Coming into view: The future

It has been a groundbreaking year for the Carlson School. With pride, gratitude, and the help of visiting dignitaries, we broke ground this September on a new undergraduate building—Herbert M. Hanson, Jr. Hall—and laid the foundation for a significantly expanded Undergraduate program. Alum Herbert M. Hanson, Jr., ’49 BA, kicked off the building campaign with a $10 million pledge in 2004. “My education here at the U of M changed my life,” he said. “It’s important that future generations of students benefit from their education in the same way that I’ve benefited from mine.”

Demand for the Carlson School’s Undergraduate program has consistently exceeded the school’s capacity, with applications rising by more than 30 percent in each of the past three years. As a result, the school has only been able to serve one in eight students who apply. The expanded program and new facility will allow us to serve at least 50 percent more students, ensuring that the Carlson School remains a top choice among students seeking a public business education. Hanson Hall will be the premier building in the country devoted to undergraduate business education when it opens in 2008.

“My education here at the U of M changed my life. It’s important that future generations of students benefit from their education in the same way that I’ve benefited from mine.”

—Herbert M. Hanson, Jr.

Exceptional facility
The new four-story Hanson Hall will connect to the existing Carlson School building via skyway. The 124,000-square-foot building will feature several state-of-technology classrooms, an expanded undergraduate advising office, and the Carlson School’s Business Career Center. It also will house the College of Liberal Arts Department of Economics. Enrollments have already begun to increase with the incoming 2006 class. Plans are to admit a total of 500 additional freshmen by the fall of 2008.
Dear Friends of the Carlson School,

What an honor to join the Carlson School at this exciting time in its history.

As you may know, I have a rather unique relationship with the school and the University of Minnesota. My father, Gordon Davis, is a retired professor of management information systems at the Carlson School, and my first job was working on software programs in the basement of Blegen Hall.

My decision to return to my Minnesota roots as dean of the Carlson School was heavily influenced by my respect for the U of M’s academic leadership and by the extraordinary momentum at the Carlson School.

As the University embarks on its initiative to become one of the top three public research universities in the world, the drive to excellence is stronger than it’s ever been—and the Carlson School is an integral part of that growing momentum as evidenced by the recent groundbreaking for our new undergraduate building. The expansion of our Undergraduate program is just one way we are building on excellence.

The cover theme for this annual report – discovery, opportunity, and community—builds on our traditional strengths in faculty research, a commitment to experiential learning through the innovative Carlson School Enterprises and outstanding employment opportunities for our students, and our connections to a thriving business community. At the same time, it is forward-looking, projecting the vision and priorities I hold for our future.

One of the school’s key initiatives is to continue our successful collaborative efforts—both within the University and between the Carlson School Enterprises and the business community. Another priority is to support our interdisciplinary initiatives, such as the Carlson School’s new Medical Industry Leadership Institute which prepares MBA students for challenging careers in the medical industry; the Institute for Research in Marketing, dedicated to the advancement of cutting-edge marketing education and research, and the new Center for Integrative Leadership—a precedent-setting partnership with the Humphrey Institute of Public Affairs. The Center for Integrative Leadership will study and teach collaboration with the business community and the value of working across sectors to resolve complex societal problems.

Our leadership programs that support women and underrepresented student populations are also vitally important. I’m proud to say that the Forté Foundation, which encourages female participation in business schools, reports that the Carlson School leads the region in the percentage of women MBA students who enrolled in Fall 2006. We’ll continue to assist these students in ways that connect them to each other, to business leaders, and to the community. By providing valuable mentoring and networking opportunities, we will ensure a future built on broader perspectives and more diverse business leadership.

To maintain our strategic momentum and also optimize resources, I have made some internal changes, realigning our portfolio groupings to tap the talents of our existing leaders. Acting Associate Dean John Fossom will continue to lead our faculty and research initiatives, including our research centers; Associate Dean Ed Joyce will lead our MBA and executive education programs; Associate Dean Bob Ruekert will lead our Undergraduate program; Associate Dean Mike Houston will lead our International Programs; Assistant Dean Deborah Cundy will lead external relations; and Assistant Dean Carolyn Chase will lead operations. Kathryn Carlson will have an expanded role as assistant dean of executive education and Part-Time and Executive MBA programs, reflecting the school’s emphasis on lifelong learning. These experienced leaders will ensure that we stay on course and remain competitive as the Carlson School grows in size and influence.

Speaking of experienced leaders, I would like to thank Michael Houston and Jim Campbell, my accomplished predecessors, for their inspired leadership as interim deans. And on behalf of our entire school, I thank our Board of Overseers, business partners, Herbert H. Hanson, Jr., and our state legislators for sharing our vision and making the Carlson School’s new undergraduate expansion possible.

The Carlson School’s strengths in research discovery and its robust collaboration with the business community have created unique opportunities for students and Minnesota businesses alike. I look forward to building on this great tradition.

On a personal note, I wish to thank all of you—faculty, staff, students, alumni, benefactors, and friends of the Carlson School—who have made my homecoming so welcoming.

