

The Spirit of U'Hills

January 23, 2009

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PROGRAMS AND ACTIVITIES

- Jan. 30 ...Wayne Murdy, CEO Newmont Mining
Subj: Managing a Major Business in Foreign Countries
- Feb. 1Super Bowl XLIII Party. Event Center
- Feb. 6George Sparks...Pres. & CEO, Denver Museum of Nature and Science. Subj. The Strategic Plan for the Museum.
- Feb. 13 ...Dave KuriaSubj: Tanzania
- Feb. 13 ...Group Ski Train Trip to Winter Park
- Feb. 14 ...Valentine's Day Party with Littleton Rotary
- Feb. 20 ...Jack SelwayRotary Global History Fellowship.....Subj: Fellowship in Rotary and the Value of History



abilities. Because of either abuse or drugs, our children are 'not normal.' But we have come to judge not with the standards most judge by but with our hearts. We no longer see what our children can't do but what they can do. So many times I am asked at school staffings to list our child's needs or disabilities. I struggle to answer what is wrong with our children - they are perfect in my eyes. Dear Hope may not see, but she can hear the birds sing and her eyes flutter when the wind blows. Matthew may not be able to walk, but his smile greets me every day. Steven may not be able to speak, but I can hear him say he loves me hundreds of times a day.

"Unconditional love is a powerful force. It has the ability to transform both the giver and the recipient. It can make the ordinary extraordinary. It can help children live longer and achieve more than anyone ever believed possible."

Please join me in the Pledge: "I pledge allegiance to..."

GREETERS



Mickey Williams (Greeter) and Don McCubbrey (Guest speaker)

Well, see, it was getting late. The buffet line was starting and we didn't have both greeters so when our guest showed up, we lined up Mickey and Don McCubbrey, joined hands, took their picture. Looks like they're enjoying themselves so far, doesn't it?

INSPIRATIONAL MESSAGE AND PLEDGE



Ruth Wilson

Ruth Wilson read to us a passage of, in her opinion, "inspiring words" taken from Dixie Davis' book "Stories of Lives Transformed".

"We now have adopted ten special children and although we feel our family is not yet complete, we are happy with where we are and who we have been given. Each of our children were hand picked by both God and me to be with us to guide through life. All are treasures beyond words. All of our children have preventable dis-

INTRODUCTIONS AND ANNOUNCEMENTS

Our President, Mike Hitchcock, applied gavel against Rotary bell with the words, "I'd like to welcome everyone to another exciting meeting of the University Hills Rotary Club."

Mike continued with some words about our current financial situation from Loy Dickinson. "Loy reports that some doctors have a negative opinion on the financial bailout package:

- The allergists voted to scratch it.
- The dermatologists advised not to make any rash moves.
- The gastroenterologists had sort of a gut feeling about it.
- Neurologists thought the Administration had a lot of nerve.
- The obstetricians felt they were all laboring under a misconception.
- The ophthalmologists considered the idea shortsighted.
- Pathologists yelled, "Over my dead body!"
- While the pediatricians said, "Grow up!"
- Psychiatrists thought the whole idea was madness.
- Radiologists could see right through it.
- Surgeons decided to wash their hands of the whole thing.
- The internists thought it was a bitter pill to swallow.
- Plastic surgeons said, "This puts a whole new face on the matter."
- The podiatrists thought it was a step forward.
- Urologists felt the scheme wouldn't hold water.
- Cardiologists didn't have the heart to say no.
- But, in the end, the proctologists...well, you know what they wanted.



(And the CPAs agreed that this pretty well sums up the whole thing.)

Artem Guralev led us through the introductions of guests and visiting Rotarians starting with:

Wendell Osorno. He introduced his guest, **Mark Rodgers.**

Linda James re-introduced **Staci Grovino**, who was with us about a month ago. To be more precise, it was on 12 December 2008.

Tom Benson introduced his guest: **Patrick Gibbs.** He's with PricewaterhouseCooper.

Mike Hitchcock introduced his guest, **Mel Grusing.** Mike: "I think some of you may already know him.

Matt Matson introduced his meeting make-up guest, **Mike Daniels.**

Jerry Regan introduced his guest **Andrew Dodgen**, a transferring Rotarian from Club 100 Phoenix. He is a business and real estate developer and has submitted his application for membership in our club, U'Hills Rotary.

