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Leadership

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UCCS leading push toward collaborative community

When I addressed a joint meeting of the Colorado Springs Regional Economic Development Corp. and the Greater Colorado Springs Chamber of Commerce, I told them there was an elephant in the room.

That elephant is that while we respect each other and have cordial exchanges, we do not collaborate and cooperate the way that we must if we are to achieve regional success during the 21st century.

I cited Omaha and San Diego as examples of communities where business, education and government leaders joined forces to create not only outstanding educational institutions but communities that attract industries and create jobs.



Pam
SHOCKLEY-ZALABAK

competitiveness.

Clearly, the university will not act alone. We have a goal of establishing 100 new partnerships during the next few years, as well as ambitious plans to increase enrollment to 10,000-12,000 students, increasing sponsored research to \$50 million annually and creating two new companies every year.

An example of partnership is the Southern Colorado Innovation Collaboratory. The collaboratory combines the expertise and resources of UCCS and nine colleges and universities in the region to create a multi-disciplinary approach to innovation designed to spur economic development for all of Colorado and the surrounding region.

We have a goal of establishing 100 new partnerships during the next few years, as well as ambitious plans to increase enrollment to 10,000-12,000 students, increasing sponsored research to \$50 million annually and creating two new companies every year.

I challenged the more than 300 community leaders to join me, reminding them that it's not possible to recover yesterday's lost opportunities, but that tomorrow is truly ours to win — or lose.

This is the philosophy that we, as a community, must adopt. It is the driving force behind the Southern Colorado Innovation Strategy, launched at that joint meeting and continuing today as the University of Colorado at Colorado Springs seeks to bind together the forces of our region to make it more competitive.

More than 300 community leaders attended that initial meeting and more than 100 were at a workshop at the Palisades at Broadmoor Bluffs to brainstorm how UCCS could achieve its goals while benefiting our community, region and state.

We generated ideas about new programs at the university, how ideas at the university can be transferred to business, and new partnerships with the university and the community to achieve goals of creating jobs.

These components are pieces of an overall goal to improve regional

The schools include Pikes Peak Community College, Colorado State University-Pueblo, Western State College, Fort Lewis College, Otero Junior College, Adams State College, Trinidad State Junior College, Lamar Community College and Pueblo Community College.

Additional colleges and universities will be joining the collaboratory.

Initial projects include a federal grant to help assure college access to students in southern Colorado and development of cooperative academic programs, with possible support from federal stimulus funds.

By collaborating, UCCS will expand its expertise in innovation, K-12 education, aerospace, health care, aging, homeland security and biotechnology.

We hope to report about our progress every January, focusing the university and the community on what we can accomplish when we work together.

Pam Shockley-Zalabak is chancellor of the University of Colorado at Colorado Springs. She can be reached at 255-3436 or pshokle@uccs.edu.

Why it's important for the average person to have a voice in building a dream

Given the chance, people of all shapes, colors and sizes will discover they share a common vision. They want to live in places that allow them to support their families, live safely and pursue at least a few of their dreams.

In Chattanooga, Tenn., residents had a vision of a city no longer choked by noxious fumes — a city that would attract visitors to art galleries, ball fields and, someday, an aquarium.

In Decatur, Ga., residents, meeting in small groups, created a vision for their community that included a clear understanding of what they wanted to be as well as the ongoing involvement of its residents in decision making.

In both cases, political leaders, civic leaders and ordinary residents discovered that a vision is the North Star that allows the captain to steer the ship in the right direction, even if there is wandering along the way.

But turning community dreams into reality takes more than a vision. Residents must have a role in shaping a vision and carrying it out.

Across the country, shelves, cabinets and computer hard drives are filled with plans, lending credence to Winston Churchill's famous quote: "Plans are of little importance, but planning is everything." He knew that the most thorough battle plans were outdated the moment the battle began; I suspect that he knew that it was the constant engagement of people working together to solve ever-changing problems that led to victory.

So, why is resident involvement so important?

In Maine, city officials in a coastal township were frustrated. Through the years, they had held planning sessions about community improvements, but when the votes were cast for issuing bonds to pay for the changes, the referenda failed.

They had plans — lots of them — but they hadn't involved everyday people in the planning, so there was no ongoing support from residents to make sacrifices for change.

Matt Leighninger, one of America's most informed writers about engaging residents in community visions and problem solving, wrote, "All kinds of leaders, from elected officials to neighborhood activists, are turning to new governance approaches because they realize how badly they need active, productive citizens."

The communities most likely to turn to



John
ABERCROMBIE

visioning and the involvement of residents in decision making are those facing rapid growth. Some are places where people see the community they care about changing in ways that they don't like; others are stalemated and cannot seem to move forward.

Otis White, who has studied visioning across the country, knows how important residents are to getting things done. "Remember

the old commercial, pay me now or pay me later. This is how public engagement works: involve the citizens up front and take more time, or take a short cut and try to sell it to a skeptical public later. It is just better to have public involvement up front."

The power of a vision is that it can create the magnet that pulls a community forward through the years. It generates and collects energy from ordinary residents, supporters of the arts in the community, library patrons, business people and teachers. It convinces senior citizens to lend their support to make sure values and important parts of their histories are not lost.

Visioning requires a partnership, which often looks like a skillful dance. Elected officials work to build consensus, residents create the images of the future that are important to them and planners use their expertise to determine how to reach the vision that drives the community forward.

Everyday Democracy has supported the Dream City process because we have seen the power of diverse groups of people across the country to build energy for important community changes and improvements. We have learned that people will sacrifice their time to solve community problems and to create better futures.

We also have learned that residents will support solutions that might not serve their own needs directly as long as they have had an opportunity to have their say.

People will give their all to preserve the soul of the place where they live. Residents of Colorado Springs will look out their windows at Pikes Peak and resolve to ensure that its stunning beauty is not destroyed.

Given the chance, they will find the energy to preserve healthy values, while creating a region for future generations.

Jon Abercrombie is a senior associate with Everyday Democracy and lives in Decatur, Ga. He can be reached at abie@commonfocus.org

SDS an example of regional leadership, collaboration

Water has special significance to our city, as it does for all cities in this region.

When our community's founder and first leader, Gen. William Jackson Palmer, originally set foot on this soil during 1871, he found beauty and majesty in Pikes Peak and the towering rock formations, but he also saw a treeless, arid plateau, with no large body of water nearby.

The fact that Colorado Springs would become a thriving city decades later is a testimony to the leadership, vision and hard work of Palmer and those who brought a reliable and high quality water supply to our community.

During 1873, Palmer and our city's founders developed a complex 11.5-mile irrigation ditch to bring water from Fountain Creek. This short-lived, but ingenious delivery system was one of the first of many projects which represent the innovative spirit of water development in Colorado Springs.

By the late 1800s, the founding fathers of Colorado Springs Utilities' water system began bringing water from Pikes Peak to

the city by way of a series of dams, reservoirs, tunnels and pipelines. This unique knowledge would be invaluable to future water development, starting with the city's first transmountain water delivery project in the 1950s — the Blue River System — and later the Homestake System that was instrumental in bringing the Air Force Academy to Colorado Springs and enabling our community to transition from a small tourist town to the second largest city in the state.

Our legacy of overcoming challenges on behalf of our community is carrying us through today with the Southern Delivery System — our latest plan to bring more of our water to the Pikes Peak region in an environmentally and economically responsible way.

During the past few months, we have reached many truly historic milestones for SDS.

In March, we received federal approval of our preferred alternative — a pipeline



Jerry F O R T E

from Pueblo Reservoir — concluding a nearly six-year environmental review and public process. In addition, we received permit approvals to construct our preferred alternative through Pueblo County and for our alternate plan in Fremont County.

Project staff is now refining plans to determine the best timing for construction to begin.

I want to emphasize that we didn't get this far on our own.

These accomplishments — that seemed beyond our reach just a year ago — took the courage and vision of many to achieve, including the steadfast leadership of our elected officials and support from the business community.

It also took an adaptive and regional approach. I believe that a critical aspect of true leadership is listening and recognizing when a change is needed. With SDS, it was important that we be willing to find win-win solutions with our neighbors to ensure that our need for the project did

not burden other communities.

Times have changed. Partnerships and collaboration are the way of the future to ensure we can serve our individual communities' interests and leverage our strength as a regional economy.

The agreements and partnerships we have forged with our neighbors go far beyond construction of SDS. I believe when the history is written for this period of time, SDS will be seen as an important catalyst — bringing our communities together to look beyond the past to see the possibilities that lie ahead to serve the greater good of the entire region.

The leadership demonstrated by many in support of SDS will ultimately shape the future of our community by ensuring we can continue providing a reliable water supply to customers for decades to come — a legacy our founders would surely be proud of.

I invite you to continue tracking our progress on SDS at www.sdswater.org.

Jerry Forte is CEO of Colorado Springs Utilities. He can be reached at 668-8009 or jforte@csu.org

Women's program about more than learning leadership skills

On June 10, 22 women ages 21 to 52 graduated from the Leadership Pikes Peak's Women's Community Leadership Initiative program.

Aimed to teach professional and leadership skills to women interested in being leaders in their community and jobs, this semester-long program offers the opportunity to learn and practice life skills that extend much farther than just the work force and into their personal lives.

Leadership Pikes Peak, a Colorado Springs based nonprofit organization founded during 1976, is unique in offering the Women's Community Leadership Initiative program free of all expenses. This allows the program to target a particular type of student, low-income women, devoid of any financial inconvenience. LPP recognizes low-income women as an important, influential group in the Colorado Springs community that often gets overlooked as leaders. LPP seeks to give attention and coach these women, as WCLI is often their first opportunity to develop and exercise their leadership abilities.

The course meets every other Wednesday evening from January through June. In order to fulfill LPP's mission to enlighten students about the Colorado Springs community, the Women's Community Leadership Initiative convenes at a different location for every session. This exposes the women to various businesses, organizations and resources they might not have known about prior to the course. Each session starts at 5:30 with a catered dinner and background information about the location, whether it is the Colorado Springs Pioneers Museum or the Pikes Peak Workforce Center.



