

FOR UNIVERSITY OF NORTHERN COLORADO ALUMNI AND FRIENDS

Northern

FEBRUARY 2005

V I S I O N

BLUE CHIP RATING

BALDRIGE AWARD BOOSTS
BUSINESS COLLEGE STOCK



Embracing Change

It's difficult to talk about change without being grandiose or vague. Just hearing the word brings to mind the kind of platitudes I expect in a bad speech. I feel the winds of change sweep around me, I watch the seeds of change grow, and suddenly, I feel the need for a change of pace, perhaps a change of scenery, too.

There's change in the air. There's change that stinks. And I know all about the change that's gonna do me good. "Change is inevitable," reads a bumper sticker, "—except from a vending machine." It's no surprise that one is missing from the more than 30 quotes about change in "Bartlett's Familiar Quotations."

I vaguely recall giving a thin-voiced speech on "Change" at my high school graduation. If I hadn't been such a nerd, I might have invoked David Bowie's still popular 1971 hit about "Ch-ch-ch-ch-changes" or maybe even the Beatles' "Don't Ever Change." But, no, I made my classmates suffer through a highfalutin speech about seeking change, embracing it and making things happen.

Nearly two decades later, I've learned the world is full of people (including me, sometimes) who are no more interested in serious change than the Dalton High School Class of '88 was on that humid May evening. This little fact lends even greater credence to the success of UNC's Monfort College of Business in earning a Malcolm Baldrige National Quality Award.

Baldrige winners are constantly evolving organizations made up of people willing to leave behind the "way we've always done it" for something better. The Baldrige National Quality Program, part of the U.S. Department of Commerce, describes itself as a "federal change agent."

The Baldrige Award speaks for itself in the business world, but its complexity is easily lost on the uninitiated. Even the award's most common description, "the nation's highest honor for performance excellence," doesn't quite do it justice.

The award is much more than a grand prize blue ribbon. In fact, it's never given for specific products or services. What the Baldrige recognizes must run deep in an organization: excellence coupled with continuous improvement, a culture that embraces change for the better. Inscrutable evidence—lots of it—is a vital piece of applying for the Baldrige. An organization simply can't fake its way through a Baldrige site visit.

It's nice to see 20 years of constant change paying off for the Monfort College of Business. Winning the Baldrige validates that those changes run deep.

—Gloria Reynolds

IN THIS ISSUE

IN THIS ISSUE • IN THIS ISSUE • IN THIS ISSUE • IN THIS ISSUE

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ON THE COVER

Front: A statue of Kenneth W. Monfort stands in front of the Monfort College of Business. Photo by Kevin Moloney.



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Northern

V I S I O N



4 UNIVERSITY NEWS

7 ALUMNI NOTES

8 BEAR TRACKS: Linda Witt, Always a Bear

9 RESEARCH: Rick Adams, Bat Man

10 BLUE CHIP RATING—

The Monfort College of Business is a 2004 Malcolm Baldrige National Quality Award winner.

15 1629 MANUSCRIPT GOES HOME—UNC Archives returns a manuscript salvaged from the rubble in a small German town in World War II and donated in 1974 to the university.

16 VINCENT JACKSON—UNC's No. 81 is likely to be an early pick in the NFL draft.

20 VOICES—Vincent Jackson

21 BABY FOOD TO BUSINESS—UNC Social Science major Jennifer Howie is poised to go head-to-head with corporate baby food giants.

22 A REAL KICK—At age 90, Irene Spicer (BA-43) is still enjoying her second career ... as a jazz dancer.

24

RUNNING FOR HIS LIFE—Since 1968, Brent Weigner (BA-72) has run in 140 marathons and ultramarathons.

26 CLASS NOTES

31 ALUMNI HAPPENINGS



UNC Receives \$650,000 in Federal Earmarks

UNC received \$650,000 from the 2005 Consolidated Appropriations Act, which President George Bush recently signed into law. It included nine spending bills totaling \$388 billion.

Rep. Bob Beauprez secured \$50,000 for UNC's Center for Urban Education in Denver. The center is a four-year degree and educator licensure program that prepares teacher candidates to be master teachers in urban elementary schools.

Sen. Ben Nighthorse Campbell secured two grants of \$75,000 each for UNC's Rocky Mountain Cancer Rehabilitation Institute, in the College of Health and Human Sciences. The research and teaching institute is the only cancer rehabilitation facility of its kind in the Rocky Mountain region. It studies the effect of exercise on postoperative cancer patients and provides rehabilitative exercise programs.

Sen. Wayne Allard secured \$450,000 for UNC's National Center on Low-Incidence Disabilities. Founded in 2001, the center's mission is threefold. It provides assistance for disabled students and their teachers who lack local support, provides teacher training and conducts research on low-incidence disabilities. ■

UNC New Voters Project Registers 4,000 Students

A voter group at UNC registered more than 4,000 students in a two-month span as part of a national campaign that encouraged 18-to-24-year-olds to vote in November's election.

Beginning in August, 110 volunteers of the UNC New Voters Project fanned out across campus to distribute and collect voter registration forms. The nonprofit, nonpartisan group surpassed its goal of registering 3,800 students and finished the drive Oct. 4 with 4,012 new voters, some 40 percent of UNC undergraduates.