Cliff Litvak introduced his wife, **Donna.** "Last year she was First Lady when I was President of the International Dental Group. But, I just wanted to tell her that she'll always be first lady in my book." (Nice round of applause for the thought and announcement)

Artem Guralev called on one **Artem Guralev** to introduce his guest: "Artem, do you have a guest to introduce today. Responding to his self question, he admitted, "Yes, I have a guest today. He's **Vlad Malamud.** He's a recent MBA graduate and I invited him over to meet the U'Hills Rotary Club and so that U'Hills Rotary can meet Vlad." The double meeting was greeted with applause from the gathering.

Mike asked **Steve Whisenhunt** to bring us up to date on our Super Bowl Party. Steve gave us a quick summary and said he would also talk a little more about questions he'd been asked by club members regarding his second cousin, **Ken Whisenhunt**, head coach of the Arizona Cardinals. Ken played college football at Georgia Tech, where he graduated with a degree in Civil Engineering. His NFL experience as a player included four years as a tight end with the Atlanta Falcons and then time with the Washington Redskins and New York Jets. His NFL coaching experience includes time with the Ravens, Browns, Jets, and as head coach with the Arizona Cardinals starting in January 2007.

Jay Carpenter brought us up to date on the Ski Train trip, what it includes, etc. The \$90 train ticket is for the club car and includes food on the way up and snacks on the way back down. "Those thinking about a beer after leaving Winter Park on the way back to Denver, should bring enough money to pay for it themselves."

Mike also reminded us of the Valentine's Day party, shared with the Littleton Rotary club on 14 February. It's at the Columbine Country Club.

SERGEANT AT ARMS

Jeff at Arms came forward to lead us through another session of revelations about the memorable events in our lives, starting with a story from Jeff's time in the Navy...the U.S. Navy. "I remember the first time I went out to sea. There



Jeff Stotler, heading out to sea again.

were a lot of sailors who were also on their first at-sea time. I was a young officer, first time out, thought I ruled the world. A sailor came running up to me, said, 'Sir, sir! I'm not feeling well. My tummy hurts. I think I need to go downstairs and see the doctor in the clinic.' I looked at him, said, 'Y'know what? You're in the Navy now, son. We don't have stairs, we have ladders. It's not downstairs, it's going below. You don't go upstairs, you go topside. This isn't a wall, it's a bulkhead. It's not a water fountain, it's a scuttlebutt. Now, if you use one more civilian term, I'm going to uhhhhh throw you right through that little round window over there."

Jeff then asked **Fred Jorgensen** if he would tell us what happened last night at the Board meeting. Fred, always willing to be helpful, said, "Actually, I showed up at the Board meeting last night. Rang the doorbell. Jerry came to the door, said, 'What are you doing?' So, I think I owe you five bucks for showing up on the wrong night. It's not till next week." Jeff then asked Jerry if he'd found his dog yet. Reply: "No. He also let the dog out. Haven't seen him..."

John French then told us that it's his wife's birthday tomorrow. It's well worth the five dollars.

Tom Benson: "On the 15th, my son went to his girl friend's place and in front of 50 people, got down on one knee and proposed. So, we have a wedding coming up sometime soon. But the party was so loud that she couldn't hear what he was saying, so he's going to have to go through it again. And, also, I had a birthday on 9 January." The funds collector (Larry Bell?) said, "That'll be ten bucks and congratulations."

Wendell Osorno, always willing to keep a good thing going, calmly spoke of the good news in his family. "My other son was visiting us last week, with our youngest granddaughter Sofia and her mother Carla(sp?). As they were leaving on Monday, they both announced they're expecting their next child. It will be our ninth grandchild." Someone observed that he had enough for a baseball game.

Roberta Greengard had her own grandchild story. "I have one granddaughter, Ingrid. She was one yesterday and grammy took her out of day care and spent the whole morning at the Children's Museum."

Rich Sattizahn reminded us that tomorrow is the first anniversary of our trip to Costa Rica with **Carl Gardner** as we delivered a fair portion of our cargo container of wheel chairs. "Also, I was talking to **Bill Curnow.** He has an update on that area that we were in and his daughter and son-in-law are down there now. After the earthquake, they've told him of the changes that have taken place." And here's Bill's update report:

Bill Curnow: "The La Paz waterfall that all of us went to no longer exists the way we remember it. The walls have



DON McCUBBREY WORLD WIDE TEXTBOOK PROJECT

caved in on a large part of it. Most of the upper structures have collapsed including a large building. The shed down at the bottom where we waited for the bus back to the top...five Europeans were killed in that structure. The entire valley filled with water and washed the shed away. Two of the busses that took us back to the top of the hill were knocked off the road during the earthquake. No one was killed in the busses.

