the College of Business.

Most nonprofit degree programs are at the master's level, and most aren't operated out of business schools.

"A lot of people don't see the connection between human services and business," said Clinebell, who runs the nonprofit-management program with his wife, Sharon.

Many people go into nonprofit careers because they want to help people. But they also need the same management and finance skills that business leaders need to run successful operations.

So far, there are about 20 majors in the program, and three students have graduated.

The Monfort College of Business also offers a day-and-a-half summer institute for nonprofit leaders.

Monfort College focuses on three schools

Focus on undergrads spurred consolidation of department offerings

By Anne Cumming Rice
news@ncbr.com

The University of Northern Colorado Kenneth W. Monfort College of Business spent several years phasing out its graduate programs and organizing its undergraduate programs into five key departments when it decided to become an undergraduate-only program in the mid-1980s.

Next academic year, the college will eliminate the departments and go to a school system as part of UNC's university-wide Charting the Future changes. The College of Business will continue to offer the same classes and emphasis areas.

The college is combining its departments into three schools: the School of Accounting and Computer Information Systems, the School of Finance and the School of Management and Marketing.

Accounting

The popular CBS Series "CSI" has made forensic science fascinating for the average person. Imagine that same type of detective work applied to accounting.

A fraud-examination course is the newest offering from the Monfort College of Business' accounting program. It teaches students about accounting forensics, how to find hidden assets and detect other types of accounting fraud.



NEWMARK

This class and another new course in computer forensics are part of a new minor offered jointly by the accounting and computer information systems programs. The minor in network and information systems security is actually aimed at criminal justice majors.

Another unique accounting class is accounting theory and research, which is unusual for an undergraduate program.

"The kind of stuff I'm teaching is usually only available in a graduate-level program," said Richard Newmark, director of the new School of Accounting and Computer Information Systems. "Because we don't offer a master's program, we feel an obligation to prepare students for certification exams with an undergraduate degree."

Computer Information Systems

At the height of the computer information systems program's popularity a few years ago, it had 200 students, and faculty members struggled to offer all the classes students needed to graduate in four years.

At the height of the recent economic downturn, computer information systems saw enrollment drop off about 50 percent. The program is bouncing back now.

"We still have high-quality students," said Charmayne Cullom, chair of the department. "During the dot-com craze, a lot of students were in the program because they thought they could make a lot of money in the industry. Now we're back to a core of students really passionate about the field."

Students get to work with systems such as Oracle, Flash, DreamWeaver and Cold

Fusion. In addition to the joint minor in network and information securities offered with the accounting department, computer information systems is considering a joint venture with the marketing program about e-commerce.



CULLOM

Finance

The one unique class for finance majors is the Student and Foundation Fund class, in which 12 students manage \$1.1 million in investments for the UNC Foundation. The instructor for the class is Lee Korins, a Monfort executive professor and former president of the Security Traders Association and chairman and CEO of the Philadelphia and Pacific Stock Exchanges.

Finance also incorporates the Monfort Executive Professor Program into other classes. Junius Peake, former governor and vice chair of the National Association of Securities Dealers, teaches market microstructure, his area of expertise.



PEAKE

Tim Jares, assistant dean of the College of Business and professor of finance, has been teaching case problems in financial management, which Jares calls the most difficult class finance majors take. For the course, students have to come up with a five-year financial plan for a simulated company.

Management

One of the hallmarks of the College of Business is giving students hands-on experience before they graduate and enter the business world. One of those experiences comes through small-business counseling, a course offered for both management and marketing majors. Through the course of a semester, students work with small business in Northern Colorado to solve problems within the business.

The management program has also incorporated Monfort executive professors by offering special courses. Gerald Shadwick, who retired last month as director of the executive professor program, has taught business, government and society, a class that deals with current events and business ethics. Roger Maddocks, former vice president of global manufacturing for Eastman

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Kodak Co., teaches quality management, a course that also fits into the quality-management focus of the Malcolm Baldrige Award.

Marketing

Marketing majors can get a wide variety of unique experiences at the Monfort College of Business. The advertising class and direct-marketing class take part in national competitions in which students come up with advertising and direct-marketing campaigns for companies.

There's also an Internet marketing class and a marketing research class, in which

students do marketing research for businesses in Greeley.

For the past eight summers, marketing professor Vish Iyer has taken a group of students to Europe for the international business and cultural experience class. Students have visited the Anschutz Corp.'s Millennium Dome in London, Hewlett-Packard Co.'s facility in Grenoble, France, and the World Trade Center in Paris.