Chelsea S C H M I D T

Each session has a particular focus, such as public safety and volunteering or local government and public speaking, with the goal to address a current issue and a facet of personal development.

Community leaders will speak to the group about their experiences pursuing their passions. During the session entitled "Local Economy and Networking," one University of Colorado at Colorado Springs professor, a local entrepreneur, a business librarian and a chamber of commerce board member all shared motivational stories about success and resources that helped them to achieve their current positions.

Preparation for the WCLI program begins during the fall with recruiting students and designing the class curriculum. Most of LPP's advertising is done by word of mouth from former students to their friends and family.

Jackie Hasty and Susan Saksas of Leadership Pikes Peak coordinate the program with the help of a group of women volunteers. The steering committee consists of women leaders and WCLI graduates who have continued to stay involved with the program.

Committee members provide students with examples of accomplished women who give back to other women and the community. The committee meets bi-monthly to design and evaluate the program.

The WCLI women's commitment to improvement extends beyond attending sessions. Students collaborate with two local nonprofits to accomplish a project during their semester in the program. This year, the group elected to work with the Women's Resource Agency and Special Olympics.

The women connect with the organizations, propose their projects and execute all stages of development on their own time outside class. Within this teambuilding format, the women are exposed and connected to other influential organizations within the community where

they can continue to volunteer after the semester ends.

The group collaborating with the Women's Resource Agency worked on an advocacy campaign that will allow women to attend events such as parent-teacher conferences without fear of losing their jobs.

Stephanie Furniss, a Leadership Pikes Peak intern, said, "I'm so impressed how such a small group of dedicated women has already done so much with their proposal and gotten it so far. It's really inspiring."

More than just a notable résumé builder, the program offers women a supportive network of classmates that eventually turn into friends. Unfailingly, sessions always include a time to share personal updates and news such as job promotions and important events to attend.

It's clear in evaluations from each night's session that the women see the course as life changing, and much more than professional training.

Current steering committee member and 2007 graduate Cassie Jones got involved with WCLI after two bouts with cancer.

"I felt that WCLI was a good re-entry into the mainstream for me, and allowed me to wade back into leadership and community projects," she said. "I was right, and now my life is on an even better track thanks to Leadership Pikes Peak."

Jones' 2007 WCLI class, like most graduates from all of LPP's classes, continues to e-mail and offer each other advice and support.

If you would like to become involved with any of Leadership Pikes Peak's programs or make a donation to support the Women's Community Leadership Initiative, contact Susan Saksas at susan@leadershippikespeak.org or visit www.leadershippikespeak.org.

Chelsea Schmidt is completing her junior year at Colorado College. She participated in WCLI as part of C.C.'s Feminist and Gender Studies curriculum.

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T W E N T Y Y E A R S
1989 - 2009

No lack of reading material about how to institute change

The trendy 1998 book by Spencer Johnson turned the expression, “Who moved my cheese?” into an office commonplace for frustration about change.

“Keep the Change,” said an anti-Obama bumper sticker seen around town last fall. Irrespective of politics, human resistance to change is natural, maybe even inevitable.

As leaders continue to grapple with the difficulty of making positive changes, the books and techniques keep coming.

“Change the Way You Lead Change: Leadership Strategies that Really Work,” by David M. Herold and Donald B. Fedor, focuses on why many changes, and change leaders, fail.

“Changes that don’t make sense, suffer from lack of leadership, or push people beyond their capabilities will not succeed no matter what methods are used to implement them,” they wrote.

Herold and Fedor analyzed 300 change situations, primarily at the CEO level within large corporations and government organizations. The model they created looks like something off a bad PowerPoint chart, with input/output boxes for the who, what, how and context (environment) aspects of change, plus the mandatory feedback loops.

More instructive are brief case studies that visit all the reasons people, organizations and business environments resist or sabotage change initiatives. Examples such as Carly Fiorina’s brief tenure at Hewlett-Packard and Robert Nardelli’s at Home Depot illustrate that even when the majority in an organization sees the need to change, resistance can be enormous.

They conclude that, “Smart change leadership is about recognizing, diagnosing, tailoring, balancing and otherwise adapting one’s hoped-for outcomes and implementation strategies to the realities of the situation.”

To do this, you must consider everything about an organization, its people, and its environment before you start making changes, walking methodically through the chapters and stories to help highlight similar issues in your own organization.

Particularly insightful is their discussion about the power of organizational cultures and the toll that change takes on organizations and individuals.

They offer valuable advice that is seldom if ever encountered in a book about leading change: Sometimes the only change that is possible is change that happens very slowly, affecting only a few things at a time.

Sometimes the optimum solution from a business standpoint is impossible from a human standpoint, so taking the next best solution that people will embrace might be the best option.

If the analytical, methodical style of these professorial types doesn’t speak to you, a more visceral and emotional approach might appeal.

“The Heart of Change: Real-Life Stories of How People Change Their Organizations,” by John P. Kotter and Dan S. Cohen, approaches change leadership from the premise that emotions drive behavior.

Case studies, written by members of the subject organizations, illustrate the principles of their eight-step change process. The heart of their model, the process “see, feel, change,” is the key to overcoming resistance to change.

“People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings,” they wrote.



Sue
ROSS

The authors contend that change leaders must show, in a visual and powerful way, why change is needed.

For example, the CEO of a company that had a decentralized and inefficient buying process called the regional managers together and displayed 424 different kinds of gloves they were buying on the boardroom table. The argument is that seeing the gloves (versus a report or spreadsheet or slide about the issue) drives an emotional reaction that in turn creates a burning desire for change.

Kotter and Cohen repeatedly emphasize the need for creating a sense of urgency in making change, showing the value of communication, empowerment and visible short-term successes to sustain that urgency.

In “Change the Way you Lead Change,” Herold and Fedor repeatedly discuss the perils of bringing in outsiders to implement change because they don’t understand the culture or have the trusted relationships required.

Kotter and Cohen, on the other hand, see change at the top as often essential.

Any change must speak to the “hearts” rather than minds of employees. “The emotions that undermine change include anger, false pride, pessimism, arrogance, cynicism, panic, exhaustion, insecurity and anxiety,” they wrote. “The facilitating emotions include faith trust optimism, urgency, reality-based pride, passion, excitement, hope and enthusiasm.”

Because leaders understand and inspire people, an understanding of the power of these emotions can help.

Kotter and Cohen discount the power of analysis and reason, assuming the way to everyone’s heart is through these emotions. Perhaps that assumption is more valid for some personality types than others.

Although they acknowledge Kotter’s influence, in “Change at the Core: Unleash Your Team’s Energy to Drive Results,” Woodland Park resident Wendy Mack and Myron Radio contend that change leaders must adapt leadership and communication techniques to various personality types.

Based on the popular DISC personality assessment, Mack and Radio provide a number of worksheets for adapting change strategies to the four different types they call driving, steady, influencing and careful.

Each personality responds to different types of information, deals with change differently, and brings different assets and liabilities to any team they are on. Mack and Radio take Kotter’s ideas and expand them into strategies that reach all personality types.

For Mack and Radio, leading change is all about energy. Leaders must understand where their followers get their personal energy.

“Effective leaders recognize that being an energizer is not about ‘projecting’ energy as much as it is about uncovering and unleashing energy to achieve a specific result,” they wrote.

Leaders must constantly take action to keep that energy high — momentum and urgency are keys. Energy is also required —

time and resources to administer the DISC program — for leaders at every level to have an intimate knowledge of their team’s personality styles.

In addition to short exercises where readers can outline their own change scenarios, Mack and Radio have a number of case studies to highlight their approach. In many of them, Mack or Radio were involved in the situations as consultants and trainers, making their insights more personal and compelling.

Unlike “Change the Way you Lead Change,” Mack and Radio do not examine how leaders decide “what” to change. The focus is entirely on overcoming resistance to change, and using each person’s energy

to facilitate change.

And while the first two books focus more on the CEO-level perspective, Mack and Radio emphasize personal relationships as integral to change leadership.

All three books are worth the read if you have some change issues in front of you. The integral theme is that change efforts are just that — efforts.

Effective change cannot happen easily or in a hurry, be launched and forgotten, or neglect a hundred small but important details.

It’s a lot of work to move the cheese.

Sue Ross is the owner of Sierra Consulting. She can be reached at sueross@sierraconsulting.org.



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Here come the job creators: Courageous entrepreneurs are our best hope

If you want to complain about the recession, don't talk to true entrepreneurs. They don't have time to waste on belly-aching. They are too busy leading us out of the downturn.

I'm blessed to get to spend most of my days working in the midst of economic heroes — those truly courageous entrepreneurs who take incredible personal risk to create the products, services and new businesses that drive our economy.

While most of the world's media, politicians and big-brain economists are focused on the doom and gloom macroeconomic statistics, a quiet but powerful ball of energy is building. As has been the case since the beginning of the industrial revolution, entrepreneurs are the force that will propel the next wave of prosperity.

According to the Kauffman Foundation, arguably the most influential organization in the world when it comes to understanding entrepreneurship, businesses less than five years old accounted for all net job growth in the United States from 1980-2005. In other words, for every job created by a larger, more established firm, another large firm eliminated a job.

What do 3M, McDonald's, Microsoft, Disney, IBM and Merck all have in common? They were all started during recessions, de-

pressions or bear markets.

Surprised? You shouldn't be.

When big companies get conservative during rough times (as they always do), entrepreneurs pounce on the opportunity.

Joseph Schumpeter, now famous for his economic theories but little known during the 1970s when he was beating the drum, described this phenomenon as "creative destruction." In essence, the major source of long-term prosperity is derived from economic Darwinism as the nimble and quick displace the old and slow.

So what does this all mean for Colorado Springs?

The good news is that we have no shortage of innovative entrepreneurs.

Take David Neumann at Neumann Systems Group as an example. The super-creative team he's assembled through the years, which has worked on projects as diverse as advanced lasers and government accounting software, has developed what could be a great solution to the energy problem.