Sincerely,

Alison Davis-Blake
Dean, Investors in Leadership Distinguished Chair in Organizational Behavior
"A man’s mind, stretched by an idea, can never go back to its original dimensions.”
— Oliver Wendell Holmes

Understanding consumer behavior

Compact or luxury? Creamy or crunchy? Designer or discount? So many decisions, so little time in today’s marketplace of abundance. A long tradition of research in economics and marketing sets forth principles describing how consumers should choose between multiple alternatives — yet in reality, we often don’t. Consumer research, including the science of decision-making, plays an important role in economic forecasting and marketing. Akshay Rao, General Mills Professor of Marketing and director of the Institute for Research in Marketing, wanted to better understand how consumers make decisions.

Professor Rao is using a neuroscientific approach and functional imaging techniques (brain MRIs) to identify which emotion centers in the brain are activated when consumers are asked to choose between two equally attractive options. His findings suggest that making a choice is easier and less fraught with negative emotion when a third, unattractive choice becomes available. The study’s preliminary results (“Brain Activation: Shedding Light on the Decoy Effect”) provides insight into consumer behavior and the role of emotion on decision-making, with implications for advertising, marketing, and more.
Hybrids: hype or hope?

Hybrid automotive technology has the potential to greatly reduce oil consumption. Until recently, many held out hope that this technology would be the panacea for our energy problems. It’s not that simple, according to Alfred Marcus, professor of strategic management and organization. In his research paper entitled, “Hybrids: hype or hope?” co-authored with Donald Geffen, he examines hydrogen vehicles and energy consumption and concludes that the intractability of our energy problems has as much to do with behavior as technology.

For years, the auto industry made steady progress in improving the fuel efficiency of conventional vehicles. But, since 1985, most vehicle changes have focused on larger sizes and better performance, not fuel efficiency—in response to consumer buying behavior. The phenomenon is called “the snapback paradox,” and can be seen in our failure to adopt other reforms, whether related to energy consumption, safer driving, or dieting. Says Professor Marcus, “We need to change behavior, but without stable markets and strong public policies we are unlikely to do so.” As you’ll read on the opposite page, he is as interested in sustainable business practices as he is in greener transportation policies.

Finding the “sweet spots” that sustain business success

By their tenth year, 96 percent of business startups have faded into oblivion or bankruptcy. What are the “sweet spots” that help to sustain business success? In his highly-acclaimed new book, Big Winners and Big Losers, Alfred Marcus, professor of strategic management and organization, poses this quotidian business question. To discover the answer, he enlisted the support of more than 500 practicing managers at dozens of well-known multinationals, systematically reviewing detailed performance metrics for the 1,000 largest U.S. corporations. His conclusion is a pragmatic prescription of best-practice applications focusing on agility, discipline, and focus.

The book is winning high praise from business strategists and academics at other top business schools.

Professor Marcus has served on the Governor’s Roundtable on Sustainable Development. He writes about business strategy, ethics, and the global economy, the productivity consequences of flexible regulations, and incentive regulation in the nuclear power industry. Every year, he leads MBA students in an intensive, two-week seminar in Costa Rica that focuses on relationships between environmental management and profits, one of the Carlson School’s short-term global immersion opportunities.

When discord unifies

Jason Shaw and Michelle Duffy, associate professors of human resources and industrial relations, found that when team members are unified in their level of dissatisfaction with the team, they tend to call in sick and skip team meetings. But, when team members are unified in their level of dissatisfaction with factors outside of their team (their jobs or organizations), they tend to be absent very infrequently. While dissatisfaction with the team may result in fracturing of interpersonal relationships, consensus on dissatisfaction with external factors may be a bonding experience and an opportunity for commiseration, although perhaps at the expense of high team performance.
**Informing decisions**

Finding a good read or scouting out your ideal vacation spot soon may be less arduous and more in tune with your preferences, thanks to the research of Gediminas (Gedas) Adomavicius, assistant professor of information and decision sciences. The importance of his work was recently recognized with the National Science Foundation’s prestigious $450,000 Career Award, an honor shared by only a handful of talented researchers in a given academic discipline each year.

Assistant Professor Adomavicius is a leading thinker in the ways organizations can turn business intelligence into business profits through personalization technologies. This grant will further his theoretical and practical research into new frameworks, models, algorithms, and implementations that provide effective ways to deal with information overload and promote access to relevant information. Ultimately, he says, “My research will help businesses better understand their customers and help individuals deal with the vast amounts of data they encounter when making decisions.”

---

**Beating the competition the old-fashioned way**

The co-director of the Carlson School’s Joseph M. Juran Center for Leadership in Quality, Professor Roger Schroeder, was making a case for quality before it became a business buzzword. This year Professor Schroeder’s advocacy helped further the center’s reputation with a prestigious national award. Professor Schroeder, who holds the Frank A. Donaldson Chair in Operations Management, and Associate Professor Kevin Linderman co-supervised the doctoral dissertation of Michael Naor, entitled, “The Relationship between Culture, Quality Management Practices, and Manufacturing Performance.” The paper won the top award of the Decision Sciences Institute—rare national recognition for a dissertation paper.