"Not too many institutions have classes like that," Iyer said. "That's what makes us unique. We promise hands-on experience, and we try to practice what we preach."

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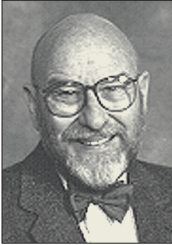
Strategic decisions transformed college's history

Deans, faculty, students promoted new direction for Monfort College

By Luanne Kadlub
news@ncbr.com

Much has changed since the College of Business at the University of Northern Colorado first opened its doors to students in 1968.

Over the years, the college struggled to compete with Colorado State University, the University of Colorado, the University of Denver and others for students, offering MBA and doctoral programs.



DUFF

Today, however, the college's history is a story of your basic no-frills business program morphing into one of the highest-regarded undergraduate business schools in the United States.

The transformation didn't happen overnight. Rather, it was two decades in the making and it might not have happened at all if the pieces of the puzzle — educators, programs, funding — did not fall into place as they did.

It all began in 1984, when the college strategically decided to focus on under-

See DECISIONS, 14B



Courtesy Kenneth W. Monfort College of Business

TECH SAVVY — Features such as the technology center at the Kenneth W. Monfort College of Business have been made possible by a strategic shift that occurred in 1984.



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Kepner Hall reflects business college's philosophy

Building blends history, technology, camaraderie at Monfort College

By Sue Lenthe
news@ncbr.com

GREELEY — Just where the heart of Kepner Hall lies is up for grabs, says Tim Jares, associate dean of the Kenneth W. Monfort College of Business.

The second-oldest building on the University of Northern Colorado campus in Greeley, Kepner Hall was built in 1912 and has housed those engaged in the study of business since 1968.

Students embroiled in studying finance and the stock market would likely identify the building's heart as the trading room, the high-tech nerve center of MCB's million-dollar student-run portfolio.

Marketing students might say it's the marketing multimedia center where students can employ high-end business equipment and technologies to create marketing plans and materials.

For Jares, however, the heart of Kepner Hall beats in the building's basement Cyber Café, where students can nearly always be found with coffee, bagels and computers at hand.

"Our building says we want you here and we want you to stay here and we want you to study here. It's a warm, comfortable feeling," Jares said.



Courtesy Kenneth W. Monfort College of Business

BUILDING HISTORY — Kepner Hall, built in 1912, has housed what's now known as the Kenneth W. Monfort College of Business since 1968.

Long the home of UNC's College of Business, Kepner Hall hasn't always been warm, however.

Garth Allen, chairman of the Department of Finance and associate professor, has taught there since 1973. He can recall a time when windows in the building literally let the outside in.

"Some mornings you would come in and see snow on the inside of the window sill," Allen said, recalling days when he would look out over classrooms of students

taking notes in gloves and mittens.

Allen also recalled the building's steam radiators. Their rumbling and grumbling frequently punctuated lectures in the building.

Still, despite growing evidence that the building needed work in the years before it was renovated, it retained a certain ambiance. "The building had a lot of charm, lots and lots of history," Allen said.

A major renovation in 1986 brought the building up to date, preserving much of

the original charm while ensuring that students and faculty could tap modern technology. Today's Kepner Hall is a mix of old and new. For example, a stock ticker pulses in the midst of the restored turn-of-the-century decor of the building's sweeping foyer.

The project injected \$4.8 million into Kepner Hall, creating an atmosphere that blends the structure's historic architecture with the college's philosophy on training

See KEPNER HALL, 15B

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Monfort Foundation a key donor for UNC, others

Family gave \$10.5 mil to Monfort College, among many causes

By Robert Baun
bbaun@ncbr.com

EATON — In the late stages of its 2001-2002 fund-raising campaign, the prospects for the United Way of Weld County were looking grim.

The charitable agency was nearly \$400,000 short of its goal, with less than a month before the deadline. Many would-be donors were apparently tapped out after giving money to help with the aftermath of the Sept. 11 terrorist attacks. Furthermore, the stock market was in decline, putting extra pressure on the potential pool of charitable funds.

That's when the Monfort Family Foundation came into the picture, cutting a check for \$350,000 to put the United Way within reach of its goal.

In ensuing years, the foundation has added gifts of \$400,000 each year to the United Way, one of a growing list of causes to benefit from the family, which is synonymous with Weld County's status as an agribusiness powerhouse.

"They are very generous to United Way," said Jeannine Truswell, executive director of the United Way of Weld County. "If you look at the last 10 years, it would be millions."