"There were 26 people killed, still 20 people missing, over 500 homes have been demolished. There is a large effort going on to try to reopen the area because of its significance to the tourist industry. The roads are next to impassable in that part of the country. So that's a quick update on the La Paz Waterfall and surrounding area."

Question: "What was the size of the 'quake?"

Answer: "It was a 6.2 magnitude earthquake that hit the area. While that is a strong earthquake, it was magnified by the fact that it lasted for six minutes. It was devastating. It shook houses off hills, cars off roads, terrible problems."

(Editor's note: The La Paz Waterfall internet site is at : www.waterfallgardens.com The site has hyperlinks to "Earthquake Updates & Photos" and "La Paz Earthquake Community Relief Donations & Updates" for those interested in the subjects.)

Cliff Litvak was next to report on his and his family situation with: "On a more positive note, I'm pleased to say that my daughter will graduate from high school this year. Her 18th birthday is 9 February. She's been accepted at DU, thanks to some help by people in the club. She's applied to CU as well. We're very proud of her. And my wife, Donna, and I will be celebrating our 21st wedding anniversary on 14 February. (Hmmm. How appropriate...on St. Valentine's day. Good planning.)

Dixie Davis: "I've missed two meetings so I'll have to introduce myself. I'm Dixie, that's D-I-X-I-E. (Laughter you'd expect from such an announcement) My goal is to become the RotaryEclub.com queen for makeup meetings. I recommend it."

John Lawton: "While we're talking about Latin America, I'm happy to report that District 5450 approved a \$20,000 Microcredit Program for El Salvador. So, now it goes to Rotary International in the Chicago area. If they approve it, we'll have a finished program. If it works out, I'll be asking some of you to go with me to El Salvador and see how the whole thing works."

Steve Whisenhunt had another observation on the Super Bowl Party. "I forgot to acknowledge **Bill Curnow**. If it weren't for his generosity in hosting this, we couldn't pull off this fund raiser and Super Bowl Party. Also, going back to the Costa Rica trip, **Bill Curnow** had t-shirts made for all of us. They were all ready and it was a nice surprise." Correction from the audience, "Those were golf shirts." Steve: "OK, they were nice golf shirts. And, now, back to **John Lawton**, you must have incriminating pictures of somebody because nobody can get money out of the District and RI the way you can. More power to you and thank you."

Paul Bauer introduced our speaker today: **Don McCub-**

breY from the Daniels College of Business, co-founder of the Global Textbook Project that he's going to tell us about today. "Don came to DU in 1984 after 25 years with Arthur Andersen Consulting and started what is now the Information, Technology, and Electronic Commerce Department in the Daniels College. The department was one of the first in the country to offer a degree in Electronic Commerce.

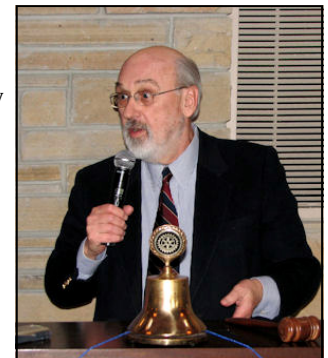
"From 1995 to 2006, Don directed the Center for the Study of Electronic Commerce. He got his PhD from the University of Maribor in Slovenia. I first met Don in the early '90s when he and I served together on the Board of the Colorado Institute for Artificial Intelligence. AI was a hot topic back then and Don was put on the board because he had expertise in the subject and I was put on the Board because they thought I was a good example of it. (Chuckles, all 'round) Don invited me to address one of his Executive MBA classes which ultimately led to my full time appointment at DU where he became a fast friends. Help me welcome Professor **Don McCubbrey**.

The professor thanked Paul and told us "As far as I know, I'm the only American to have received a PhD from the University of Maribor in Slovenia. But, that's a story for another day.

"Today, I'd like to talk about this project that Paul described. It's the Global Textbook Project. What we're doing is an inter-university project. It's designed to deal with the high cost of textbooks in developing economies by providing free text books over the internet. I'll get further into detail as we go along here.