Their early-stage technology, being developed under a partnership with the Colorado Springs Utilities, can filter virtually all pollutants from coal-powered plants at a



**Duncan
STEWART**

fraction of the cost of competitive products.

The United States has more than 250 billion tons of recoverable coal reserves, the equivalent of 800 billion barrels of oil, more than three times Saudi Arabia's proven oil reserves.

Big Oil beware.

Technologies like Neumann's, along with all the other renewable energy advances being developed by small startups (many of which are located in Colorado), represent a real threat to the oil industry. And I assure you that whatever jobs are lost in that industry will be more than made up by newer, higher-paying jobs.

Kudos to the city and Colorado Springs Utilities for recognizing and supporting this opportunity.

Research emerging from universities often play a pivotal role in high-growth, technology-based economic development. I'm very encouraged by what I'm seeing at the University of Colorado at Colorado Springs and the Air Force Academy.

Their work on ionic liquids, next-generation sensors, cyber security and bioscience technologies will no doubt find its way into the hands of local entrepreneurs who will

apply their magic pixie dust and catapult local economic development.

The Southern Colorado Innovation Strategy initiative, being led by UCCS Chancellor Pam Schockley-Zalabak, could very well be the catalyst needed to foster greater collaboration in our region.

Jan Horsfall, a Colorado Springs entrepreneur and one of the original folks at Lycos (the fastest IPO in NASDAQ history), likes to talk about the different mindsets of settlers and pioneers.

Most people in the world are settlers. We don't venture too far from home and we think we've "made it" when we can retire comfortably near a lake or a golf course.

Pioneers, on the other hand, are always looking for the next adventure. They are never satisfied with past achievements or the status quo.

I know the pioneer spirit is alive and well in Colorado Springs entrepreneurs because I see it every day. I sleep well at night knowing that our best days are ahead of us because of it.

Duncan Stewart is the president and CEO of the Colorado Springs Technology Incubator, a nonprofit organization that provides resources and advice to first-time founders of high-tech companies. He can be reached at 650-4103

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MYLI program nurtures community's future minority leaders

By Casey Shea

El Pomar Foundation Fellow

Mark Jones' breakthrough moment came when he realized being a good leader is not good enough. For Sophia Phifer, the lightbulb came on when she figured out that she can listen even better than she can speak. And for Meha Semwal, the takeaway was very simple: Everyone has a voice.

All three high school students participated in the Multicultural Youth Leadership Initiative for 2008-09. MYLI is the culmination of an effort spearheaded by members of El Pomar Foundation's Emerging Leaders Development program, which helps leaders of color increase their levels of civic engagement in the community at large.

During 2005 and 2006, the Emerging Leaders program and the Urban League of the Pikes Peak Region anonymously surveyed 2,356 Colorado Springs high school students of diverse backgrounds and gathered cross-cultural focus groups to understand what challenges to success they face.

The students identified favoritism, racism, drugs / substance / alcohol abuse, family responsibility outside school, and low self-esteem as the top factors influencing their ability to do well in school. These findings were a follow-up to a 2004 survey of 400 ethnic minorities in the El Paso County work force who identified public education and the low high school graduation rate as the top areas of concern.

MYLI was created to address these concerns and foster leadership at the high school level that will propel ethnically diverse students to graduate and excel.

For the just completed school year, MYLI hosted four half-day sessions that brought together more than 100 ethnically diverse students from across the Pikes Peak region. The sessions addressed leadership development, life skills, and culturally responsive teaching and learning. Each session featured a keynote speaker, small group breakout sessions facilitated by community members, a youth-serving community organization fair and a large group cultural activity. A key to the success of the program was giving ethnically



Students in the MYLI program participate in a group exercise at Penrose House.

diverse students the opportunity to learn from ethnically diverse leaders and their peers. Speakers included: Dr. Luis Velez, vice president of Education at Colorado Technical University; Don Coyhis, president of White Bison; La Vonne Neal, dean of the College of Education at University of Colorado-Colorado Springs; Regina Lewis, assistant dean of the Division of Communications, Humanities and Technical Studies, and a faculty member in the Speech Department at Pikes Peak Community College; and Mike Miles, superintendent of Harrison School District 2.

To understand the impact of the program, listen to the voices of its participants. Candid dialogue among students of different backgrounds from high schools around Colorado Springs is central to the MYLI experience.

"MYLI opened my eyes to what other students are going through," said Phifer, who recently graduated from Palmer High School. "I have gained leadership skills and have learned how to communicate better... It has helped me see that most people just need an ear to understand what they are going through."

Jones, who recently completed his junior year at Doherty High School, hopes to be a pediatrician one day. Thanks to MYLI, he will be better prepared when that moment comes.

"MYLI has really helped me out," Jones said. "It has showed me how to be more patient. I am very impatient."

Semwal, a rising senior at Cheyenne Mountain High School, was driven to act by the inspirational speakers. She wrote a story in her school paper about the morality of the school's mascot. "It is because of

the (speakers) that people start to say the things that have been on their minds."

With strong support from the community, MYLI will continue next fall with a new focus area. Colorado Springs-area college campuses will host sessions with a science, technology, engineering and math theme. MYLI 2009-2010 is titled "Planting the Seeds of Success" and will address a range of topics including goal-setting, building a healthy balance, overcoming obstacles and striving beyond success.

Each college or university partner will design a program relating to STEM and have an admissions representative present to speak with high school administrators and counselors, and prospective students.

Casey Shea is an El Pomar Foundation fellow and can be reached at cshea@el-pomar.org

Perhaps it's worth considering a new concept of change leadership

During difficult economic times, business and nonprofit leaders tend to veer away from fundamental organizational changes as long as they can.

Downsizing, consolidating and outsourcing, as hard as these choices are, address the structure, finances and systems of the company. But they stop far short of tackling the beating heart of most businesses: the leadership culture.

In their new book, "Transforming Your Leadership Culture," Center for Creative Leadership faculty members John B. McGuire and Gary B. Rhodes outline a new approach to change leadership — one they say can make or break a business.

The book addresses senior management culture as the hidden dimension of change.

"This book is unique," McGuire said. "It introduces a whole new concept of change leadership. There are hundreds of books

on change management — changing systems and structures — but very little research and literature written on the science and art of change leadership."

McGuire, senior faculty member at CCL's Colorado Springs campus, said that "when companies take on enterprise-wide change efforts, almost 75 percent of these programs fail."

The problem, he said, is that "change management is dealing almost completely in external factors and so little time is spent on internal issues where the collective beliefs of the company lie."

He said management can no longer sit back and watch while change agents work to alter the course of the organization. The company is watching, and associates are looking to the top leaders to display daily



Ginny GREENE

behaviors that will model the culture of change.

Getting bigger minds to deal with the expanding complexity in our world is one of the authors' key concepts.

"Leadership cultures develop to more and more advanced stages, and this requires more inside-out work on the part of leaders," McGuire said. "You can't delegate this interior work of mindset shift to others. It's the work of senior

leaders first. When leaders take on and follow through on cultural transformation alongside their strategic and operational changes, they consistently succeed in reaching performance goals. They often just need help knowing how to change the culture."

In "Transforming Your Leadership Culture," the authors offer case studies about change efforts that worked and those that

did not. The book analyzes the likely reasons for those outcomes.

The authors write in the opening flap: "The challenges business leaders face today barely resemble those of just 30 years ago. We must either face up to a serious shift in our identities or continue to perish professionally and organizationally at alarming rates."

"If you want to change the behaviors and practices of a company in a sustainable way you have to go to the leadership beliefs for the source of that change," McGuire said. "That's where the root cause lies — it's beliefs that drive decisions and results in automatic, serial, unchecked behavior in the ranks of leadership. Change the beliefs and you will change the culture."

Ginny Greene is founder of The Design Partnership LLC and is a member of the Leadership Quarterly editorial board. She can be reached at ginny@ginnysgreene.com.

ROUNDTABLE: LABOR & EMPLOYMENT



On May 6, the Colorado Springs Business Journal's Business Leaders Roundtable met to discuss the state of labor and employment in Colorado Springs.



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Tony Kinkel
President
Pikes Peak Community College



Jim Johnson
President
G.E. Johnson Construction



Jim Salek
Vice President, General Manager
USAA, Colorado Springs

Business Leaders Roundtable: Labor & Employment

MS. McCALL: Welcome to the Colorado Springs Business Journal roundtable discussion addressing employment issues in the Pikes Peak region. Let's start with introductions.

I'm Christie McCall, an attorney with Holland & Hart who specializes in employment litigation.

MS. SHAFFER: I'm Cari Shaffer and a small business owner who owns a staffing company, and we have employed over 37,000 people in 24 years.

MR. KINKEL: I'm Tony Kinkel, president of Pikes Peak Community College.

MR. MARKLE: I'm Gary Markle, vice president of local industry for the Economic Development Corp.

MR. SALEK: Jim Salek, vice president and general manager of the USAA's regional office here in Colorado Springs.

MR. JOHNSON: Jim Johnson with G.E. Johnson Construction, commercial building contractor which operates throughout the Midwest.

MS. McCALL: According to data available yesterday, the unemployment rate in the State of Colorado is 7.35 percent, and the national rate sits at 8.5 percent. Predictions are that unemployment will reach 10 percent this year. The economy has been contracting since the fall of 2008, although the rate of the economic contraction appears to be slowing.

Ben Bernanke testified before the U.S. Joint Economic Committee yesterday that he expects that the recovery will only gradually gain momentum, and particular businesses are likely to be cautious about hiring, implying that the unemployment rate could remain high for some time even after economic growth resumes.

With that preface, I would ask you how your business may have been impacted during the past year by the state of the economy, or if you would put a different time frame on the impact you've been feeling, and as a follow-on to that, what steps you may be taking to mitigate that impact.

MS. SHAFFER: I'll go ahead and start. Many

people see the staffing industry as the canary in the mine because the staffing industry generally notices a slow-down first going into the slow-down, and staffing industry usually notices a gearing up of staffing and hiring before many other industries do. The canary started gasping. I noticed a slow-down in 2007. And so at that point I decided to go after more government, because as we know, government doesn't tend to slow down.