With the help of the New Voters Project, nearly 80 percent of UNC students were registered to vote for November's election, according to campaign organizer Corey Sampson (BA-03).

The UNC New Voters Project was part of a national effort that registered 342,946 new voters ages 18-24. ■



UNC freshman Loryn Cesario stands with her mouth taped shut while holding a sign to encourage UNC students to register to vote while at Ross Hall.

Outstanding Faculty Scholars Honored

UNC honored faculty members for research, scholarly work and achievement at the Distinguished Scholar Banquet in November.

Daniel Rowley, Monfort College of Business professor of Management and department chairman, is the 2004-05 winner of the A.M. and Jo Winchester Distinguished Scholar Award, presented annually to a faculty member who has achieved individual distinction in research or scholarly pursuits.

The event also honored college scholars chosen by UNC's colleges and University Libraries. They are:

- Rick Adams, associate professor of Biological Sciences, College of Arts and Sciences

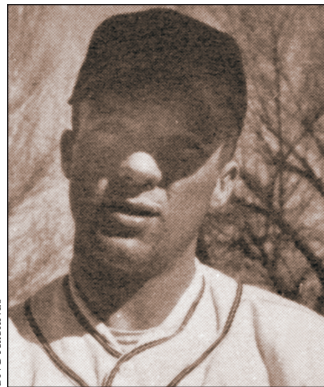


Daniel Rowley

- Ester Gonzalez, professor of Hispanic Studies, College of Arts and Sciences
- James Keaten, professor of Communication, College of Arts and Sciences
- Sandy Magnuson, associate professor in Counselor Education, College of Education
- Gray Barrier, professor of Music, College of Performing and Visual Arts
- Kay Lowell, catalog librarian and associate professor, University Libraries.

Reid Hayward, associate professor in Sport and Exercise Science, was honored for Outstanding Achievement. Dana Landry, associate professor of Music and director of Jazz Studies, and Erik Applegate, UNC Jazz Festival coordinator, received New Grant Writer Recognition awards. ■

Former Bear, NFL Ref Goes to Colorado Hall of Fame



UNC Archives

Pat Haggerty (BA-51, MA-53), a National Football League official for 28 years, will be inducted posthumously into the Colorado Sports Hall of Fame March 8.

Haggerty played basketball and baseball at UNC. After graduating, he signed a baseball contract with the Detroit Tigers before becoming a teacher and coach with Denver Public Schools.

He refereed three Super Bowls before retiring from the NFL in 1992 and continued to work for the league monitoring other NFL officials and evaluating college referees for possible employment in professional football.

Haggerty died at 67 in 1994. He is also a nominee this year for the Pro Football Hall of Fame in Canton, Ohio.

Other Colorado Sports Hall of Fame Class of 2005 members are Shannon Sharpe, Joe Belmont, April Heinrichs, Chad Hennings and Dick Katte. ■

UNC Collaborates on School of Public Health

UNC recently joined the University of Colorado (CU) and Colorado State University to create the first school of public health in the Rocky Mountain region.

UNC Offers New Merit Scholarship

UNC's new National Undergraduate Scholarship for high-achieving non-resident undergraduates is now available for students entering UNC in fall 2005. The \$5,000 renewable scholarship will be offered to freshman and transfer applicants enrolling for the first time at UNC, and enrollment must begin with fall semester. Early application is highly recommended. For more information, log onto www.unco.edu/admissions. ■

The accredited school aims to put Colorado at the forefront nationally in public health-related areas. It will draw on the three universities' unique course offerings, which range from biosecurity and infectious disease to epidemiology, health education and public health practice.

The universities will spend several months developing a strategic plan for the school, which will open at CU-Denver's Health Sciences Center by 2007. The partnership is expected to enhance professional public health educational opportunities, lead to collaborative research, and provide expanded and improved health care services to residents of Colorado and neighboring states. ■

Accreditation Team Commends UNC's Efforts

A team of evaluators who visited campus in September recommended the university's re-accreditation by the Higher Learning Commission of the North Central Association of Colleges and Schools. UNC has been accredited by the commission since 1916, but re-examination is required every 10 years.

The team of nine evaluators (from similar universities across the country) noted that Colorado's fiscal constraints have affected UNC. However, the team's report recognizes UNC's "remarkable resilience in weathering the 25 percent reduction in state support over a two-year period."

The campus visit was intended to help the team evaluate how accurately UNC represented its strengths and challenges in a self-study submitted to the commission in summer 2004. Team members said they found a general spirit of optimism on campus—a belief that the university will move forward even in the face of challenges. ■

Business College Earns Timberline Award

In September, the Monfort College of Business earned the Timberline Award from Colorado Performance Excellence (CPEX), a statewide program based on the Malcolm Baldrige National Quality Program. UNC is the first higher education institution to receive a CPEX award.

CPEX examiners reviewed the college's programs during a site-visit similar to Baldrige examiners' review of MCB in October. The college was later named a Baldrige Award winner. (See story, page 10.)

The UNC men's basketball team started the season by jumping into the deep end of the Division I pool at the Coaches Vs. Cancer Classic tournament in November in Syracuse, N.Y. UNC opened against the powerful Syracuse Orange, the 2003 NCAA national champions. Below, UNC junior forward Erik Olson drives past Syracuse's

Deffenbaugh Named Athlete of the Year

UNC volleyball player Erin Deffenbaugh earned the Colorado Sports Hall of Fame Women's College Athlete of the Year award for the second time in her career. The selection committee will honor the senior March 8 in Denver.