Professor Schroeder’s research involved collecting data from 240 manufacturing plants in eight different countries. One major observation: high-performance operations beat their competitors on at least one measure of cost, quality, delivery, or flexibility. When low-cost production was the primary objective, businesses could prevail over competitors’ lower labor costs through automation and process innovation. Instead of adopting the latest business trends, high performers pursued selected practices that aligned with their unique operations and business strategy, adopting proprietary technology, refining labor skills, and improving processes through idiosyncratic learning. The best businesses, like individuals, know themselves and work to their strengths.

---

**Examining executive compensation**

Executive compensation and incentives are under siege as never before. How do incentives correlate to overall business performance? According to Rajesh Aggarwal, associate professor of finance, “In our findings, the companies that used more pay-performance incentives—stock and option compensation—for their executives tended to invest more in plants and equipment and performed better in terms of stock market value.” Professor Aggarwal co-authored a paper entitled, “Empire-builders and shirkers: Investment firm performance and managerial incentives,” published in the June 2006 issue of the Journal of Corporate Finance.
New Institute for Research in Marketing

The Carlson School’s Institute for Research in Marketing kicked off its inaugural year with a robust agenda of events and speakers. The institute funded seven research projects across a broad spectrum of topics, successfully held its first signature event, “Carlson on Branding,” and launched its first speakers series. The institute will provide the networking opportunities between business leaders, faculty, and students that are essential to maintaining a competitive advantage in today’s marketplace.

Akshay Rao, General Mills Professor of Marketing, directs the institute, with the guidance of a singularly accomplished advisory board. As thought leaders and executives from some of the country’s most influential businesses, board members provide advice on strategic research priorities and serve as ambassadors of the Carlson School’s marketing expertise.

The institute mines the Carlson School’s wealth of marketing knowledge. The Carlson School’s world renowned marketing faculty are among the most accomplished and prolific academics in the world. They lead rigorous and relevant research in the science and practice of marketing and contribute dozens of original papers each year to leading journals in the field.

Brand buzz: Branding conference and speakers series feature juicy topics

Brand dilution. Brand equity. Brand resonance. Brand positioning. “Carlson on Branding,” the inaugural conference at the Institute for Research in Marketing, was abuzz with branding lingo and enlivened by leading marketing experts, including Bob Ruekert, professor of marketing and logistics management and associate dean of Undergraduate programs. The two-day, 14-session conference featured thought leaders from the Carlson School, the Marshall School of Business, and the Tuck School of Business, and included presentations by industry experts from 3M, Cargill, Kraft, and General Mills. Topics ranged from a research-based model for developing and implementing brand plans, to a review of the Guthrie Theater’s rebranding efforts, and industrial branding strategies.

Timely topics are also on the menu for the institute’s speakers series. The first speaker in the series was Fred Senn, founding partner of advertising agency Fallon Worldwide. Senn spoke about his new, buzz-generating book: *Juicing the Orange: How to Turn Creativity into a Powerful Business Advantage*, co-authored by agency founder Pat Fallon. The speakers series promises to be a dynamic component of the institute’s many events.

The self-esteem factor

Self-esteem factors into consumer buying patterns, social interactions, and business transactions. But not always in the ways you might think, according to studies conducted by Kathleen Vohs, assistant professor, marketing and logistics management. Self-esteem affects behavior most markedly in threatening situations: individuals with high self-esteem become more unfriendly, arrogant, and uncooperative. Vohs teaches classes on buying behavior. Her research has implications for managers working to ensure successful staff interactions and for marketers seeking to understand consumer motivations.

Kathleen Vohs
Assistant Professor, marketing and logistics management
opportunity

Real-world money management

“\textit{I think leaders should encourage the next generation not just to follow, but to overtake.}”
—Anita Roddick

Carlson Funds Enterprise thrives and diversifies

The Carlson Funds Enterprise has banked seven successful years—and a track record of impressive growth and returns. Like the Carlson School’s three other Enterprise programs, the Funds Enterprise gives students real-world experience. But unlike competitive student investment groups at other universities, the Funds Enterprise allows students to manage money—significant sums of money—from actual outside investors, in addition to practicing investment research and analysis. It also is distinguished by the dedicated participation of professional analysts and portfolio managers.

To evaluate potential business investments, Funds Enterprise students make site visits to companies across the country, assessing management teams and analyzing business strategies firsthand. Their rigorous approach has paid off—both in fund performance and in preparing students for corporate finance and investment careers. The growth fund continues to attract new investors such as Piper Jaffray and Securian—and the attention of the \textit{Wall Street Journal}. Assets under management for the fixed income fund have grown to $12 million. According to Joe Barsky, managing director of the Funds Enterprise, many members of the class of 2007 already have secured employment upon their graduation.
Carlson Consulting Enterprise delivers

There’s no substitute for experience. And for an aspiring management consultant, there is nothing quite as valuable as the actual, substantive consulting experience across a spectrum of businesses offered by the Carlson Consulting Enterprise. Advised by faculty and a managing director who is also a business leader, Consulting Enterprise students acquire a wealth of knowledge while putting theory into practice for clients such as Allina, Wells Fargo, the Minnesota Children’s Museum, and Ecolab.