And I'm glad I did.

Tony just asked me a question, are we seeing an increase? In the last several weeks, I think, oh, we're seeing an increase, and then the next week is down again.

So perhaps, yes, but it's nothing to write home about.

But we have seen some employers hiring that haven't been hiring, and it could be because they are starting to feel the pain of their layoffs, or they're feeling the pain of people starting to resign this time of year and starting to get ready to move because of school getting close to being out.

So in this economy, people still die, people still get sick, so people still need to hire replacement workers, but I don't know if people are just thinking, oh, I just can't stand this work piling up any longer. Maybe that's why we need to call a staffing company for somebody to help us out.

Our direct hire side of the house was, we had a fantastic year last year on executive placement. I was very surprised that executive placement was so high in light of the economic conditions. This year, direct hire placement, these are people on the C-level, is really not doing well. So we're mirroring a lot of companies across the United States that have seen the same thing, but started seeing it last year. So why we were slow in direct hire slow-down, I don't really know.

But the slow-down in our technical area has continued fairly well because of the DOD budgets that are contracts that are still out there. Now, new DOD contracts are a little bit slower coming forward. And there's a habit. Also a lot of DOD contracts are hiring the incumbents. So there's not a lot of change and not a lot of new things happening in that arena.

Accounting is very, very, slow. I think accountants are very cautious by nature, so we haven't seen very much change in the accounting movement. But our clerical has picked up, which is administrative people. There's tremendous shortages right now in title people, the people with E&O experience, and also loan processing.

And for most of the companies wanting loan processors, because of flurry and some of that activity going on, are wanting Colorado experience, which is really tight right now.

So without thinking ahead of what I was going to say, I hope some of it flowed. I was just trying to pick pieces and parts of what I have noticed.

MS. McCALL: Jim?

MR. SALEK: Well, for the insurance industry, certainly we've been impacted by the economic downturn, particularly sales of automobiles and homes affects the amount of business coming in. However, the real impact on the insurance industry last year, 2000 — many people may not realize it, but 2008 was the most devastating year of all time in terms of catastrophe occurrences, in terms of losses and frequency. So for the industry as well as USAA, that's always preparing for that and dealing with that is our — always our major challenge. But despite that, USAA and the industry overall still has maintained its financial strength, is well capitalized, is well prepared to handle things like that. So, as the economy starts to uptake and we'll see a return to normal business patterns.

But in terms of how we manage this, we just stick — USAA is very focused, always in good times and bad, on several things. One is just providing the best possible service to our members and retaining our customers. That's always the No. 1 business principle. Second is being what we call very good stewards of our members' money. We're a membership organization, so every dollar we spend, we're spending a dollar of our members' money. So focusing on efficiencies, technology, process improvement, productivity, and being relatively conservative, you know, in our investment policy, you know, has really helped us, I get to use the term, weather the storm very well, and we're continuing to grow.

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MS. McCALL: Mr. Johnson, did you have anything?

MR. JOHNSON: I think — probably starting last June, within a four-month period, we had a crazy number, but it's a billion dollars worth of work disappear, all on the private side. These were office buildings, resorts, hotels. And primarily in Colorado ski resort areas, Denver and Jackson, Wyoming, and it was the availability of credit just stopped overnight. And so that obviously was one huge hard signal. We always keep one foot in what we call quasi government, which is more city and school districts as opposed to straight out work at Fort Carson, etc.

What's different in our industry this go round than has been in the past, is in the past there's always been one other region that's not far away, whether it's California, New Mexico, that's doing very, very well. So that kind of takes the heat off. What happened this go round is the whole country got hit pretty hard. So nobody could gravitate toward Atlanta and pick up some work volume here or there. So what we're seeing is everybody's gravitating toward the public side of it, and it's extremely overpopulated.

The job size as decreased substantially. Instead of \$100 million transactions, you're looking at, you know, 10 million. Which there's a lot more people that are qualified to do that. So we have our third round layoff scheduled this week. We kept — we reduced our recruiting from 11 campuses to six. Instead of 25 interns, we took four. And so that's kind of where it's currently at.

We're seeing some signals of the private side coming back, albeit not so much in Colorado Springs. The availability of credit and out and out job growth seems to be the two places that are still lagging here.

As far as it relates to stimulus money, it's not the same trickle down as Reaganomics. I mean, we're doing solar jobs that are \$14,000. I can't make a steady living off of that. They're very, very small, and really not hitting — they aren't providing impact, really, to anybody. A few suppliers of solar and some of those types of work. The infrastructure piece, still trying to sort it out. Some heavy and highway people will get some work, but that's really replacing work that was already budgeted in the states.

The state university system is on a tremendous building boom. I puzzled a little bit on how they're funding all of that, quite frankly, but there's work at CU, CSU, UCCS, CSU Pueblo. And it's just very, very competitive. People are taking it kind of over their costs, not a very long-term strategy. So we're reducing our company size to accommodate about a 35 percent reduction for the next two years. So that's probably where we'll end up labor force-wise and volume-wise.

MR. KINKEL: Well, was it Dickens who said these are the best of times and the worst of times? The best of times are enrollment is going through the roof because people are not getting that second job or their hours have been cut back. So they say, gosh, I need to get back to school. So our enrollment was up 11 percent in spring, and that's very rare. In fact, for every 10 years, you may go up, your spring enrollments will only go up one out of those 10 years. To go up 11 percent is remarkable.

MR. JOHNSON: Tony, I don't mean to jump in, but I was talking to some kids this past weekend that were in college that had their job offers withdrawn. And I absolutely told them, go back into school. Keep advancing that way. Don't take the job as the bartender, because two years from now, when we come out of this, you're going to be better off with the other degree or continuing education as opposed to abandoning it. So I'm encouraged to hear that.

MR. KINKEL: Yeah, so we're — from that standpoint, those are the best of times. Our enrollment is the strongest ever. Just to put it in perspective, if you add it up, Colorado College, UCCS, the Air Force Academy combined, you would not equal what we serve at Pikes Peak Community College. People are sort of surprised to hear that.

We now have four campuses. It's also the best of times, because as Jim said, when we go to bid some of these jobs, we're able to do it for about 30 percent less than we had budgeted, and we're tending to get really high quality contractor's bid because our jobs used to be too small for them, but now they need the money. So actually from that standpoint it's a great time to invest.

President Obama's stimulus dollars will help us. We're doing a lot of one-time projects that we wouldn't do. So from that standpoint, that's good.

The worst of times is the situation in Colorado about us now being — we were 48th in the country in funding of higher education, and now we've dropped to 50th, dead last because this year the legislature cut our budgets and UCCS about 17 percent. So 17 percent on — you know, you're 48th in the country, and then a

17 percent cut on that easily takes you dead last. And so because we're really a corporation owned by all of you, and you're our board of directors, I'm reporting to you that our market share is way up. We dominate in market share. Our growth is way up. But our revenue sources are way down.

And so to accommodate that, like all of you, we've had to do more with less. So since November, we've been — I haven't been



Gary Markle

Vice president, local industry
Colorado Springs Regional Economic Development Corp.

“The stimulus package, you know, the office of OED, Office of Economic Development, up in the governor's office is now responsible for handling all of the stimulus dollars coming to Colorado. They're thinking it could be as much as \$7 billion dollars to the community. But they really have not got their arms around, where is it going to go?”

replacing anyone who's retired or left. So there are 28 positions right now on my staffing pattern not filled. But at the same time, we have 11 percent more customers. So it's making for an extraordinary productivity gain. But I'm killing my staff. Quite frankly, our illnesses are up, our workers' comp claims are up.

So we're facing a tough business choice, and that is, do we — can we still provide the level of service that the community has come to assume? For example, we've never closed the door to any student. We're open access, with the exception of some very limited programs, like nursing where there is a two-year wait, or culinary arts, believe it or not, where there's a year wait. Most classes are open to all of your children.

We're at the point where that open access we might not be able to afford. Which then — then you get into a situation where, who's child gets in? Now, if you can't get into a community college, where else do you go? So it's — we're not there yet. But there's three or four rural institutions in Colorado community colleges that I don't know, without the federal stimulus dollars to backfill what they lost from the state, I don't think they could have made it. They were on the verge of closing. So it's a — it's really, I'm asking all of you as shareholders in this wonderful community college operation, 116,000 students statewide, it's really what you want for your state. And I'm ex officio on the EDC, try to help — been active with the manufacturing industry. We're not competitive nationally being able to provide the trained work force that companies need. The low-end manufacturing, that's gone to Malaysia for good. You'll never get that back, the low-end stuff, you know, China. But there's

some high-end manufacturing that I think Colorado Springs could be really competitive in.

The community colleges don't have the resources to buy the equipment and to make the necessary infrastructure investments to create a situation where we can be competitive with Albuquerque or Austin to attract those high-end manufacturers. But we could. With just a little help, we could. There's a federal grant that's helping that we're working with Pueblo on. But — so it's a — it's a paradox that we're doing better than ever with the worst funding stream we've ever had.

We're raising tuition by 9 percent. That's instead of paying \$81 a credit, students will pay \$89 a credit. It doesn't sound like a lot, but it does, you know, add up after a while. So we're at a real crossroads with community college, and I think I can speak for UCCS. They're suffering the same. They have an advantage. It's easier for them to raise their price. They can raise tuition and people will still pay it. My market, it's pretty elastic. You can only raise tuition so much, and you price people right out of the market. So we're probably pretty close to that level. We've raised 9 percent. We think we'll lose 2 percent enrollment by doing that. So we factor that in, but we have to do that to survive.

MR. JOHNSON: Tony, do you get a lot of — as has the influx of Fort Carson affected your enrollment? Do you get a lot of military spouses?

MR. KINKEL: We do. 13 percent of our current enrollment are either active military or their dependents, 13 percent, which is the largest in the state. We anticipate about 900 more students. Based on the 30,000 that is coming, we think that will add about — our planners say about 900 additional students directly.

MR. JOHNSON: Do you get reimbursed the same amount from the government?