Deffenbaugh finished her career ranked No. 1 in NCAA history in career attempts (6,645) and No. 3 in NCAA history in career kills (2,529). She led UNC to a 25-9 record and first-place tie at the 2004 Division I Independent Championships. This season alone, Deffenbaugh was selected Division I Independent Offensive

Player of the Year, selected five times as D-I Independent Player of the Week and named a first-team ESPN The Magazine Academic All-American.

The Colorado Sports Hall of Fame also named Deffenbaugh the Women's College Athlete of the Year in 2002, when she was the Division II National Player of the Year after averaging 6.14 kills per game and leading the Bears to the NCAA Elite 8. She suffered a knee injury in 2003 and missed the season before returning this year to help the Bears in their first full Division I schedule. ■



PATRICK KELLEY

Erin Deffenbaugh is a two-time Colorado Sports Hall of Fame Women's College Athlete of the Year.



GREG WALL

Demetris Nichols. Although UNC came out on the losing end, the game set a record for the largest crowd to see a Bears game—18,923. Over the two-day tournament, some 40,000 fans watched the games in the Carrier Dome. The Bears also lost the consolation game to the Bucknell Bison but came away with a healthy dose of Division I experience at one of college basketball's best venues.

Big Possibilities in the Big Sky

UNC continued its drive toward Division I intercollegiate athletic success in December when it was selected for a site visit by the Big Sky Conference, which is considering expansion. As Northern Vision went to press, Big Sky officials were finishing plans for a February visit to Greeley to take a closer look at UNC.

UNC was the only one of four schools in the running to reach the next step in the expansion process. The Big Sky is an eight-team conference that includes Montana, Montana State, Eastern Washington, Portland State, Northern Arizona, Weber State, Idaho State and California State-Sacramento.

UNC is in the third year of a five-year NCAA-mandated reclassification from Division II to Division I (I-AA in football).

The Big Sky invited UNC in September 2004 to apply for membership. The university submitted application materials detailing its academic excellence, athletic tradition, facilities, funding and fan interest. The conference also received applications from Southern Utah University and two of UNC's former North Central Conference rivals, North Dakota State and South Dakota State, which are reclassifying to Division I.

Commissioner Doug Fullerton says the conference should have a decision by April, but he cautioned that it might opt to not expand. UNC President Kay Norton says she believes the site visit team will like what it sees.

"We believe UNC is a great fit with the Big Sky Conference, academically, athletically and geographically," Norton says. "We're honored to be considered, and we intend to do everything we can to show the Big Sky that we would be an asset to the conference."

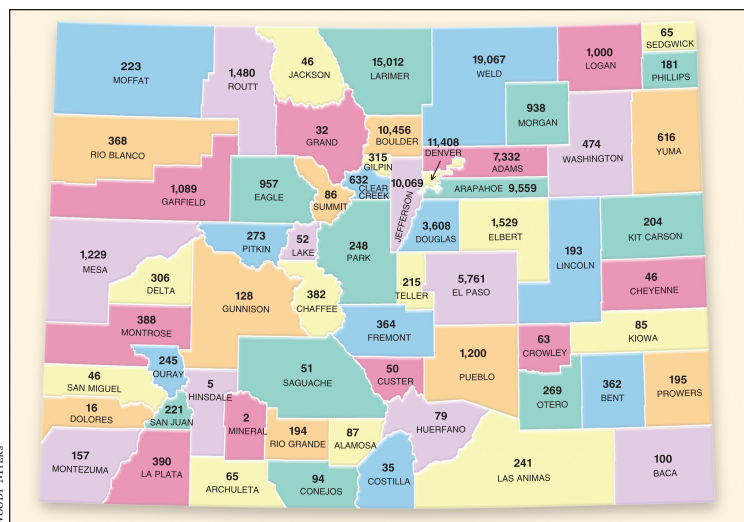
If selected, UNC would begin playing in the conference in fall 2006. ■

Coming Soon ... a Chapter Near You

The Alumni Association is taking UNC pride on the road. Beginning in Colorado—where UNC alumni and friends are more than 60,000 strong—the association is organizing local chapters.

Friends and alumni have

socials at Bear territory outposts the first Thursday of each month. Learn how to get involved with other UNC supporters and students without ever getting on Interstate 25. Alumni chapters can help put you in



Woody Myers

More than 60,000 UNC alumni live in Colorado's 64 counties.

already begun to lay claim to new UNC Bears' territory in Denver, Colorado Springs and the Greeley/Fort Collins area. In November, more than 75 alumni and friends attended a Fort Collins pep rally with men's basketball head coach Craig Rasmuson and UNC cheerleaders before the Bears' game with Colorado State. In December, alumni and friends rallied in Colorado Springs when the Bears traveled to play Air Force.

Basketball excitement will continue Feb. 7 when the Alumni Association hosts a party in Denver, to watch the Bears take on Denver University at Butler-Hancock Hall.

Chapters will soon begin hosting after-hours networking

touch with local college fairs, prospective students and UNC students seeking internships.

The fun is just beginning. Log onto www.uncalumni.org or call Carolyn Harlan at 800-332-1862 for more details.