For Allina Hospitals and Clinics, students recommended a process for improving the lifecycle management of clinical equipment, from budgeting and planning to maintenance and disposal. In another project, students worked with Wells Fargo on consumer research, producing a report on consumer preferences for financial services products.

Student consultants explore outsourcing

Overseas outsourcing is a topic that’s seldom explored dispassionately. So when Carlson Consulting Enterprise students were hired by an outside client to research and write a white paper for potential strategic operations decisions, they examined the pluses and minuses of outsourcing in a very methodical way.

Students worked with Laura TerWisscha, ’96 MBA, managing director of the Consulting Enterprise, to structure the project and research plan. They evaluated models across several criteria that allowed their client to rate the options. As part of the white paper, student consultants mapped the positives and negatives of 11 European, Asian, and South American markets.

The consulting team learned that offshoring typically works best for functions low in the value chain, including software development, some call center operations, and manufacturing. They also discovered that businesses often neglect to take related costs of added infrastructure, management, and training into consideration, which can cause anticipated cost savings to drop by as much as 40 percent. The client reacted positively to the white paper, saying, “This is a great tool for helping our team think about this strategy on a comprehensive level.”

Carlson Brand Enterprise and Junior Achievement

The Carlson Brand Enterprise, a student-led business, lets MBA students delve into actual brand and marketing challenges faced by businesses—including nonprofits such as Junior Achievement. Junior Achievement is a national nonprofit organization dedicated to educating youth on enterprise and the economics of life. The organization’s Upper Midwest chapter engaged Brand Enterprise students to analyze awareness across multiple markets and examine their current brand. Students successfully identified the client’s brand awareness challenges and delivered valuable marketing insights. “I was impressed by their knowledge and professionalism,” says Junior Achievement Upper Midwest president Gina Blayley.
International residency

The Carlson School’s Executive MBA experience culminates in a two-week international residency that drives home the lessons covered during students’ domestic studies. The residency gives managers and business executives an opportunity to see and apply concepts in marketing, finance, and strategy within an international environment, and to engage in dialogue with their international counterparts and business leaders.

The 2006 international residency was an especially rich and eventful experience for Executive MBA students, in large part due to the support of our alumni in South America. The students stayed in Santiago, Chile and Buenos Aires, Argentina. In Chile, students met with business leaders from 3M and Telefonica Chile, participated in a presentation by the general counsel of the External Investment Committee of Chile, and toured the Concha y Toro vineyard. In Argentina, they took part in a site visit at Cargill, attended a conference with representatives from the Arcor Company and the Bank of Boston, and were guests at the U.S. Embassy in Buenos Aires. Schedules were hectic, but there was time to take in a tango show and attend a gaucho barbeque.

Transcontinental teaming:
Global Executive MBA project

At the Carlson School, one of the most valuable—and exclusive—global learning opportunities we offer involves a virtual team experience with over 100 Global Executive MBA students from four countries. “We are able to do this because we have four Global Executive MBA programs that run simultaneously—our local Carson Executive MBA program and three global EMBA programs,” says Michael Houston, associate dean of International Programs. The Carlson School offers joint Global Executive MBA programs with partner schools in China, Austria, and Poland. Each program is highly regarded in its country or region.

For the first virtual team exercise, 10 teams collaborated electronically on a variety of projects, then met at the Carlson School for team presentations. They mentored and challenged each other as they developed a business model for a luxury spa in China, drafted plans to market solar panels in India, and created an implementation process for a medical offshoring project. Many students consider their new global associates a lifelong network of business contacts. Sri Zaheer, Carlson School Professor of Strategic Management and Organization, coordinated the project teams, working with faculty members at the partner universities and the Carlson School’s Office of International Programs.
Center for Entrepreneurial Studies inspires success

University-branded items are hot sellers at college stores around the country—accounting for more than $1 billion in sales each year. This market phenomenon did not escape the entrepreneurial minds of one particular group of Carlson undergraduate students. Exposed to business development opportunities through the Carlson School’s Center for Entrepreneurial Studies, the students also participated in a new yearlong undergraduate class called Entrepreneurship in Action. The class takes a collaborative, team-based approach to evaluating business concepts, and culminates with students operating a business of their own creation. Thirty students work with alumni board members to develop business plans, secure start-up funding, launch, and operate a real business.

One group of students formed a company called “U-Suits,” designing, manufacturing, and selling protective covers for the Apple iPod nano portable music and video player. They licensed the University of Minnesota, University of Wisconsin, and Michigan State logos for the design on the iPod’s silicon cover, giving the gadgets all the cachet of the sportiest college logowear. The group then outsourced production to China to speed market introduction and minimize costs. And when the first manufacturer failed to deliver on their initial order, the student-run company successfully transitioned to a more dependable and higher quality overseas manufacturer. Profits from the first year of this class endowed a $25,000 scholarship for future entrepreneurial students.

Student entrepreneurs win Minnesota Cup

The Minnesota Cup is a statewide contest that promotes entrepreneurial activity in Minnesota. Based out of the Carlson School, the idea behind it is that the ongoing vitality of Minnesota’s economy depends upon the continuous discovery and nurturing of innovative, trendsetting entrepreneurial ideas. With the right guidance and encouragement, one student’s epiphany of today can grow to become the 3M, Medtronic, or Cargill of tomorrow.