MR. KINKEL: We do. I have to give Colorado credit. Two years ago we persuaded the legislature to allow us to count those military students as in-state students, which then qualified Pikes Peak to get reimbursed by the state for serving. Before we only got to get the tuition dollars. Now we can put them in our count. That's the good news. But if the overall pool of money to fund that count is what it is, you know, then we're — but yes, our challenge is, we need to do a better job.

The military market is a market that we have to do a better job going after. Because they — they get deployed, multiple deployments, and they're right in the middle of a class. So what do you do? So we're transitioning our classes into 8-week formats rather than 15-week. They want shorter formats, and we're putting them all on this. We're taking courses and you can go right into the field now on your Blackberry and stay, you can watch the lectures are beamed right there, take your exam right there. So we're transitioning our military programs into, there's a term for this and I can't recall, but it's mobile education. And of course our faculty do that kicking and screaming.

MR. SALEK: I have a question on that. If the long-range trend is to do more E-learning, for lack of a better term, which appears to be a lot of schools are reverting. Over the long term, does that actually reduce the cost of the product you provide, in the long term?

MR. KINKEL: It reduces our facility costs because we — a high rate course, we'll only use that classroom once a week, and then the other two sessions are online. Then I can schedule three. It — it increases my delivery costs because it's a 24/7. When you're online, you expect to go 11:00 o'clock at night and get help. It's just a mindset students have. If I'm paying for that online, you better be 24/7. Whereas, if you're coming into the classroom, you don't ever expect to call your teacher at 11:00. So it costs me more to put that infrastructure in place, that 24/7 online infrastructure.

Now, I charge more. I charge 120 bucks a credit for online, and 81 for traditional. And frankly, students don't even blink an eye. They're paying it. The market is paying it. They reduce child care costs. They reduce driving costs. They can work an extra day because they're not going into class. I think they think they're making it up so they're willing to pay.

MR. SALEK: I was just wondering in the long-term, once institutions have fully transitioned and put everything in place and invested in the technology and have adjusted their staffing and their processes, I'm just bottom line, at the end of the day, will it be comparable costs of delivery or eventually maybe somewhat more?

MR. KINKEL: Slightly more costly. The other thing is, the training levels for your faculty to be able to teach them how to do that. There's some one-time training costs. But the other thing is, and here's the dirty little secret that I have to be careful that it's on the record. But the secret of funding higher ed is you pack a lot of folks in those

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lower division courses and you use a TA, and that subsidizes your upper division courses which have smaller enrollments.

Now, I don't have upper division courses. I'm all lower division. And I don't have TA's, I have all full professors. So I can't, in an online course, you can't pack, you know, a hundred in an online course because a teacher physically cannot do 100 online students. They're much more work. Online students are much more engaged, believe it or not. You're not just lecturing and giving tests, you're interacting.

MS. SHAFFER: Individually, over and over.

MR. KINKEL: Individually, so it doesn't allow me to throw those 100 in that general psych course that all of you had when you were undergrads. I can't do that in an online course. Yeah, it's pros and cons to that.

MR. MARKLE: So that's the dirty little secret, huh?

MS. SHAFFER: And now we know it.

MR. KINKEL: That's how four-year universities get by a little bit easier than we do, is that they can use TA's. But that's a business model that I — that you have to do.

MR. MARKLE: Very common.

MS. McCALL: Gary, do you have any comments about how the economy has affected business? I assume you have a more broad perspective of other industries that maybe aren't represented here.

MR. MARKLE: Sure. Well, you know, I guess maybe by way of introduction, we deal with primary employers in my area, in the local industry. Primary employers are defined as companies who receive 50 percent or more of their revenues from outside the region. So I always use Memorial Hospital as an example. They're not a primary employer by our definition, although they're one of the largest employers, because they receive their funding from within the community and it's recycled.

So we're paying attention to companies, my group, that receiver areas outside, bring it back in, hire, buy goods and services and things from revenues that are outside the community. There's about 500 of them in the community, and we are charged with working with the top 150. So what that means is we're supposed to go out and visit with them every year, have a relationship with them so that we understand where they are, where they're headed in any particular year, what their issues might be so that we can help



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them with current issues. If they see some things coming down the road they'd like some help with, then we can.

We were just over at T-Mobile last week. They're doing a renovation of their facility. So they would like some help. They believe they're going to need some help with permitting and things of that nature, so we're going to stand poised and ready to help them in that perspective.

But more importantly, I think is, you know, issue resolution is important. We need to be there for them.

But we also need to help them with what I think is their top line, their revenues and things. If they have things that they'd like us to do to help networking in the community. If there are training issues or things of that nature they need help with, then, you know, we're poised and ready to help them with that.

One of the things that we think is important for us is to help with this organic growth within the community, organic revenue growth. What we would like to find is a situation where USAA needs to do a bunch of training this year. It's in their budget and stuff.

They'd like to do it locally with a training organization, and so we can perhaps facilitate that. Jim could come to me and say, hey, you know, this is what we have on our agenda this year. We need to train this many employees.

This is the subject matter we need to work with. Do I know or do we know of any organization in the community that can facilitate that, that can provide that? That's a good situation. It helps Jim. It helps our local economy, and creates this environment where hey, we're open for business. We're all here to help each other.

That said, to answer your question, we've done about 113 interviews this year of our primary employers, and about 85 percent

MS. SHAFFER: Is that starting in January?

MR. MARKLE: No, this goes back to our fiscal year. So we're about six months into it, Cari, and thanks for clarifying that. You're right.

So we're about 113 into our 150 number. And when we talk to them, we ask them about a lot of things. We ask them about how they see their employment situation.

And we classify them into three areas: Stable, downsizing or growing. So a company that's stable is someone who says, yeah, we're going to replace those people who leave us, but we're not going to hire. So if we're at 120, we're going to maintain our 120 work force. We consider that a stable employment situation. Obviously, we know what growing and declining is, people who are going to add to their staff, or people who are going to — who think they're going to do layoffs.

Some people are kind of working on a layoff strategy, or a scenario, I should say, given the economy. If they think things are going to continue the way they seem to be, then this is what they might do in the third quarter. Those that, you know, feel confident that we'll keep this information confidential, which we have to, and we will, or else we just jeopardize the relationship, tell us that.

So about 85 percent of the companies that we've worked with are considered stable. Only 5 percent are downsizing. And those are the people that, as I say, are contemplating a scenario where they may need to reduce work force. Some of these folks are not actually going down in numbers. They're going down in work hours, so they may go to a four-day work week or something of that nature. They don't want to put people on the street.

They just don't want to do that. So this is the last resort.

MR. SALEK: Is a lot of that being accomplished through attrition rather than virtual layoffs? Is that the plan?

MR. MARKLE: That would include that, Jim, people who are going to have some attrition who are not going to replace that position. So yeah, that would be considered a downsizing by our definition.

So, you know, about 10 percent are growing.

What's interesting is, when we reported to the board last month, we reported that the companies that are forecasting additional hires, growing, they have their numbers. They think, well, we'll add 7 this year, we'll add 5 this year.

The total was about 288 full-time positions in the community. The average wage was about \$85,000.

So when we did the analysis of that, through our EDC's economic impact model, that had about a \$17 million affect on our community in terms of, you know, the knock-on effect, the multiplier effect that

the model takes into consideration, about 8 or 9 line items that get adjusted accordingly.

So I think that's good news when you think about what's going on here. Some of these companies, at \$85,000 average salary, you can see that they're hiring some significant individuals. One company that I talked to, and we don't mention the names, we just aggregate the numbers, said that they were thinking about — they were planning to hire seven people at \$120,000 each. Now, these are Ph.D. type individuals, very specific area that they work in, 15 years of experience in the field, very well educated. So they're highly compensated.

So that's — you know, that's kind of how we see things, and I think that that number will be even better this year, or this month because we have talked to some companies who are planning to hire. One company is planning to go from \$10 million to \$40 million in the next three years. They have a new CEO. They have a very robust product line. They're a very exciting company, and they're out getting some debt equity, some debt financing and some equity in their business to help with that growth. So they believe they'll be adding 60 employees in the next three to five years, and these are high-end types, \$10 million in current revenues, 600 customers, marquee blue chip companies. Interesting firm.

MS. McCALL: Well, some of this has come up in some of your comments about the stimulus package and the funding that's expected to be coming down the pipeline, and I know in our own industry there has been some discussion about, what can we do to facilitate our clients of being able to get those funds? How do you anticipate that the stimulus packages will aid your company? Do you expect to see any impact, or do you expect to see none at all, or haven't been able to quite find where that fits within your industry?

MR. MARKLE: The stimulus package, you know, the office of OED, Office of Economic Development, up in the governor's office is now responsible for handling all of the stimulus dollars coming to Colorado. That's Don Ellerman's group. They're thinking it could be as much as \$7 billion dollars to the community. But they really have not got their arms around, where is it going to go?

What we're hearing is, most of it is training kinds of dollars. People for education are training rather than — or projects that put people to work.

Training projects bring you in, train you, put you to work. So it's very job centric as opposed to, let's say, you know, I want to build a new product and I'd like to get some stimulus dollars to help my current work force redevelop or retool my product, or buy a piece of equipment. Where it's not employment related, just a replacing of a piece of capital equipment to — we find it's not really for that. I suspect it's got some big benefits for you, folks.

MR. KINKEL: It does. The Work Force Investment Board has some significant resources to work with, so we're meeting with them. We're getting, at Pikes Peak, probably a little over \$3 million of stimulus money in addition to what the workforce center is getting. And we're going to do remodeling jobs, fix the HVAC, do some things we've never been able to do to retool our facility, buy some equipment, modernize our military programs as I mentioned earlier. So for us, the stimulus money has been good.

The other thing that Obama did that helped is the legislation said you could only — you couldn't cut education beyond a certain level or you'd lose the federal funds. Frankly, the legislature would have cut us more than the 17 percent if they could have. But they — if they did that, they would have jeopardized \$800 million in stimulus money for education. So not only did the feds help us preventing state cuts, but we are getting a substantial — I mean \$3 million in a year for me is unprecedented, and we're going to be spending.