A select group of UNC student leaders is training to be tomorrow's alumni leaders. In partnership with the UNC Alumni Association, UNC Young Alumni Leaders represent the university at functions throughout the year. Students must be in their junior or senior year and attend a variety of campus, cultural, athletic, social, governmental and academic programs throughout the year. Each student receives a \$250 book stipend and learns about leadership and communication skills. The 2004-05 Young Alumni Leaders are: left to right, back row, Chris Porter, Chrissy Bryant, Chris Donnelly, Cy Fukagawa, Chelsey Kojima, Josh Baros; middle row, Sarah Johnson, Andrea Smith, Sarah Graham, Liane Soto, Jessica Gonzalez; front row, Asedo Wilson, Jessica Pinney, Kristyn Persichette and Stephen Michalik. For information on the program, contact Carolyn Harlan at 800-332-1862.

Honored Alumni Nominations Due

The UNC Alumni Association is accepting nominations for 2005 Honored Alumni to be recognized during Homecoming 2005. Nominate UNC alumni, faculty or friends by April 1. Those nominated should embody the university's tradition of excellence through their service and achievements. Award criteria and nomination forms are online at www.uncalumni.org. To have forms mailed or faxed to you, call Margie Meyer at 800-332-1862 or e-mail marjorie.meyer@unco.edu.

BY TOM FASANO

Stepping Up to the Plate Linda Witt's dream job gets tougher

Linda Witt isn't used to losing, so it's easy to understand why last year's 6-32 record isn't the No. 1 topic of conversation at the UNC softball training table.

Witt (BA-78, MA-84), head softball coach for the Bears since 2001, had the unenviable task of transitioning her team from Division II to Division I competition last year.

Whitney Platten, who plays first base and catches, says it was a huge step moving from Division II to Division I.

"It was very disappointing and devastating to have a record like we did last year," says Platten, who will be the Bears' co-captain along with pitcher Stephani Miller for the 2005 season. "I thought last year was a really good wake-up call and foundation for us so we know what to expect for this year when we play teams like Nebraska and Florida."

Platten, 22, said Witt was motivational and inspirational throughout last season.

"With the coach behind all of us and encouraging us all the time, you really can't go wrong," says

in 1978. The Bears lost 2-0 to UCLA in Omaha, Neb. Witt was also a standout in field hockey and went on to join the United States Olympic Development Field Hockey team from 1979 to 1982.

In 1984, Witt earned her second UNC degree: a master's in Physical Education with a teaching emphasis. In 1996, she was inducted into the UNC Athletic Hall of Fame. She still calls UNC home.

"It's been a place to allow me to grow," she says. "It's been a place to allow me the freedom and the autonomy to develop into the professional that I am."

Witt says coaching UNC softball is her dream job. "It's a dream job because of the incredible

"We were competitive—getting up to our feet and getting knocked down, crawling up to our knees and getting knocked down. We kept getting up."

"It was very tough. None of us, athletes and coaches, had been in that situation to that degree," says Witt, who was named the co-coach of the year in the Division II North Central Conference in 2002 after the Bears finished 28-18.

"It was an uncomfortable experience for every one of us."

The Bears were hit with some untimely injuries last year. In a stretch when they lost 17-of-21 games, 11 of those losses were by one run, and the other six losses were by two runs.

"We were competitive—getting up to our feet and getting knocked down, crawling up to our knees and getting knocked down," Witt says. "We kept getting up."

Platten, who is majoring in Business Administration with a Law emphasis.

Platten says Witt is always willing to help.

"I feel like I can call her and say, 'I really need you to help me out with whatever.' If I feel like I need extra hitting practice, she'll say, 'What time can I meet you there?' That's important in building a strong player-coach foundation," says Platten.

Witt, 49, was a competitive five-sport student-athlete at UNC. Even with softball, field hockey, basketball, swimming and track, she was an excellent student.

Playing second base for the softball team, Witt helped lead the Bears to the NCAA championships

opportunities I had as a UNC athlete," says Witt, who was a successful high school coach before taking over at UNC.

Witt says it's going to take a different level of commitment and mind-set to succeed at Division I, but this year's team appears to be on the path to success.

"No other group I've had has come close to the preparation that these women have put in with strength training and skill work," Witt says. "We're all on the same boat going in the same direction. Nothing's impossible. Some things just take longer than others."

TOM FASANO IS A SPORTS WRITER IN WINDSOR.



UNC softball coach Linda Witt congratulates her team after its win against University of South Dakota last season.

Log onto
www.uncbears.com
for UNC sports
schedules

BY DAN ENGLAND

Bat Man

Researcher's nocturnal studies cast night fliers in new light

Though you'll never convince him otherwise, Rick Adams probably could have chosen a better animal than bats to study. At least one that fits his lifestyle a little better.

Adams, 48, an associate professor of Biology at UNC, gets to his office at 7 a.m., when many are still brushing away their morning breath or nursing their first cup of coffee over corn flakes and a crossword puzzle. He commutes from Boulder every day, so usually, he's up before the early birds.



Rick Adams

them fascinating. He has, in fact, devoted his academic career and much of his personal life to them.