"Most of you are familiar with Thomas Friedman's book *The World is Flat*. He's given several video presentations, but there is a particularly good one on the Opencourseware site at MIT (ocw.mit.edu). I have my students watch it. His slide contained some of the points that Friedman makes in his book:

- In essence, what we have now is a global platform for collaboration with the internet and information and communication technologies. It's given us the opportunity to focus the collective intelligence of various communities on specific problems. Probably the best example of this is Wikipedia where the community itself creates entries in an encyclopedia and then continuously updates it.
- Disruptive technologies are emerging technologies that come along and change business models in certain industries. A good example...in the late '90s there were probably 32,000 travel agents in the U. S. As a result of the airlines putting up their own web sites like Travelocity and Expedia, etc., there are now about 18,000 travel



Don McCubbrey
Global Textbook Project



agents in the U.S. Their business has changed forever by disruptive technology that we know as the World Wide Web.

- One of the effects of globalization covered by Friedman is mass customization and personalization. We can tailor products to our specs like buying a laptop on line, or a website can offer a personalized service to us the way that Amazon gives us book recommendations when you log on.
- Overall, there's an ethos concerned with a good subset of the internet community supporting a trend toward openness. It started with open source software. Some of you may be familiar with Linux. It's a software program that rivals other operating systems like Windows that was created freely and continually updated by a world-wide community of software engineers who do this for their own intellectual gratification.
- Friedman's open access trend refers to making academic research journals open. If our university, for example, wants to subscribe to one of the prestigious journals in a field like molecular biology, it would cost \$20,000 a year. There's a whole movement among segments of the academic community that believe these journals should be available online, free.
- His open content trend is the space where our Global Text Project fits in. Very simply, this is an area for books

where the books are posted on the internet, freely available to anyone who would like to download them.

"The way we got into this is taking a look at the cost of textbooks. It's a problem and a huge issue in the U. S. There are some government studies showing that textbook costs are increasing at twice the rate of inflation. Publishers come out with unnecessary new editions and I speak as someone who has co-authored a couple of textbooks.

"The first one came out in the late 1980's. We worked about 18 months on this thing. Then, as soon as it was published, the editor said, 'OK, guys, it's time to get ready for the second edition.' We looked at him and said, 'Why? We like what we've just created.' She said, 'You don't understand the business. If we don't come out with another edition, all of the students in two or three years will be buying used books. And, we won't make any money and you won't get any royalty checks.' So, we said, 'All right' and came out with a second edition. Then we said, 'Well, that's enough of that.' But, that's the way the industry works.

"Most textbooks are U.S. centric. For years, publishers have been putting out international editions which typically cost 50% of the U.S. edition. There was a federal court case a year or two ago where some guy said, 'Gee, this would be a good business. I'll just go to the U.K., buy the textbooks at 50% of the U.S. cost, then ship them in bulk to the U.S. and sell them to students on line. The national publisher's association went to federal court and got an injunction and put the guy out of business. They didn't like it at all.

"That cost is in developed countries. A \$150 textbook in the U.S. will cost \$75 in sub-Saharan Africa. But, the average per capita income in a country like Uganda is about \$400. So, even international editions are out of reach to students in developing economies.

"OK. What we have in the Global Text Project is a global project where textbook content is developed by the collective intelligence of a dispersed community. In other words, we would take all the information systems professors use and ask them to contribute content to an information systems book. It's kind of a Wiki-model. The technology we're using is not Wiki technology but that's not important.

"What is important is that the content is reviewed by qualified experts. So, we're adopting the academic model of having professors write the books, then have the content peer reviewed as if it was going into a peer reviewed journal. The books are copy edited, loaded to an online repository and available for free. They can be read online, they can be downloaded to laptops, they can be printed, they can be read on e-media. I don't know how many have seen Amazon's Kindle, an electronic book, there's also a Sony E-book.

"Users are encouraged to modify the books to suit local circumstances, Wiki style, and books will initially be available in Arabic, Chinese, English, and Spanish. Those languages were chosen because they're the four most widely used languages in the world.

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Question: "Where's the money?"

Answer: "There is no money. This is free. Well, we have a little money to work with and I'll tell you about that later. I use the information system's text in my classroom. We have some e-readers donated by Sony and we pass them out to students just to see how they like them. About 10% of the students, in my experience, like to have printed copies so that they can highlight stuff and make marginal notes.