United Way is one of the Monfort Family

Foundation's regular beneficiaries — Foundation trustees Dick Monfort, Kay (Monfort) Ward and Kyle (Monfort) Futo have all served on the United Way's board of directors at various times.

"Not only is it a family foundation, but they individually have all lent their leadership," Truswell said. Still, it's just one of a long list of grantees that includes causes such as the American Cancer Society, Colorado 4-H, Habitat for Humanity, Meals on Wheels, North Colorado Medical Center Foundation, the Special Olympics, the University of Northern Colorado and the Weld Food Bank.

Major gifts announced in recent years include:

■ The Children's Hospital, Denver, \$10 million.

■ University of Colorado Health Sciences Center, Denver, \$5 million.

■ The University of Northern Colorado Kenneth W. Monfort College of Business, Greeley, \$10.5 million.

■ Colorado State University Monfort Professor Program, Fort Collins, \$2.5 million.

The foundation was started in 1970 by Warren and Edith Monfort, whose grandchildren now oversee the organization.

"Until '87, it was just focused on Weld County," said Dick Monfort.

In 1987, when ConAgra Foods Inc. acquired the Monfort Inc. meatpacking business, proceeds from the sale boosted the value of the foundation. The foundation's assets doubled again in size in 2001 when the late Ken Monfort passed away, leaving a large gift from his will.



Courtesy Kenneth W. Monfort College of Business

HISTORY OF GIVING — A statue of Ken Monfort stands in front of Kepner Hall, home to what's now known as the Kenneth W. Monfort College of Business at the University of Northern Colorado. Monfort donated \$10.5 million to the college that now bears his name, one of many donations to area causes by his family.

"The foundation was really started by my grandparents to help the community," said Dick Monfort, who runs the foundation with his brother Charlie, sisters Kay and Kyle, and Ken's widow Myra Monfort.

In the mid 1990s, the foundation — which counts assets of about \$40 million — started issuing large-scale grants for region-

al institutions, including Colorado State University, the University of Colorado Health Sciences Center and, most recently, Children's Hospital in Denver.

In September 2004, the Monforts announced a \$10 million donation to the Denver-based hospital to be parceled out over a number of years.

The latter gift also reflects the central mission of the foundation's giving — children.

"We want to help children who have had a tough blow in life, who are not as fortunate as we have been," Dick Monfort said.

Collectively, Dick and his siblings have 15 children of their own, which has helped to influence the foundation's focus on children.

"We're very fortunate we have children who are healthy," he said.

The Monfort Children's Clinic in Greeley, which opened in 1995, stands as the most enduring local symbol of the foundation's emphasis on children's issues.

"They care so much about this area and its families and children," Truswell said. "I think they recognize the future of children is so important. They have just reached out so much."

The foundation's ongoing goal is to distribute at least \$2 million a year in gifts, Dick Monfort said.

While he declined to disclose a full list of recipients and their grants, the foundation has announced about \$25.5 million in total gifts to about 200 agencies in the last five years.

Editor's note: This article originally appeared Oct. 2, 2004.

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Business Plus program brings business leaders to town

World-class speakers share expertise with Greeley residents

By Sue Lenthe
news@ncbr.com

GREELEY — Kathy Kloninger, CEO of Girl Scouts of the USA, talked about organizational change while she was in Greeley. John Bachmann, senior partner at Edward Jones and chairman of the U.S. Chamber of Commerce, discussed health care and tort reform. Ed McVane, founder of J.D. Edwards and Co., discussed the challenges of rebuilding Iraq.

Each was part of the Business Plus program at the University of Northern Colorado, which brings top business leaders to Greeley to meet with students and residents there. Jointly sponsored by the Kenneth W. Monfort College of Business, the UNC Foundation and the *Northern Colorado Business Report*, Business Plus has been bringing nationally and internationally recognized leaders to town since 1988.

"What we try to do is really give people an opportunity to be motivated or inspired by these folks through their perspectives on leadership, business and civic

engagement. Those are the three areas we focus on," said Jim Moore, UNC Foundation president.

The specific topics that speakers address vary widely, said Gerald Shadwick, retiring associate dean of the Monfort College of Business. Shadwick has long coordinated the program.

"Most tend to talk about their companies, their experiences, or where they think things should be going," Shadwick said.

Whether it's UNC alumna and U.S. Mint director Henrietta Holsman Fore speaking, or Teruaki Aoki, president and COO of Sony Electronics, or Millard Fuller, founder and president of Habitat for Humanity, education is always the underlying theme, Shadwick said.

"It always relates to education, either as information and opportunity for the public or learning experiences for our students. So clearly it relates to our mission, which is business education," Shadwick said.