Adams wrote "Bats of the Rocky Mountain West," which won the 2003 Colorado Book Award from the Colorado Center for the Book. In 1990, he founded the Colorado Bat Society, an organization devoted to preserving bats and their habitats and to helping the public appreciate them.

Adams works on groundbreaking studies on the flying mammals, but he already knows more than most about their extreme biology. He'll share his knowledge if you've got 15 minutes, or perhaps five hours. For instance, did you know a bat's heart beats 1,200 times a minute?

Gathering that information means more than simply staying up late. Adams has to use nets so thin that humans would walk right into them, yet sometimes even those are too much because bats' sonar systems are so specialized that a puff of air will give the nets away.

Adams says he works hard because he believes bats are unfairly perceived as dangerous by most people. Though it frustrates him, he understands—people don't usually trust creatures they can't interact with. At worst, they fear them.

"Obviously it's very hard to come into close contact with bats," he says. "I've never seen a

situation where direct interaction with a bat didn't change their perception. They're actually quite cute when you see them up close."

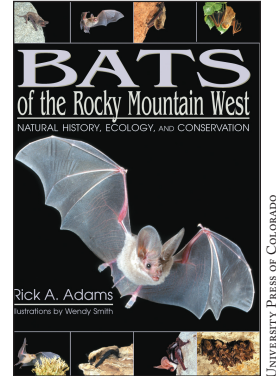
Up close, Adams studies bats' skeletal development—especially the development of their wings and how they have evolved. He says bats have not changed much in the past 55 million years. While the first records of bats suggest they are similar to present bats, some changes are evident.

Adams also studies how bats are affected by their habitat. He has pooled information on their roosting sites and how disappearing forests affect their success rates. Lately he's interested in the West Nile Virus because many bats must eat half their weight in insects every night to survive.

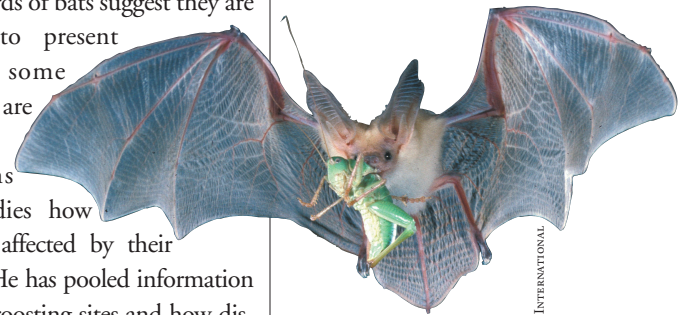
Chomping West Nile-infected mosquitoes may be bad news for bats. Infection rates in Little Brown Bats are on the rise, and whole populations are crashing, but it's too soon to blame West Nile. It could be weather changes that affected the bats, Adams says. Last summer was a wet, cool season, out of sync with what Colorado residents, and bats, expect.

You can almost smell the coffee steaming in a Thermos as he says he needs to do more field research.

DAN ENGLAND IS A REPORTER FOR THE GREELEY TRIBUNE.



Rick Adams' "Bats of the Rocky Mountain West" won the 2003 Colorado Book Award.



Antrozous pallidus, pallid bat, in flight with katydid



Lasiurus borealis, hoary bat, roosting in tree

The problem, as you might expect, is that he can't stay awake for the evening newscast. And that's when the animal he loves most is awake. Bats are nocturnal. Adams is quite the opposite.

"When I start a field study, it usually takes me about three weeks to shift my clock," he says.

Staying awake is only part of the challenge of studying bats. The fact that their secrets are harder to crack than the "Da Vinci Code" is one of the many reasons Adams finds

ABOVE AND LEFT: MERLIN D. TUTTLE, BAT CONSERVATION INTERNATIONAL

BLUE CHIP RA

PRESIDENTIAL AWARD BOOSTS BUSINESS COLLEGE STOCK

When students of UNC's Monfort College of Business study continuous improvement principles, they don't have to look far to find a distinguished example. In November, the U.S. Department of Commerce named the college a 2004 Malcolm Baldrige National Quality Award winner, the nation's highest honor for quality and performance excellence.

MCB is one of four 2004 Baldrige winners. UNC is the second higher education institution ever to receive the award and the second organization in Colorado. MCB is the first business college to earn the award.

The Baldrige Award validates two decades of hard work and tough decisions, says UNC President Kay Norton. "It is a testament to the dedication and vision that began 20 years ago, when the college shifted its focus to excellence in undergraduate business programs."

College leaders and faculty realized in 1984 that resources were spread too thin to compete with top business programs. The college needed a niche. Then-college dean William Duff helped carve out that niche, phasing out graduate programs over six years and consolidating undergraduate programs into one degree with several emphasis areas.

A \$4.8 million renovation of Kepner Hall in 1986 focused on smaller classrooms, and the college decreased teaching loads to emphasize research, paving the way for accreditation. In 1992, UNC became Colorado's first public university to earn accreditation in Business Administration and Accounting from AACSB International: The Association to Advance Collegiate Schools of Business.

Robert Lynch became dean in 1994 with the goal of creating a

named business college. In 1999, a \$10.5 million gift from the Monfort Family Foundation created the Kenneth W. Monfort College of Business and the means to fund further improvements.

Expectations were high in 2002 when Joe Alexander became MCB dean and asked what the next stretch goal should be. Alexander says he kept hearing: "There's this thing called the Malcolm Baldrige National Quality Award, and no business program has earned it." After consulting with the University of Wisconsin-Stout, the only past higher education recipient, MCB decided to go for it.