MS. McCALL: Now, Mr. Johnson, you mentioned, though, that some of those projects that you're seeing, once it trickles down to your level, aren't to the level that you would typically.

MR. JOHNSON: I mean, we've got a project in Arapahoe, Wyo. that's on an Indian reservation. They have \$180,000 from the Department of Energy. Unfortunately, \$180,000 doesn't go very far in Arapahoe — well, anywhere, as it relates to energy type items. And I — while I am happy for Tony, in all honesty, the state should have been funding those things three or four years ago. It's not a sustainable program. That's where I'd rather see him get those types of monies every year from the state to sustain him. And so those are — a lot of them feel a little bit, as I mentioned with the state highway projects, they feel a little bit like a crater in a dike. They're replacing — they're giving some monies to some things actually that should have happened years ago.

We had one other client, Peak Vista Health, and most of you guys

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know B.J. She's going to end up getting probably three shots of stimulus, and exact funds I'm uncertain. First one was for a mobile clinic, which, you know, generated no jobs, no nothing. However, further servicing. And the next one is about 2 million for some innovations, clinics, very specific desired outcomes. And then a third one is about 4 or 5 million that she's got to compete for, Peak Vista, with specific outcomes, which will generate some construction, but also adds to her ongoing overhead that she's got to figure out how to sustain in the future. So there's a little bit of a balancing act, whether you take it or not, as you're creating some, in my role, overhead issues that you may or may not be able to sustain.

And to Gary's point, there's still a lot of confusion exactly where it comes from. Peak Vista Health are sick. And they're just like, man, we're going to incur a lot of costs to go through this process. And if we don't get it all, what happens? Those types of business models. While they're chasing that, they've also got ongoing day-to-day things that they need attention to. There's a little bit of confusion yet. And so those are some of the real world things that people are kind of evaluating that we see. The energy piece is still — I mean, some of these Native American tribes got \$50,000 for renewable energy. I mean.

MR. MARKLE: What do you do with that?

MR. JOHNSON: We buy a biogram for the casino. Right? What are we really doing here? There's a lot of smart grid money that people are trying to figure out, a lot of those types, but it's in \$200,000 chunks and \$100,000 chunks that go pretty quick when you try to implement the potential solution.

MS. McCALL: Have you implemented a model within your company or any of you to seek out these funds and try to figure a way to get them into your hands?

MR. JOHNSON: Yeah, we're on a team that keeps growing that is strung across. We've got people from San Diego to actually D.C. that we're trying to get our arms around and work more collectively as a group. It involves consulting engineers, high-tech people, telecom people that we're trying to figure out how to go through that. Colorado Springs is unique. Our utilities is city-owned, so a lot of the tax credit and things you get don't really truly apply to Colorado Springs Utilities. I know they're doing some great things, but they're — I don't know how that rattles down to them yet.

So some of it is, you know, affects us in a huge way. But also they're building that building down there for a 10-year life. That's it.

MS. SHAFFER: Oh, my goodness.

MR. JOHNSON: So think it through. That's a 750,000 square feet building.

MR. MARKLE: When you say a 10-year life, do you mean from the current technologies or employment situation, they think they're going to outgrow it?

MR. JOHNSON: I don't know if I want to answer that.

MR. MARKLE: That's fine. Fair enough.

MR. SALEK: You're wanting stimulus. USAA has not requested or received any stimulus dollars, so we have no direct impact there. But the indirect impact is really what the question mark is. Will the stimulus add the desired impact of restoring consumer confidence and, you know, get people buying cars and homes again and so forth?

If that were to be successful, and I think it's too soon to say, you know, that would indirectly impact our business.

MS. McCALL: But you haven't felt an impact at this point?

MR. SALEK: No.

MR. JOHNSON: I was with some guys from Germany a couple weeks ago. Their automotive model I thought was more interesting than ours. They gave the power to the consumer. If you trade in your car, and I can't remember the exact math. I'm sure it was in Euros. But the government will give you \$2,000 more than your trade-in to buy a new one. So they gave the power to the consumer as opposed to —

MS. SHAFFER: That's very interesting.

MR. JOHNSON: In aggregate, I don't know if it was like the big infusions that we gave to the big three. I thought that was kind of interesting, to your point. That would make me feel better.

MS. SHAFFER: It is more cost effective to the consumer who is the one that's going to be the driver on the economy.

MR. JOHNSON: It's kind of an interesting model.

MR. SALEK: Really, it's consumer confidence. I can't think of a better time than right now to buy a car in, in terms of the cost of the vehicles.

MS. SHAFFER: We bought one.

MR. SALEK: Financing, and then some of the tax credits that are available for people who have a need, and I think there is some pent up demand starting to happen now. Why wouldn't you buy a car now, or say in the next few months? And the only reason would be you don't have confidence in the future in terms of your job or whatever. So to the extent, and maybe it's starting to happen a little bit, maybe that psychology is starting to turn around a little bit now. If the media continues to publish positive news as well as in the downside, that might help as well.

MR. MARKLE: Well, the national savings rate is at a record high, so the funds are there. So that when consumer confidence comes back, people will have financial resources because they're saving as opposed to reducing debt. Which people are not so much reducing debt, they're saving money as opposed to reducing debt with that savings, because they figure, you know, if I put some money away and I get laid off, I'll have that money to make these payments rather than pay that debt down and then have — pay the car down or something of that nature.

MR. SALEK: But I don't sense that message is out there, what I just said, that no one's really taken those three factors into — you know, now is the time. Two years from now you may regret that you didn't take advantage of this. I don't think that message is out there.

MS. SHAFFER: I agree.

MR. SALEK: And home building the same thing. If you have confidence in your future, what's a better time to buy a home than now.

MR. MARKLE: I don't know if you guys saw, the unemployment rate was published today. It was down from its projected 650. It was down to 471.

MR. SALEK: I'm sorry?

MR. MARKLE: The unemployment rate, the EDP number came out today, came out at 471 rather than 6 and a quarter, 650 which was projected. So that's a positive, positive sign on unemployment. But people are still talking about large number unemployment — large unemployment numbers being forecasted for the next three to four to six months. So it's difficult to keep the rhythm going.

MR. SALEK: The other part I left out is all the car companies are now offering some mitigation against that. If you lose your job, they'll take care of your payments. I'm just surprised someone hasn't taken the whole package and put it out there. I'm delivering that message to my employees because I've been through economic downturns before. The only thing I've regretted in the past is that I didn't take advantage of the economic downturn at the time. How many times have you looked back and said, wow, I wish I would have done that then?

MS. SHAFFER: 20/20 hindsight.

MR. SALEK: So I just think that would be, you know, a good message to get across right now. This is really a time of opportunity.

MS. McCALL: Is USAA planning to add jobs here in the community?

MR. SALEK: Yes. We recently announced the consolidation of our regional offices. So the bad news for Norfolk and Sacramento is some good news for Colorado Springs. So yes, once it's all said and done, we will have more jobs here than we did before. The exact number is still yet to be determined. Although, we offered a very — our goal was to offer a job to every person impacted in those offices, and final number is 56 percent of our employees of Norfolk and Sacramento have decided to remain with USAA and relocate.

MS. SHAFFER: That's a huge percent.

MR. MARKLE: Is that a large percent?

MR. SALEK: Oh my gosh, yes, and that says a lot about our company. We're offering very generous relocation to our package, and it was a reflection of the economy to a certain extent. But from our perspective, a lot of people ask, how can you afford to relocate all those people? And the fact is, the cost of relocating someone versus hiring and training someone is kind of a wash. I don't know what the exact math is, but it's fairly comparable. Plus, we think



Jim Johnson
President
G.E. Johnson Construction

"...probably starting last June, within a four-month period, we had a crazy number, but it's a billion dollars worth of work disappear, all on the private side."

it's a great thing to do. Loyalty is a big thing in our company, and loyalty goes a long way. So we're very pleased. That result for Colorado Springs, right now the number is between 75 and 80 folks are relocating to Colorado Springs, primarily from Sacramento, and a few from Norfolk. And then any additional hiring on top of that is still yet to be determined.

MS. SHAFFER: Can you kind of say a salary range of those people without getting too specific, just looking to the help of the domino effect in the community?

MR. SALEK: Our jobs are primarily member service, call center jobs and claims, so there are some differences in salary ranges. But, you know, entry level is 30,000 range, but a lot of people relocating in are not entry level. They've been with the company years.

MS. SHAFFER: That's great.

MR. SALEK: Combined with all the benefits that we offer. And everybody wants to know exactly what the net number is going to be. I can't — we don't even know ourselves, but it's definitely an increase.

MS. SHAFFER: That's good news to Colorado Springs.

MR. SALEK: And I think, a lot of thought went into which communities we wanted to maintain a presence in. So like a year and a half of analysis went into this. So Colorado Springs was chosen as one of the sites to maintain.

MS. McCALL: That's a good segue into sort of the next topic which has to do with strengths in this community and weaknesses. And we've heard some, you know, the 17 percent cut in education, funding. Are there strengths and weaknesses in this community with regard to the work force that would keep you here or cause you to leave as an employer or impact your level of hiring? Are you seeing the quality of applicants from this community that you need? And where are the — where is the missing element?

MR. SALEK: Well, as one of the few companies that's hiring, I would say absolutely yes, No. 1, the supply is there right now. That's not always been the case. There are times where it was very difficult to fill a position. Again, now is a good time for us. But just in terms of the talent, we're looking for people who have strong work ethic, strong core values, who believe in our mission of serving the military, who have strong educational backgrounds,

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service experience, both customer service and military service. And in fact, we are now focusing on hiring, making sure our 20 percent plus of our new hires are military experience folks, increase successful. Colorado Springs is a good fit for that.

MS. SHAFFER: I was just going to say, one of the things that I think employers need to be so careful of when they are hiring, no matter how they're hiring is that in any time of a slow-down, there is going to be a lot of layoffs. Well, the layoffs aren't necessarily the A players just because they got hired last. Many employers traditionally just wait for the recessions to clean out the dead wood. So they're getting rid of their C and D players, perhaps the D players that they should have gotten rid of a long time ago. But now they have the perfect opportunity to take care of an unpleasant task.