The list of past speakers reads as a who's who of influential Americans. Gen. Alexander Haig; U.S. Secretary of Education Rod Paige; Mo Siegal, retired CEO of Celestial Seasonings; Tami Heim, president of Borders Books and Music; John Young, former CEO of Hewlett-Packard Co.; Bill Coors; Pete

Coors; Sam Addoms, chairman and founder of Frontier Airlines; Dick Kovacevich, president and CEO of Wells Fargo and Co.; and Duane Cantrell, president of Payless Shoe-source.

For Shadwick, Cantrell stands out as one of the most dynamic speakers. "It was just a dynamite presentation. He really talked about what makes a small business successful," Shadwick said.

Afterwards, Shadwick said, audience members talked about wishing to take Cantrell's presentation to other business operators in the community. "It was a great training session for people in business," he said.

The program series opened in March 1988 with Mike Harper, then CEO of ConAgra Foods Inc. That presentation drew 450 people. Attendance more typically ranges between 150 and 300. The university maintains a mailing list of about 1,200 people who are alerted when a Business Plus speaker is coming to town.

Business Plus programs, which occur about three times a year, are open to anyone. The cost is \$15, "a bargain," Shadwick noted.

"The idea is that we're bringing these people who are just not normally available to the public in this area to make a presentation."

The make-up of the audiences that fill the Greeley Country Club, the UNC ballroom or the Panorama room for Business Plus presentations varies. "Pick a category," Shadwick said. "Community leaders tend to show up, but beyond that it's business people, it's professional people, it's people who are interested in the person who is coming."

Business Plus presentations typically take place over breakfast or lunch, depending on the speaker's schedule. Afterward, the featured speaker visits on campus with two or three classes, giving students a chance to interact with the leaders.

"We think it's a nice supplement to their education to be able to meet, listen to and see in action people who are really doing the kinds of things at the top levels of where our students may be headed some day," Shadwick said.

The speakers aren't paid for their presentations. Shadwick said most visit Greeley to speak simply because they have been asked. "I think for a lot of them it's a payback," he said.

While proceeds from the events don't typically cover costs, Moore said the UNC Foundation sees it as a great community service. "We feel that it's a terrific opportunity for the UNC Foundation and the college to do something for the Greeley community," Moore said.

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DECISIONS, from 10B

graduate education, phasing out the MBA and doctoral programs.

Dean Emeritus William Duff was on board then. "As I look back on it, probably the most important thing I did was set up a series of meetings of the faculty at my house." Over beers, they discussed leadership, focus and niches. "We wanted to be the best business school in the state. In noodling through it, there wasn't any one in higher education — state-supported education — that focused on an undergraduate program," Duff said.

He credits his "shepherds" with helping him steer the business school toward its new course — Robert Tointon, then chairman of the UNC Board of Trustees, and Myra Monfort, who was on the business dean search committee that ultimately hired Duff.

Duff recalled his first lunch with Monfort. "She asked 'What are your visions for the College of Business?' I laid them out for her. And she replied, 'I can help you.' She took me by the hand and introduced me to people and critiqued my presentations afterward."

Duff and Monfort continued their fund-raising in tandem with the UNC Foundation. An overhaul of the business school also meant an overhaul of the building that housed the college. Major businesses and foundations with Greeley ties contributed to the \$4.8 million renovation. The entire interior was gutted and transformed into a state-of-the-art facility featuring the latest technology.

Through the years, Duff continued his relationship with Myra Monfort and her husband, cattle baron Ken Monfort. The Monforts had contributed \$1 million each to UNC and Colorado State University for an endowed chair.

But Duff wanted more.

"I went out to dinner with Ken and Myra and convinced them we needed to develop an executive professor program. What I envisioned was getting people successful and visible in careers in business who had attained a real level of success and offer them the opportunity to teach at UNC for three to five years. It would be a transition for them from corporate retirement to regular retirement."

The Monforts agreed to the plan. The Monfort Executive Professor Program became the college's next step to greatness.

Lee Korins, former CEO and Chairman of the Pacific and Philadelphia Stock Exchange and president of the Security Trader's Association, was first on board. "He

brings knowledge and expertise. He can help place graduates, and they can help me with fund-raising," Duff related.

Junius Peake of the National Association of Securities Dealers, John Boose, former president of Colorado Memory Systems, and Gerald Shadwick, former chairman and CEO of Bank One, Greeley, also teach through the Monfort program.

Duff said the other important ingredient to the success of the business college is a succession of deans who shared in the vision from the beginning.