"Even if we didn't win the award, we'd be a better, stronger place," Alexander says. Continuous improvement principles and many Baldrige criteria were already part of the college's operations. Alexander and others hoped feedback from the Baldrige process would take MCB to the next level.

Success came faster than many imagined. The college's second Baldrige application in two years earned a site visit and ultimately—after examiners' 1,000-plus hours of scrutiny—the award.

Since the Nov. 23 announcement of the award by President George W. Bush, MCB student applications have increased and so have calls from prospective employers. Alexander isn't surprised; he knows that unlike many college rankings, a Baldrige Award carries the weight of evidence.

Alexander has also become accustomed to requests for advice on applying for the Baldrige Award, and of course, the irresistible question: What's next? "Even though we won, we have 41 opportunities for improvement," he says, citing the evaluation team's response to MCB's winning application.



BUILDING A HISTORY OF EXCELLENCE

1984	1990	1992	1994	1995
College makes strategic decision to focus on undergraduate education, phasing out MBA and doctoral programs	Monfort Executive Professor Program is established with \$1 million gift	UNC is first Colorado public university to earn accreditation in both Business Administration and Accounting from AACSB International: The Association to Advance Collegiate Schools of Business	Business college is named example of "Best Practices in Technology" by UCLA Report-Business School Computing Usage	Denver Post calls the college possibly the "best bargain in undergraduate business education anywhere in America right now..."  Colorado Business Magazine names college "Best Undergraduate Business Program in Colorado"

TING

BY NATE HAAS AND GLORIA REYNOLDS

PHOTOS BY KEVIN MOLONEY

The Malcolm Baldrige National Quality Award

Considered America's highest honor for performance excellence, the Baldrige Award is presented annually by the U.S. president. Congress established the award in 1987 to make U.S. businesses more competitive.

Malcolm Baldrige, a vocal proponent of quality management, helped draft an early version of the award, which was named for him posthumously. Baldrige was U.S. secretary of commerce from 1981 until his 1987 death in a rodeo accident.

The award recognizes achievements in quality and performance—not specific products or services. Manufacturers, service companies, small businesses, educational institutions and health care organizations that apply are judged in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis and knowledge management; human resource focus; process management and results.

Past winners include names such as Boeing, Motorola, AT&T, Cadillac, Xerox, 3M, Federal Express and Merrill Lynch. Including the Monfort College of Business, there are two Colorado winners and two higher education winners. Englewood-based Operations Management International won the award in 2000, and the University of Wisconsin-Stout won in 2001.



1998

College first appears in New York Times in an article about the Student and Foundation Fund

1999

Monfort Family Foundation makes \$10.5 million commitment to college, and it is named the Kenneth W. Monfort College of Business

AACSB re-accreditation in Business Administration and Accounting make MCB one of five undergraduate-only programs in United States to hold both accreditations

2000

MCB is Colorado's only business program to earn Colorado Commission on Higher Education "Program of Excellence" award

2004

MCB seniors exceed 90th percentile in the United States on Educational Testing Service (ETS) Major Field Test in Business

Colorado Performance Excellence recognizes MCB with Timberline Award

MCB is nation's first business college to earn Malcolm Baldrige National Quality Award



Strength Behind the Award

In 1984, the Monfort College of Business chose to focus its energy exclusively on becoming Colorado's best undergraduate business program. Two long-term strategies have since guided the college. First, programs offer small classes, a faculty of highly qualified and seasoned business professionals and a broad array of business technologies. Second, the college aims for value, with high quality, low-cost programs. Even with the college's singular focus, students and faculty help shape its identity. Those who are part of the award-winning college value its variety of strengths—from professional guidance, to the latest technology, to real-world experience.

PROFESSIONAL GUIDANCE

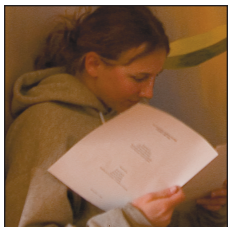
As a FedEx courier, Matt Swaffer went from delivering packages to MCB professors to having MCB professors deliver his education.

Swaffer took an alternate route to the business program. The 33-year-old senior has worked 14 years for FedEx Corporation, where in addition to his regular job duties, he helped create a computer database for tracking deliveries. At the behest of one of his managers and because of his lifelong



love affair with computers, Swaffer returned to school to pursue a degree in Computer Information Systems. He chose MCB, in part, because of its reputation.

"I think the professors here are unusually interested in making sure that all the students learn the material," Swaffer says. "The best part about it is they're all interested in not just getting the material to us, but making sure we understand it and being willing to interact with us."



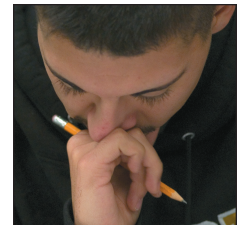
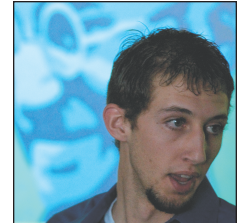
Business faculty also provide a support network for Swaffer. The married father of four children works 3 a.m.-noon at FedEx before attending classes in the afternoon. He says his professors accommodate him when conflicts arise and take time after class to discuss business topics—even those not related to the lecture.