So as you are, you know, hiring people, you've got to remember there's an awful lot of D players out there right now, and there are successes in learning how to interview, and there are successes in learning how to write resumes that has come up a huge percentage of talent in those skill areas of just trying to market themselves, when maybe what they're marketing isn't really what you want to hire. So I just think it's time for everybody to be very, very careful of what they're hiring, really careful with the references because there are so many D players running loose in our community.



Cari Shaffer
President
Add Staff Inc.

"And there's many people beneath their challenge level working for us. We have people with doctorate degrees that are really not doing what they had anticipated doing when they got that ticket, and there's a lot of sadness."

MR. MARKLE: On that point we're conducting a skilled labor forum at the end of this month. And what we found is that a lot of the manufacturing organizations in town here are — lots that are not hiring are concerned about when the economy turns around, being able to have qualified, skilled labor positions available for them to hire and bring people on. So they've asked us to, with the community college, to put together a forum, talk about training, talk about hiring evaluation capabilities that the Pikes Peak Workforce has to the local manufacturing communities so that they know what's available, what they can do, and how they can kind of get prepared in terms of the economy turning around, manufacturing turning around, and being able to have an inventory of skilled labor positions in the community. It's a really — it's — I think it's ubiquitous across our community, this problem of skilled labor. There's a lot of reasons for it.

People identify — and Tony, I don't know what you think — but it starts at the high school level. They kind of abandoned the educational process at the high school level in terms of young

folks who are not, you know, college bound, trying to understand where they can go. Where can they go to get an apprenticeship or something where they can make a good wage as a skilled laborer working in a factory? These young kids don't even know that. They don't even know that there's a \$50-60,000 a year job waiting for them or thereabouts, after a period of time with proper, you know, apprenticeship and skilled training. So we're trying to take that and move it down to the high school level and say, you know, why can't we reinstitute these programs where we can talk to these young folks on career days and things about vocational and skilled labor training?

MS. McCALL: Cari, do you feel that you're able to meet the needs of your clients, customers with the level of skill that you have?

MS. SHAFFER: We are, but we don't work in the skilled trades area. We work in the technical IT area, other types of engineering, whether it be civil, mechanical, electrical, and then also in the accounting/administrative area. So it is — there's only a little bit of our business that is in unskilled assembly. So we don't have those issues except for loan processors right now. We're able to.

But yet talking to, we serve about 800 companies a year, and those are in those finite areas. But many of those customers have a lot else that they do besides what we can staff them. And I do hear a lot of times people are saying, there aren't enough skilled people in Colorado Springs. And I don't know, since I'm only in Colorado Springs, I don't know if that's just Colorado Springs. I would assume it's probably many more cities because of our education perhaps dropping some of those things that we had when I was in high school that were called technical trades.

MS. McCALL: Are you getting the degree levels you need as well in the more administrative?

MS. SHAFFER: Yes, absolutely. And there's many people working beneath their challenge level working for us. We have people with doctorate degrees that are really not doing what they had anticipated doing when they got that ticket, and there's a lot of sadness. What I see —

MR. JOHNSON: I've already got one I've got to get out of there.

MS. SHAFFER: Well, the white male over 40 has a real hard time getting a job. My brother's company closed in Phoenix. And while I was there in March, he just lost his job. The company had been in Phoenix for years. He's 60 years old. I doubt if he'll ever find another job that's a job. He may be able to be at Wal-Mart, but then they're going to hire somebody younger and healthier. And this is a man, and of course I didn't tell him my opinion and I don't want him to read it in the Business Journal. At any rate, I am very concerned because he's not alone.

He's just an example that happens to be very close to me. But there are people like my brother all throughout this community that can't find work.

MR. MARKLE: Woefully unemployed.

MS. SHAFFER: Absolutely. It's the white male.

And that could just kill me.

MR. MARKLE: The companies that we have talked with, really, those that are hiring, expanding, and those that are stable, considering replacement, don't think there's a problem with the work force here. They think there's plenty of people, their quality of education is high and strong, and so they don't believe that they're up against a tough situation in trying to meet their hiring quotas.

MR. SALEK: I would say where the opportunity for improvement always is, especially in the service organization, is how do you reduce the cycle time? So I'm coming today. Today I have a job I need to fill, and the end result is, I have a fully trained person on board. And from a service perspective, the faster you can turn that around, the more likely you are to maintain your service levels without degeneration. So we've been very focused over the years, No. 1 on the training side.

How do you reduce the training cycle time and make it more effective? But then we've also been focused on how can you quickly identify, recruit, hire, train new employees?

So I think that's always an opportunity, too. To the extent you can reduce that cycle time, you can get them on board that much faster and maintain your service.

I think that continues to be an opportunity where, you know, for USAA, if we need 10 people with these skills, how quickly can we find 100 candidates to choose from and get them on board? So I know our staffing area is always working with different groups

and trying to have those relationships so that we can tap into those resources.

MS. McCALL: Tony, do you have anything to add about education level in the community and development of skill of employment here, and how you feel the budget may have impacted that?

MR. KINKEL: Well, there's kind of a cultural legacy in high schools right now, that if you're not going on to a four-year university where all of the bands and the football teams are, you're kind of looked down upon.

We're really working with school districts to talk a lot more about trades, professional certificate programs. We have, for example, a lineman program. We partnered with Colorado Springs Utilities. 60 percent of all linemen are going to be retiring within three or four years. So the utilities, they were worried, how are we going to replace all those? So we partnered with Trinidad Junior College to come up here. And together we're delivering this lineman program. There's 130 people on the waiting list just to get in, almost all males, back to this sort of vanishing male thing.

But culturally it changed the culture in the school systems to accept that that's a real profession, being a lineman. I mean, it's a 15-week semester certificate program. There's a lot of safety. There's a lot of, you know, stuff in that program. It's higher ed, but it's a different college experience.

MS. McCALL: And a good wage?

MR. KINKEL: Terrific wage. It's a career. In fact, these linemen are making more than my faculty members teaching them.

MR. JOHNSON: How do you think the win — the lineman is huge. That's — we're experiencing that in Wyoming. Nobody can do it.

MR. SALEK: That's an example I was talking about. How do you create programs or networks that will enable you to fill positions as they come open and fill them quickly with qualified people? That's an important thing.

MS. SHAFFER: What's happening now is we're doing a lot of payrolling, meaning the — our client company sends the person to me and we send them back. In other words, we just literally handle the payroll of retirees.

And it's across the board of all types of industries. Well, there's going to be — that's a band-aid, because certainly they're getting the talent bringing it in as a retiree because they know the job and they know the industry. How many older linemen, for example, would be able to climb those poles and do that as quickly?

So programs like this are really beneficial because how long can our industries throughout Colorado Springs band-aid with using retirees? That pool is going to continue to diminish and go away because retirees are then doing positions that they can't hire for. So anyway, it's a battle that's only going to escalate in speed.

MR. JOHNSON: The perception of the construction industry is terrible. We can't even get into high schools. Counselors won't allow us in.

MS. SHAFFER: Do you have corporation in your name? Maybe that's part of it.

MR. SALEK: What do you mean by perception?

MR. JOHNSON: A carpenter is not a trade, it's not a craft, it's not an occupation.

MR. MARKLE: It's not a career?

MR. JOHNSON: It's not a career. And we pay, without benefits, you know 20, \$25 bucks an hour. You can make a very nice living. So we don't have the entry level people entering construction, and that's industrywide.

And our industry has done mixed efforts of trying to do it, addressing it very well. I do not know today, but the average age of a mason in Colorado was 54 years old. It's the same thing.

MS. SHAFFER: That's talking to my point.

MR. JOHNSON: It's not recognized as a craft, a trade, a career. We get a tremendous amount of turnover. I'll go work at — I'll be a carpenter for a couple of years before I get that high-tech manufacturing job. It may pay less. And what we do is hard. It's outside in the elements.

MR. SALEK: I think that's the biggest factor, the work factor.

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MR. JOHNSON: Yeah. Well, that's a whole 'nother deal. So it's — we struggle with that a lot. But it's just — and so we finally got into some high schools out east, east of Falcon and whatnot, but the local ones here won't. We're now back in, some of the high schools here, teaching at least engineering. And that's mainly, on the professional side, that's what we hire are the engineers. And Colorado Springs is hard to hire sometimes. We have an office in Denver. They'd rather be in Denver.

More opportunities. If it doesn't work out here, there's more opportunities.

MR. MARKLE: When you say "they," who are you referring to?

MR. JOHNSON: Usually the younger professionals. And actually the real struggle I have is two of my vice presidents live in Denver.

MS. SHAFFER: And working in your office here, commuting here?

MR. JOHNSON: So the upper level, I mean, I don't want their salaries in the newspaper, but nice salary.

MS. SHAFFER: They're substantial.

MR. JOHNSON: And they don't want to drive. I have tremendous amount of people in Monument, Tri-Lakes area.

MR. MARKLE: Go either way.

MR. JOHNSON: Go either way.

MS. McCALL: There's more of the flexibility of being able to find other employment if something happens?

MR. JOHNSON: In all honesty, in any given year, 80 percent of my work is not here. My corporate office is here, but what we do is not. So that's hard with people. And I have people — I have a hard time getting people out of Denver to man a job in Sterling, albeit for a short time. The resort areas, we do a lot of work there.

They'll move there temporarily, but there's no middle class. They can't sustain.

We've got strategies for all of those, but if I've got an opening, depending on what level, if the craft level today, I can fill it in Colorado Springs. Four or five years ago, tremendous craft shortage. But if it's upper level, it's probably coming from out of town.

MR. MARKLE: But that will cycle back, won't it?

I mean, when economy turns and Classic is building again, and Keller Homes is building again robustly, you'll face that shortage, won't you?

MR. JOHNSON: Yeah, because they're not entering it right now. They're leaving it and abandoning it.