If the work of Ryan Broshar, Joseph Collins, and Travis Boisvert is any indication, the future of the state is in good hands. The three students in the Carlson School’s entrepreneurship program saw an opportunity to consolidate campus information for new University students with a resource called The U-Guide. Their original thinking earned them $5,000 and top place among students competing for the Minnesota Cup. Originally developed in an undergraduate entrepreneurship class, The U-Guide includes information on campus life and housing—and features local businesses that pay to advertise in the book. More than 7,000 copies were distributed to University residence halls this fall.
“Will the world say that a company served as a positive link between the past and the future of their communities; that it added value and helped society prosper?”
—Marilyn Carlson Nelson

Pooling talent across the Carlson School and the University

Sweeter royalties on Honeycrisp apples. Online training for doctors with diabetic patients. An effective new drug delivery system. These and other recent discoveries have been considered for business start-ups and a generation of new revenue streams for the University of Minnesota, with help from the University’s Office of Business Development. The office connects the outside world and business interests to discoveries at the University—and it often looks to the Carlson Ventures Enterprise for the business acumen to translate research findings into marketable solutions.

As a result of such collaboration, the sweetly successful Honeycrisp apple, hybridized at the University, will soon generate more royalties. Ventures Enterprise students, working with the University’s Department of Horticulture Science, refined the royalty model to better compensate the University and still keep consumers well-stocked.

In another collaborative effort, Paul Johnson, professor and Curtis L. Carlson Chair in Decision Sciences, worked with University colleagues and the HealthPartners Research Foundation to understand how doctors evaluate and treat Type 2 diabetic patients. Professor Johnson and his colleagues created patented software that examines physicians’ patterns of decision-making and treatment, recommending ways to avoid potential errors—a significant benefit to patients, doctors, health care providers, and drug companies who want to make sure that physicians understand how to administer the latest drugs.
Strength in diversity

The Carlson School is committed to fostering a diverse and inclusive environment. This year, Kathryn Johnson became our first director of diversity initiatives. In addition to coordinating the school’s efforts to increase our minority student population, Dr. Johnson works to ensure students’ success in our programs and to foster students’ connection to the Carlson School after they graduate. She also is enhancing and developing partnerships with several organizations including Management Leaders for Tomorrow, Forté Foundation, the National Association for African Americans in Human Resources, WomenVenture, the PhD Project, National Hispanic MBA Association, and National Black MBA Association.

Dr. Johnson is a participant in the 2005-06 President’s Emerging Leader’s (PEL) Program, a University initiative designed to reinvest in its human capital. She serves on a task force that is studying performance management and career mobility in order to improve performance assessment and develop employee talent.

Engendering women’s leadership opportunities

More women than ever are taking on leadership roles in business, politics, and society. Through a variety of ongoing women’s initiatives at the Carlson School, we’ll help ensure that trend continues. After two successful years, the annual Women’s Leadership Conference is fast becoming one of our school’s signature events. Sponsored by the Carlson School chapter of the National Association of Women MBAs, this year’s conference was entitled, “Influencing Others: Your Actions, Your Image.” It featured keynote speakers Pamela Knous, CFO, SUPERVALU, and Kim Carlson, founder of Cities Management and creator of “The EarthSmart Consumer.” Attendees took advantage of networking opportunities and dynamic breakout sessions on effective negotiation, leadership styles, and more.

Representing another milestone, the Carlson School proudly accepted an invitation to become a member of the Forté Foundation this year. This highly regarded foundation has become a global force for women’s leadership by mobilizing major corporations, top business schools, and influential non-profits to support research, scholarships, and the advancement of women. As part of our Forté Foundation membership, the Carlson School has agreed to select two Forté Scholars from each incoming Full-Time MBA class for full-tuition scholarships.

Nurturing home-grown talent

Through the Leadership Access Program, the Carlson School helps to improve the pathways to higher education for underrepresented students at local high schools. High-potential students from Patrick Henry High School in Minneapolis and Arlington High School in St. Paul were selected to pilot the new program. They will take part in an intensive, multi-year program that provides a Carlson School student and alumni mentor, college prep guidance, parent activities, college test support, and exposure to the campus and faculty. The Leadership Access Program will enhance the climate of diversity in the Carlson School while also encouraging more students of diverse backgrounds to take on leadership positions in business.
The Joseph M. Juran Center for Leadership in Quality hosted its third biennial Quality Summit, “An Inquiry into Greatness,” attended by leaders from 50 organizations and scholars from nearly 20 universities.

Marilyn Carlson Nelson delivered the keynote speech at the Carlson School’s 2006 commencement ceremony. She inspired graduating students with her message on the value of corporate and personal citizenship.

The Master of Accountancy program was launched. The yearlong program prepares students to be successful 21st century accounting professionals through a broad selection of graduate courses.

Ann M. Fudge, chairman and CEO of Young & Rubicam Brands, provided a glimpse into one of America’s most dynamic companies as part of our “Inside the Boardroom” speakers series.