Swaffer says he believes faculty have prepared him for a job in information technol-



ogy after he graduates in May. His near-perfect score on the Educational Testing Service standardized business exam is a measurable benchmark, not only for his academic performance but also the college's quality.

"I feel like that validated to me that I got a really good education," he says. "That put me on a national scale and ranked me with everyone else."



TECHNOLOGY HUB

Zach Stratton (BS-04) immersed himself in the college's array of state-of-the-art technological equipment. In doing so, the 22-year-old graduate says he made himself more attractive in the job market.

Stratton, who double majored in Finance and Economics, was asked in a job interview about his knowledge of the Bloomberg terminal, a computer system that organizes stock information to assist in business research. He was introduced to the application at the business college. Stratton says the opportunity to use such equipment is giving him an advantage in corporate America.

"Tools that you'll probably use in the real world were available to use in the school," says Stratton, who was a member of Omicron Delta Epsilon, an international honor society for Economics students. "That shows potential employers that you know how to use this stuff and the less time they'll have to spend on training."

Stratton also took advantage of wired classrooms, which



Assistant Professor of Marketing Janice Payan passes class material to a Marketing student.

enabled his study groups to prepare and make presentations by beaming computer images to monitors in the rooms.

"They do a good job of keeping up with some of the newer technology," he says. "The technology is the big thing about the school."

SINGULAR VISION

Professor of Management Sharon Clinebell helped usher in a new era in the business college's history. She joined UNC's faculty shortly after the college shifted to an undergraduate-only program. The transition was made with a shared goal of providing top-notch education to a new student demographic.

"It goes back to that common vision," she says. "We're all looking at being the best undergraduate institution in the state."

That mission relates directly to students' needs, Clinebell says. The college provides them with the tools they need for the workforce. It's the combination of a solid academic foundation and real-world experience that helps give students a well-rounded education.

"We're very student-focused. Almost every decision we make, we ask ourselves, 'How will this affect students? Will this help them?'" Clinebell says.

The small-business counseling class in the Management department is an example of the college's hands-on undergraduate approach. The course not only preaches the-

ory but also applies it. Students take what they learn in the classroom and work with small businesses as consultants.

"The idea is that we think they can do anything MBA students can do," Clinebell says. "What makes us unique is that we're an undergraduate-only program, and we don't let that stand in our way."

REAL-WORLD EXPERIENCE

A group of 12 students in the Monfort College of Business manages a portfolio in excess of \$1 million for the UNC Foundation. What's more, the seniors in the Student and Foundation Fund (SAFF) class research stocks and bonds and choose which investments to make on their own.

"They've outperformed professional money managers for the last 12 years," says the course's instructor, Lee Korins, a Monfort Executive Professor of Finance. The students have also outdone their peers at other business schools, taking first place in a national competition for college portfolio managers last April.

Korins says graduates who take the SAFF class consistently find jobs with mutual fund companies—a testament to the



Students in one of Kepner Hall's electronically enhanced "smart classrooms" complete a course survey at the end of the semester.

class's effectiveness. The college's other real-world opportunities, such as those offered by the Institute for Entrepreneurship and the Center for Nonprofit Management Education, have similar results.

"A plus for the university and for the Monfort College of Business has been the hiring of those with real-world experience to be executive professors," says Korins, who is past president of the Security Traders Association and past chairman and CEO of the Pacific and Philadelphia Stock exchanges. "It's good for students to meet people like ourselves. We may not be tenured professors in the sense of academic degrees, but we have a lot of real-world experience to share."

COMPETITIVE EDGE

The business climate is a competitive one. MCB accounting students who participate in the Deloitte Tax Case Study learn how to handle themselves in high-pressure situations, how to work on a team and how to rise above the challenge during regional and national competitions against peers from top-tier business schools, says faculty adviser Terri Gutierrez.


A team of four students took first place at the Deloitte's regional competition last fall and finished in the top six at the national level. The team was given tax problems and charged with the responsibility of finding the best solutions.

"The fact that our students can compete with those students attests to the fact that we have a quality program," she says.

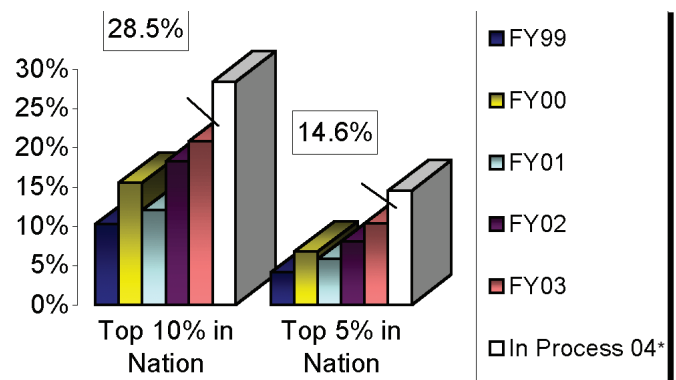
Since 1998, Gutierrez has helped prepare UNC students for the contests. Students who participate are offered a chance to further their education on a full-tuition scholarship to the

University of Denver's graduate tax program.

"It opens up further opportunities for them in addition to bringing recognition to the school," Gutierrez says. "One of the pillars is that we provide a lot of bang for the buck like a private education at a public education price."