Robert Lynch became dean in 1994. Shortly after, the UNC College of Business started making headlines when it was named an example of "Best Practices in Technology" by UCLA Report-Business School Computing Usage; in 1995 the *Denver Post* called the college "the best bargain in undergraduate business education anywhere in America right now ..." and Colorado Business Magazine named it "Best Undergraduate Business Program in Colorado."

Nationwide news coverage got a boost in 1998 when the *New York Times* wrote an article about the Student and Foundation Fund, an investment class designed to let students invest real funds in the stock market. It started out with \$200,000 and now is valued at more than \$1.1 million. "It's the largest undergraduate fund in the country," Duff said.

UNC's College of Business got another boost in 1999, when the Monfort Family Foundation made a \$10.5 million commitment to the college, which was renamed the Kenneth W. Monfort College of Business. That same year, MCB became one of five undergraduate-only programs in the United States to hold accreditations in both business administration and accounting.

In 2000, the Monfort College was Colorado's only business program to earn the Colorado Commission on Higher Education Program of Excellence award.

Joe F. Alexander took over the helm as MCB dean in 2002. He and others at the business school began working toward the Malcolm Baldrige award.

In the meantime, honors kept coming UNC's way. In 2004, MCB seniors exceeded the 90th percentile on Educational Testing Service Major Field Testing Business, and Colorado Performance Excellence recognized MCB with the Timberline Award.

And then, after just two applications — and 1,000 hours of scrutiny — MCB became the nation's first business college to earn the Malcolm Baldrige National Quality Award.

The Greeley/Weld Economic Development Action Partnership extends

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Malcolm Baldrige National Quality Award—2004 Award Recipient**

The Malcolm Baldrige National Quality Award is considered America's highest honor for performance excellence, and is presented annually to US organizations by the President of the United States. This marks the first time a business school has received the nation's top honor for quality and only the second time an institution of higher learning has won the Baldrige Award. The Greeley Weld Economic Development Action Partnership recognizes the national significance of the honor and prestige that the University of Northern Colorado has earned. Congratulations on bringing home the gold to Colorado's crossroads.



KEPNER HALL, from 11B

business students.

Examples of the philosophy described as “high touch, wide tech and professional depth” are found throughout the building, Jares said.

Kepner Hall’s small classrooms help students and faculty connect. Seating capacity in most ranges from about 20 to 42. “And it’s fixed seating so that doesn’t vary,” Jares noted. “The largest room we have seats 62 people. Classes in that room typically number 55.”

With small classes, instructors are more likely to know students’ names and recognize faces. “I know when they’re in my class and when they’re not,” he said.

“I think you just have a different level of intimacy and involvement from the students and the professors because of the facility,” he added.

The building’s infrastructure, which emphasizes state-of-the-art hardware and software, reflects the wide-tech piece of the philosophy. Technology is integrated across the curriculum.

“Technology is here to stay in business and here to be leveraged, and we want our students to not just have access to that but be immersed in it throughout their experience here,” Jares said.

Since its 1987 renovation, an additional \$5 million in computer and technology upgrades have been made to the facility. The building houses five computing labs and boasts a 400-station computer network.

Three student practice rooms — essentially small conference rooms — contain technology that allows students to collaborate effectively on such real-world business



Courtesy Kenneth W. Monfort College of Business

TRADING ROOM — The Student and Foundation Fund uses this trading room to administer an investment fund that’s valued at more than \$1.1 million.

activities as preparing PowerPoint presentations and spreadsheets.

By housing faculty offices adjacent to classrooms, students are assured access to the depth of knowledge and experience of faculty members, “many who have had long careers before in academics or outside consulting experiences,” Jares said.

An engraved sign high on the red-brick building’s facade reads Training School, a reminder of Kepner Hall’s original name

and occupant. The building first housed the university Model School, a live training school where education students practiced their teaching skills.

The Training School was renamed in 1931 for Harry V. Kepner Jr., a longtime president of the board of trustees.

The center portion of the building opened in 1912 at a cost of \$88,000. West and east wings were added in 1922 and 1923, according to university archives.



The Mountain States Better Business Bureau® is proud to partner with the Monfort College of Business at UNC

For four years Monfort College of Business professors have had students work directly with nominated local companies to prepare entries for the BBB Torch Awards for Business Ethics competition.

This University/BBB partnership won a national Outstanding Bureau Award for the Mountain States BBB in 2004.

It’s only fitting that the Monfort College of Business should be the first college of business in the nation to receive the prestigious Malcolm Baldrige Award.

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