The conference, “HR Tomorrow: What Does the Future Hold?” attracted hundreds of human resources and industrial relations professionals from around the country. It was sponsored by the Industrial Relations Center and its alumni association.

The Joseph M. Juran Center for Leadership in Quality hosted its third biennial Quality Summit, “An Inquiry into Greatness,” attended by leaders from 50 organizations and scholars from nearly 20 universities.

Vienna Executive MBA students toured Nasdaq headquarters in New York as part of their international residency.

Carlson School students met with state lawmakers at the Minnesota State Capitol. They made a persuasive case for funding our Undergraduate program expansion.
Financial report

Fiscal year 2006 (July 1, 2005 through June 30, 2006) saw moderate tuition increases, leading to additional revenue for the Carlson School. Tuition continues to be our most significant revenue source, followed by state funding, endowment earnings and gifts, and consulting and training contracts. Grants and contracts for sponsored research are not a significant source of revenue for the school.

Our most immediate financial needs are for the expansion of our Undergraduate program, including the construction of Hanson Hall, for additional student scholarships, and for retaining and hiring world-class faculty. The state’s funding commitment of $26.6 million for Hanson Hall has been secured, covering approximately two-thirds of the estimated $39.9 million in new construction costs.

We expect increasing numbers of applicants for all of our programs, and particularly for our expanded Undergraduate program in 2008. Combined with higher tuition costs, the need for scholarship funding will be greater than ever. By raising $12 million in endowed scholarship awards, we will be well positioned to maintain our academic excellence and launch many future generations of business leaders. The earnings on the endowed scholarship awards will be matched dollar for dollar by the University of Minnesota President’s office.

As the Carlson School grows and expands, we are mindful of being good stewards of all of our assets. One successful cost-saving initiative has been a realignment of our internal organization to make better use of existing staff and resources. The University also is restructuring for cost savings, and we are participating in University cost-saving initiatives as appropriate.

In fiscal year 2007, the University’s new budget model and funding structure will take effect, which includes direct charges for central services (e.g., libraries, technology). Although our charges for central services are now greater than in the past, our allocation of state support will be matched dollar for dollar by the University of Minnesota President’s office.

We expect increasing numbers of applicants for all of our programs, and particularly for our expanded Undergraduate program in 2008. Combined with higher tuition costs, the need for scholarship funding will be greater than ever. By raising $12 million in endowed scholarship awards, we will be well positioned to maintain our academic excellence and launch many future generations of business leaders. The earnings on the endowed scholarship awards will be matched dollar for dollar by the University of Minnesota President’s office.

State of financial position

Year ended June 30, 2006

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY05</th>
<th>FY06</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition, fees, and executive education</td>
<td>$47,727</td>
<td>$47,893</td>
<td>5%</td>
</tr>
<tr>
<td>State funding</td>
<td>6,859</td>
<td>6,631</td>
<td>(3)</td>
</tr>
<tr>
<td>Endowment and gifts</td>
<td>9,645</td>
<td>8,558</td>
<td>(11)</td>
</tr>
<tr>
<td>Consulting and training</td>
<td>3,419</td>
<td>2,275</td>
<td>(33)</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>972</td>
<td>484</td>
<td>(50)</td>
</tr>
<tr>
<td>Total revenues</td>
<td>$66,622</td>
<td>$65,841</td>
<td>(10%)</td>
</tr>
</tbody>
</table>

Expenditures

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>FY05</th>
<th>FY06</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty salary/fringe</td>
<td>$22,282</td>
<td>$20,792</td>
<td>(7)%</td>
</tr>
<tr>
<td>Staff salary/fringe</td>
<td>15,744</td>
<td>17,088</td>
<td>9%</td>
</tr>
<tr>
<td>Central administrative services</td>
<td>–</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Supplies, communications, equipment, travel</td>
<td>9,730</td>
<td>11,023</td>
<td>13%</td>
</tr>
<tr>
<td>PhD student teaching/RA stipends</td>
<td>2,252</td>
<td>2,294</td>
<td>2%</td>
</tr>
<tr>
<td>Scholarships</td>
<td>1,850</td>
<td>2,423</td>
<td>31%</td>
</tr>
<tr>
<td>Research salaries and expenses</td>
<td>2,582</td>
<td>2,532</td>
<td>(2%)</td>
</tr>
<tr>
<td>Consulting services</td>
<td>1,806</td>
<td>1,951</td>
<td>8%</td>
</tr>
<tr>
<td>TA salary/fringe</td>
<td>1,386</td>
<td>1,375</td>
<td>(1%)</td>
</tr>
<tr>
<td>University assessments</td>
<td>5,622</td>
<td>5,652</td>
<td>1%</td>
</tr>
<tr>
<td>Total expenditures</td>
<td>$63,254</td>
<td>$65,130</td>
<td>3%</td>
</tr>
</tbody>
</table>
Program enrollment and tuition

2006-07 enrollment
Undergraduate 1,773
Full-Time MBA 219
Part-Time MBA 1,704
Executive MBA 124
Global Executive MBA 214
MA-HRIR 208
PhD Business 89
PhD-HRIR 19
MBA 111