MR. KINKEL: There's some good news. Gov. Ritter is passing a bill that we — we can now offer college while students are still in high school. And it used to be, though, it was only the academic stuff. It was only chemistry, physics, college algebra. But now the bill he's passing will allow us to do the career and technical, so we'll now be able to go into high school and get reimbursed for it. We used to not be able to get reimbursed, so no incentive. So now, starting in July, we'll be able to do those programs and get reimbursed in high schools.

MR. JOHNSON: You've done some stuff for us before. And we're not afraid to take some of our issues to the community college and say maybe we missed this entry level, but what about this next level? I know we've had scheduling teachers and stuff down there, and we do some stuff with Front Range.

MR. KINKEL: Front Range Community College?

MR. JOHNSON: And Red Rocks as well.

MR. MARKLE: You'll be going into the high school classroom with some sort of program?

MR. KINKEL: Oh, yeah, yeah. We already are with the academic stuff. And I'll just make a prediction for the record. In five years, if high schools are not having a college program in the high school, they won't be competitive. And it will be — it will be for those of you that want your child to go into CU Boulder. You're going to get those courses in a high school lower division before they even go.



Jim Salek
Vice president, general manager
USAA, Colorado Springs

"We recently announced the consolidation of our regional offices. So the bad news for Norfolk and Sacramento is some good news for Colorado Springs. So yes, once it's all said and done, we will have more jobs here than we did before."

And now because of this change, we'll be able to do career and tech in the high school.

The research shows you get nine college credits while you're still in high school, you double the chances that that student will get a college degree because they found some success at an earlier age.

MR. MARKLE: Right, they have a taste.

MR. KINKEL: You have a taste and you take that fear out. They're like, wow, I guess I can do this college thing.

MR. SALEK: Plus, if they stub their toe freshman year, they have some backup.

MR. KINKEL: Backup credits, absolutely. It's really blurring the lines. I think our challenge is to blur the lines with high schools. Some are better at it than others.

MR. JOHNSON: To be honest with you, I'm not sure the state — given the budget issues, and I don't see a change to the funding. I keep asking for this model where we're not fighting it every year. And maybe CU, CSU doesn't offer every degree. And maybe there's programs that belong to the community colleges. And I'm going to pick on one, just to pick on one, doing it by random.

If you want a psych degree, the state doesn't have to pay your tuition. CU doesn't have it anymore. I don't know how else to not sacrifice quality, and I see no other genuine efforts for the budget growing. And I think we're going to start diluting all these different things. And I'm not a big centers of excellence type of person, but I think that's almost what we're going to end up with because we can't keep affording all the way down the line.

I'm not going to go down to Lamar Community College and tell them they're closing. I'm not doing that. And it's usually important down there. It's the only education some of them can get. That being said, there's a tremendous amount of things that can be done online. How do you reduce facility costs and those types of issues?

That's a very, very tough dialogue and oversimplification, but I think the community colleges are going to play a more important role in the education aspects, maybe not the aeronautical engineers or those types.

MR. MARKLE: Especially in the retraining side, where people —

MS. SHAFFER: And we should be poised for that because it's necessary that we do that.

MR. JOHNSON: But the expectation that a child leave high school. And high school is designed to get you out; right? You're designed to succeed.

MS. SHAFFER: Hopefully, one way or the other.

MR. JOHNSON: It's at your back. They're trying to push you out and have you succeed. And in college, you've got to engage and succeed yourself. But the expectation that you go on to a major university for a four-year degree or whatever it is, is huge, and we've lost track of —

MR. SALEK: As a result of that mentality, there are a lot of kids, and I know this from my personal experience, who pursue that, even though that's probably not the best thing, because they're not aware of the other paths.

MR. JOHNSON: Right.

MR. SALEK: It's really a tragedy. They go to school and they fail. And now, what do I do?

MS. SHAFFER: Well, it is a tragedy because it's a waste of human capital.

MR. MARKLE: I think they're somewhat aware. There's just a stigma about them. I don't want to do that. That's not — you know, I — I come from, you know, maybe my kids think their parents are affluent so they think they've got to get a college degree. When in fact my son is just not a college type person. He's more of a trades kind of person. But he has a stigma in his mind that he has to do it, and he really challenges himself and really struggles with it rather than sort of saying, well, where can I go to be happy, to get a good career and to plug in?

MR. SALEK: And really, when you think about it, if you have a kid like that who also has maybe some entrepreneurial instincts. If you're an entrepreneur, it's probably better to go into a trade because that's where you're going to actually create your own business someday.

MS. SHAFFER: Create your own career path.

MR. JOHNSON: Has anybody tried to fix their own car lately?

MR. MARKLE: I tried to change the oil. There's no way. You've got to pull the oil —

MS. SHAFFER: There's no shade tree mechanics anymore.

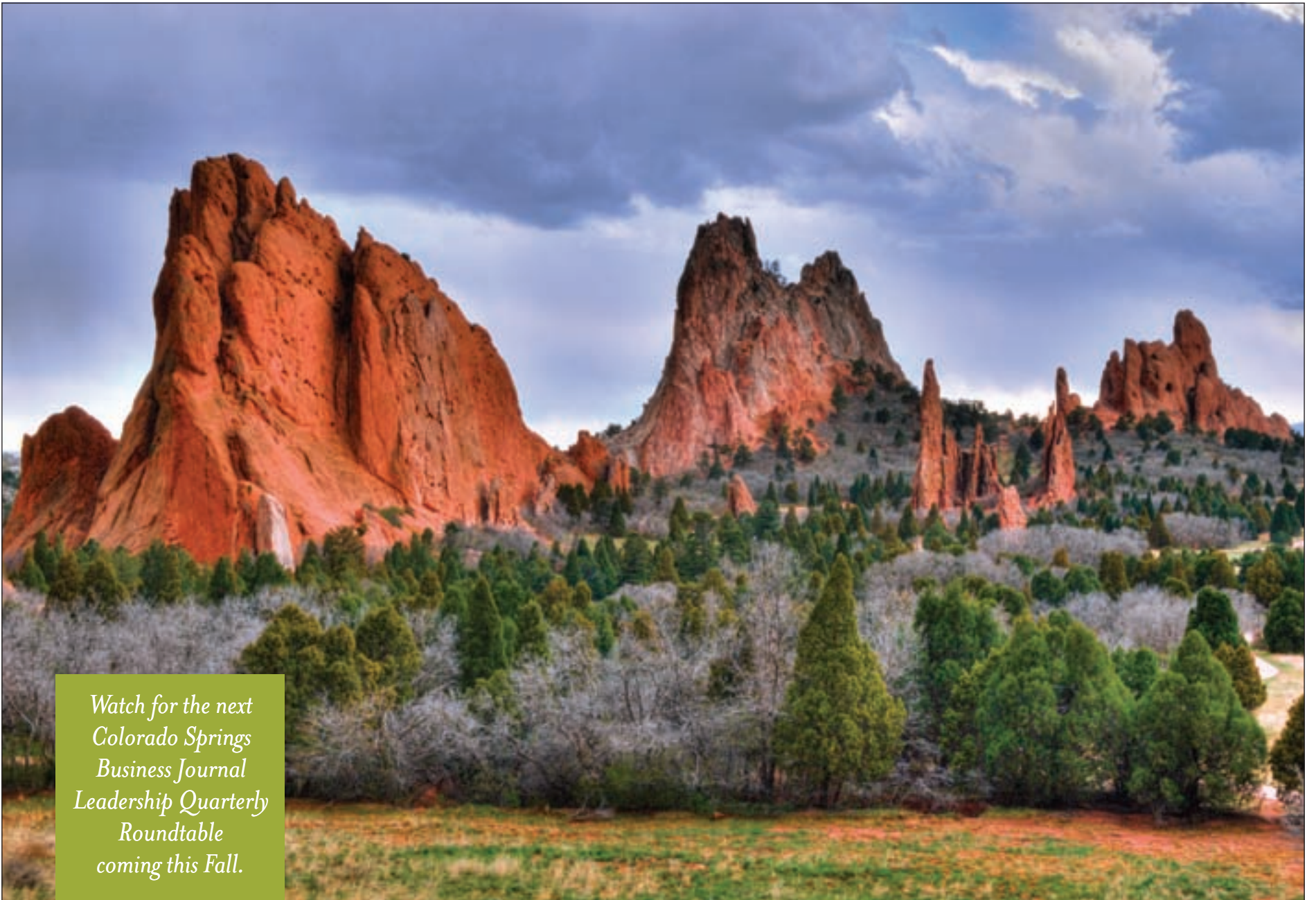
MR. SALEK: No car mechanics anymore.

MR. JOHNSON: I have an engineering degree, and I don't go near my car.

MS. McCALL: We have managed to get through the first topic in this hour, but thank you all for participating. I think this is very informative conversation between some very good business leaders in our community, and it's tremendous to be at the table with you all. So thank you.

(Roundtable discussion concluded at 9:06 a.m.)

REPORTER'S CERTIFICATE I, ERIN R. AVERY, Registered Professional Reporter and Notary Public within Colorado, appointed to take the roundtable discussion, do certify that the discussion was taken by me at 90 South Cascade Avenue, Suite 1000, Colorado Springs, Colorado on May 6, 2009, then reduced to typewritten form consisting of 50 pages herein; that the foregoing is a true transcript of the proceedings had. In witness hereof I have hereunto set my hand this 20th day of May, 2009. Erin R. Avery, RPR18 East Fountain Boulevard Colorado Springs, CO 80903



Watch for the next Colorado Springs Business Journal Leadership Quarterly Roundtable coming this Fall.

The Colorado Springs **BUSINESS JOURNAL** Leadership Quarterly Roundtable

Holland & Hart would like to thank the following business leaders for their participation in the Colorado Springs Business Journal Leadership Quarterly Roundtable.

Jim Johnson
GE Johnson Construction

Tony Kinkel
Pikes Peak Community College

Christie McCall
Holland & Hart (Moderator)

Gary Markle
Colorado Springs Economic
Development Corporation

Jim Salek
USAA

Cari Shaffer
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