"There is about an 18 month lead time to put together a textbook and that's pretty fast tracking. On the other hand, in a field like mine and Paul's, information systems,

things are changing all the time. Changes can be incorporated as they occur. To give you an example from Wikipedia, you may recall a year or so ago, astronomers suddenly decided that Pluto was no longer a planet. That appeared in Wikipedia the next morning. You can imagine how long that would have taken to appear in a new edition of the Encyclopedia Britannica, print version.

"Early on, we established an International Advisory Board because we realized we should be talking to customers. The advisory board is representative of the countries that are targets for these books. When we're thinking of putting together a new book, we run it by the Advisory Board for input of what the book should contain.

"As to project status, we started in 2006 and the proof of concept phase was funded by the Jacobs Foundation in Zurich. It was pilot tested in Ethiopia and Indonesia. So far, over 50 universities are involved in this worldwide and the goal is to have 1,000 books covering every subject in the first



two years.

Question: "Earlier you referred to Managerial Accounting. Could you define that?"

Answer: "Yes. Managerial Accounting is the type of accounting that you, as a manager running your own business, would like to have in place. It's information that is useful for operations. Financial Accounting is the type your CPA does. One is understandable. The other isn't. (Appreciative laughter). I say this as a life member of the American Institute of Certified Public Accountants who has not done his own tax returns in 30 years.

"There are a couple of Chinese proverbs that apply to what we're trying to do:

- There are many paths to the top of the mountain, but the view is always the same.
- It doesn't matter if the cat is black or white as long as it catches mice.

Don showed us a list of some of the books that they have produced during the life of the project with the comment: "You can see that they cover a wide range of subjects. Pretty much, it's been serendipity up to now. We've had a lot of publicity on the project. We give talks like this. Take the Bioentrepreneurship book...that effort is an original work and it's being led by an MD/MBA, Arlen Myers at the UC at Denver Health Sciences center. A friend of Paul's, a friend of mine. So, he's just engaged others in his community to write a book on the subject.

"If you stand back and look at what we're doing here, it's a little scary if you are a venture capitalist. What you have is two university professors who are creating a new electronic counter space business, part time. But, anyway, we're making this thing work.

"In closing, our motto is 'Engaging many for the benefit of many more.' And that's it. Questions?"

Question: "What is the typical cost of textbooks per semester for the current student?"

Answer: "Good question. Any parent would know. It's probably about \$900. Couple of quick stories. There was a government accountability study that came out in 1995 that said for students who graduate from a four year university with student loans, 20% of those student loans is attributable to the cost of textbooks. The other: Two years ago before we had the IS book, I was using a book that cost \$145. One of my students bought the book in September for \$145. He went to sell it back to the bookstore and they only offered him \$5.00. I happen to know the two authors of this textbook so I forwarded this kid's email to them. One co-author came back and replied 'Hasn't this kid ever bought a car?' So, I replied to the co-author, 'I don't know of anybody who bought a car for \$14,500 in September and sold it in November for \$500.' The other author came back and said, 'You should have told him to sell it on Amazon.' OK? It's not a pretty sight. (Appreciative applause)

Mike gave **Don** our certificate for five polio inoculations for the Rotary PolioPlus program in his name.

Mike continued with the comment that, "This is a fascinating subject. Just as a comment, I gave a talk on the evolution of the brain. What separates us from other intelligent animals is that we have a repository of information that we keep building onto. We have generations of knowledge and that's what we're seeing here. The other thing is the sharing of knowledge

through language and now the internet. Most research ideas are cooperative among many brains all over the world. So, we're living in a cultural revolution right now and this is very relevant.

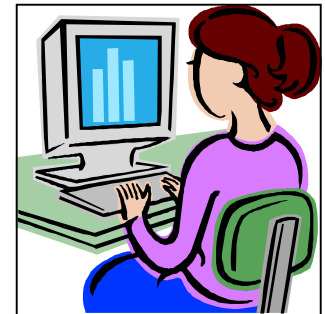
MIKE'S THOUGHT FOR THE DAY

"In ancient Rome, generals and emperors who had won a great victory received on their return a triumphal procession through the city streets.

"Always in this parade, a slave stood in the chariot behind the victorious general. Over the general's head, he held a garland of laurel, signifying victory. But, into the general's ear the slave repeatedly whispered a caveat: 'All glory is fleeting. All glory is fleeting...'"

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