2006-07 per credit tuition

<table>
<thead>
<tr>
<th></th>
<th>Resident</th>
<th>Nonresident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>$292</td>
<td>$739</td>
</tr>
<tr>
<td>Full-Time MBA</td>
<td>$945</td>
<td>$3,345</td>
</tr>
<tr>
<td>Part-Time MBA</td>
<td>$900</td>
<td>$900</td>
</tr>
<tr>
<td>Executive MBA</td>
<td>$18,750*</td>
<td>$18,750*</td>
</tr>
<tr>
<td>Full-Time MA-HRIR</td>
<td>$767</td>
<td>$1,118</td>
</tr>
<tr>
<td>Part-Time MA-HRIR</td>
<td>$680</td>
<td>$990</td>
</tr>
<tr>
<td>MBT/MAcc</td>
<td>$900</td>
<td>$900</td>
</tr>
</tbody>
</table>

*Per semester

Student profiles

2006-07 undergraduate freshman class

Male 51.5%
Female 49.5%
Students of color 14%

Geographic representation
Minnesota 75%
Wisconsin 16%
Other U.S. 8%
International 1%

Average class rank (percentile) 94.0
Average incoming ACT 27.6

MBA class of 2008

Male 65%
Female 35%
Students of color 10%

Geographic representation
Minnesota 38%
Border States (WI, IA, SD, ND) 5%
Other U.S. 17%
International 40%

Average age 28.0
Average years of work exp 4.8
Average incoming GPA 3.3
Average incoming GMAT 641

Employment report

MBA class of 2006
Employment by function
Marketing/sales 27%
Finance/accounting 41%
Consulting 15%
Operations/production 9%
General management 2%
Other 6%

BSB class of 2006
Employment by major
Finance 32%
Marketing 30%
Accounting 16%
MIS 8%
Entrepreneurship 2%
Human resources 3%
International business 1%
Supply chain 5%
Actuarial science 1%
General management 2%

Average base salaries at graduation
BSB $45,868
Full-Time MBA $85,833
MA-HRIR $61,852

Percentage employed within three months of graduation
MBA 97%
MA-HRIR 82%
BSB* 75%

* Undergraduate employment is tracked on a different scale than MBA and MA-HRIR

Governor Pawlenty signs bonding bill
## Accounting

- Professor John Deckhart  
  PhD, Ohio State Univ.  
  Curtis L. Carlson Chair in Accounting
- Assc. Professor Gordon Duke  
  PhD, Univ. of Georgia
- Assc. Professor Frank Gigler  
  PhD, Univ. of Minnesota  
  Honeywell Professorship in Accounting
- Assc. Professor Tom Isserman  
  PhD, Columbia University
- Professor Edward Joyce  
  PhD, Univ. of Illinois, Urbana-Champaign  
  Assoc. Dean of MBA Programs
- Professor Chandra Kanodia  
  PhD, Carnegie Mellon Univ.  
  Arthur Andersen & Co./Kullberg Chair in Accounting & Information Systems
- Professor Judy Rayburn  
  PhD, Univ. of Iowa  
  Department Chair
- Assc. Professor Pervin Shroff  
  PhD, Columbia University
- Assc. Professor Ramgopal Venkatraman  
  PhD, Pennsylvania State Univ.
- Assc. Professor Ivy Zhang  
  PhD, Univ. of Rochester

## Finance

- Assoc. Professor Rajesh Aggarwal  
  PhD, Harvard Univ.
- Professor Gordon Alexander  
  PhD, Univ. of Michigan  
  John Spooner Chair in Investment Management
- Department Chair
- Asst. Professor Sanjeev Barua  
  PhD, Tel Aviv University
- Asst. Professor Frederico Bele  
  PhD, Univ. of Chicago
- Asst. Professor Luca Benveniste  
  PhD, Northwestern Univ.
- Professor John Boyd  
  PhD, Univ. of Pennsylvania  
  Frederick Kappel Chair in Business & Government Relations
- Assoc. Professor Robert Goldstein  
  PhD, Univ. of California-Berkeley
- Professor Murray Frank  
  PhD, Queens Univ.
- Professor Jeffrey Chair in Finance
- Asst. Professor J. Felix Moschle  
  PhD, Arizona State Univ.
- Professor Timothy Nantell  
  PhD, Univ. of Wisconsin
- Asst. Professor Stephen Parente  
  PhD, Johns Hopkins University
- Asst. Professor Paul Pavel  
  PhD, London School of Economics
- Assoc. Professor Rajdeep Singh  
  PhD, Carnegie Mellon Univ.
- Minnesota Banking & Finance Tang Professor
- Asst. Professor Tracy Yue Wang  
  PhD, Univ. of Maryland-College Park
- Professor Andrew Whitman  
  PhD, Univ. of Wisconsin
- Professor Andrew Winton  
  PhD, Univ. of Pennsylvania  
  Minnesota Ranking Industry Chair  
  Department Chair