"We're always trying to provide opportunities for students, and this certainly does that." 

MCB STUDENTS IN TOP EDUCATIONAL TESTING SERVICE (ETS) PERCENTILES



*Summer and Fall 2004 only

MCB GRADUATES AT WORK

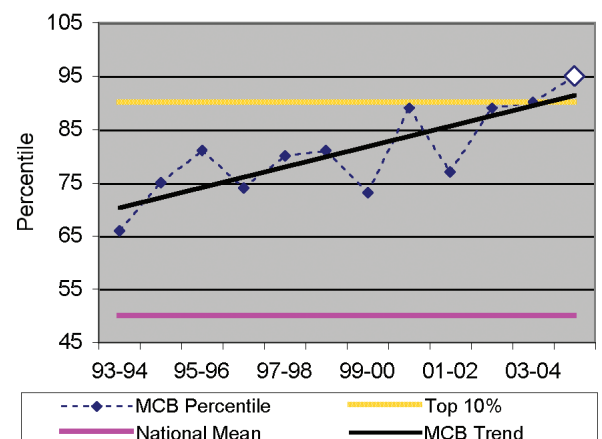
Measure	2000-01	2001-02	2002-03
Employed or in grad school	96.5%	96.1%	98.3%
Not employed, seeking a job	3.5%	3.9%	1.7%
Unemployment rate in Colorado	3.3%	5.7%	6.1%

ETS AREA PERFORMANCE (PERCENTILE)

Area	99-00	00-01	01-02	02-03	03-04	Fall 04	Change
Accounting	68	83	70	85	95	95	+27
Finance	78	86	74	88	90	90	+22
Management	81	91	78	80	85	90	+9
Marketing	87	97	97	88	90	95	+8
QBA*	78	89	80	90	90	90	+12
International	48	56	65	79	80	90	+42
Legal/Social	69	57	58	76	85	95	+26
Economics	41	65	56	79	80	85	+44
MCB	73	89	77	89	90	95	+22
United States	50	50	50	50	50	50	—

*Quantitative Business Analysis and Information Systems

MCB ETS PERFORMANCE OVER 10 YEARS



German Manuscript Goes Home

UNC returns 375-year-old book donated to Archives

By Janet Waters

Lt. Floyd D. Wentz earned an unusual distinction as a World War II artilleryman—a distinction for which there are no medals or recognition from military officialdom. Wentz saved a historic German manuscript from the flames.

Wentz, whose only war medal was for “good conduct,” entered combat service in France in early 1945 with the 71st Infantry Division. The 71st penetrated farther east in the European Theater of Operations than any other U.S. combat unit. It met fierce

service ended, brought it home to Fort Morgan, Colo.

Wentz returned to civilian life as an agriculturalist for the Union Pacific Railroad. Over the years, his wife took care of the manuscript. In 1974, she persuaded her husband to donate it to the UNC Archives, where it was preserved and exhibited for the next 30 years.

“Neue Statuten den Stadt Themar,” written in 1629, is a 56-page book of municipal regulations. The ordinances, privileges and freedoms described on its pages were granted to the residents of the town of Themar 100 years earlier by its county sovereigns, the Earls of Henneberg. Some of the regulations would be familiar to modern city councils. They dealt with permission to brew and sell beer, gambling in pubs, noise on the streets and carrying weapons. Weld County residents could also identify with the regulation of “water trenches” around the town. More antiquated are the laws dealing with the kinds of

the European conflagration known as the Thirty Years War. The town grew and prospered in the following centuries until World War II reduced it to rubble again. Themar ended up on East Germany’s westernmost edge in the post-war division of the country.

Although the UNC Archives took pride in having such a venerable manuscript in its collection, it was more a curiosity than a useful source for local researchers. Archival staff determined that it should be returned to a German institution, where its historical significance would be better appreciated.

In 2004 the UNC Archives established contact with Johannes Mötsch, director of Thüringisches Staatsarchiv Meiningen, Themar’s official public records repository. Mötsch told UNC archivists that it would be a “great gain” to have the manuscript in their collection since it was “an important source of local history.” After appearing in one final exhibition in the UNC Libraries, the manuscript was insured for \$5,000, the estimated amount it would bring at auction, then shipped to Mötsch. The manu-



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resistance. Tank fire bombardment and house-to-house battles preceded American occupation. When the fighting was over in the small central German town of Themar, the burning public library offered a warm refuge, so some American soldiers took up shelter and stoked the fire with library books. The 32-year-old Wentz saw an old manuscript and realized it was no ordinary book. He put it in his pack and, after his

fats that could be used for lighting, procedures for maintaining the town walls, punishments for garden thieves and restrictions on keeping pigeon houses.

Themar, a town of 3,000 people today, has a recorded history back to 796. It was a small market town with thriving craft guilds by the 1300s. During the period when the manuscript was written, Themar was recovering from near destruction in

script arrived in good condition, “to our great joy,” Mötsch says.

When asked what her husband, now deceased, would say about the return of the manuscript to Germany, the 90-year old Mrs. Wentz says, “He would think that was fine.”

JANET WATERS IS HEAD OF ARCHIVAL SERVICES AND ASSISTANT PROFESSOR FOR UNIVERSITY LIBRARIES AT UNC.