---

## Human resources and industrial relations

- Assoc. Professor Ross Azevedo  
  PhD, Cornell Univ.
- Professor Arner Ben-Net  
  PhD, State Univ. of New York-Stony Brook
- Professor John Budd  
  PhD, Princeton Univ.
- Industrial Relations  
  Land-Grant Professor
- Assoc. Professor Michelle Duffy  
  PhD, Univ. of Arkansas
- Professor John Fossom  
  PhD, Michigan State Univ.
- Assoc. Professor, Acting Assoc.  
  Dean of Faculty & Research
- Assoc. Professor Theresa Glomb  
  PhD, Univ. of Illinois, Urbana-Champaign  
  Carlson School Professor of Human Resources & Industrial Relations
- Asst. Professor Stephanie Lhuis  
  PhD, Univ. of Montreal
- Professor Brian McCall  
  PhD, Princeton Univ.
- Professor John Remington  
  PhD, Univ. of Michigan
- Professor James Scoville  
  PhD, Johns Hopkins University
- Professor John Van Dong  
  PhD, Univ. of Pennsylvania  
  Carlson School Professor of Information & Decision Sciences
- Professor Jack Jenkins  
  PhD, Harvard Univ.
- Professor Paul Johnson  
  PhD, Johns Hopkins Univ.
- Carlson L. Carlson Chair in Decision Sciences  
  PhD Program Director
- Professor Robert Kaufman  
  PhD, Carnegie Mellon Univ.
- Department Chair
- Asst. Professor Frederick Riggs  
  PhD, Carnegie Mellon Univ.
- Professor Connie Winer  
  PhD, Iowa State Univ.
- Carlson L. Carlson Professor of Industrial Relations  
  Department Chair
- Professor Yijian Wang  
  PhD, Harvard Univ.
- Professor Mahmood Zaidi  
  PhD, Univ. of California-Berkeley

---

## Information and decision sciences

- Professor Carl Adams  
  PhD, Purdue Univ.
- Asst. Professor Gerdinne Adamovich  
  PhD, New York Univ.
- Professor Nimaan Chehranz  
  PhD, Indiana Univ.
- Carlson School Professor of Information & Decision Sciences
- Professor Shawn Coyle  
  PhD, Univ. of Michigan-Ann Arbor
- Professor Alok Gupta  
  PhD, Univ. of Texas-Austin  
  Carlson School Professor of Information & Decision Sciences
- Professor Paul Johnson  
  PhD, Johns Hopkins Univ.
- Carlson L. Carlson Chair in Decision Sciences  
  PhD Program Director

---

## Marketing and logistics management

- Assoc. Professor Mohammad Ali  
  PhD, Univ. of Pittsburgh
- Assoc. Professor Wining Peng  
  PhD, Univ. of Michigan
- Assoc. Professor Selim Malik  
  PhD, Univ. of North Carolina
- Assoc. Professor Prokhor Mukherjee  
  PhD, Univ. of South Carolina
- Professor Deborah Redd  
  PhD, Northwestern Univ.
- Carlson L. Carlson Chair in Marketing
- Professor George John  
  PhD, Northwestern Univ.
- Pillsbury-Guest Chair in Marketing
- Professor Barbara Loken  
  PhD, Univ. of Illinois, Urbana-Champaign
- Professor Joan Meyers-Levy  
  PhD, Northwestern Univ.
- Assoc. Professor Omar Nari  
  PhD, Univ. of Southern California
- Professor Alice Rado  
  PhD, Virginia  
  Polytechnic Institute  
  General Mills Professor of Marketing  
  Department Chair
- Professor Kenneth Roering  
  PhD, Univ. of Iowa
- Assoc. Professor Robert Hover  
  PhD, Univ. of Wisconsin-Madison  
  Acting Assoc. Dean of Undergraduate Programs  
  Marketing
- Assoc. Professor Robert Tucker  
  PhD, Univ. of Wisconsin-Madison  
  Acting Assoc. Dean of MBA Programs
- Assoc. Professor Alok Gupta  
  PhD, Ohio State Univ.
- Professor Robert Schroeder  
  PhD, Northwestern Univ.
- Frank A. Donahue Chair in Operations Management
- Assoc. Professor Alok Gupta  
  PhD, Ohio State Univ.
- Professor Kingshuk Sinha  
  PhD, Univ. of Texas-Austin
- Carlson L. Carlson Family Foundation Professor of Management Science
Administration

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alison Davis-Blake</td>
<td>Dean</td>
</tr>
<tr>
<td>John Fossom</td>
<td>Acting Associate Dean, Faculty and Research</td>
</tr>
<tr>
<td>Michael Houston</td>
<td>Associate Dean, International Programs</td>
</tr>
<tr>
<td>Edward Joyce</td>
<td>Associate Dean, MBA and Executive Education Programs</td>
</tr>
<tr>
<td>Robert Ruekert</td>
<td>Associate Dean, Undergraduate Programs</td>
</tr>
<tr>
<td>Kathryn Carlson</td>
<td>Assistant Dean, Executive, Education, Part-Time and Executive MBA Programs</td>
</tr>
<tr>
<td>Carolyn Chase</td>
<td>Assistant Dean, Operations</td>
</tr>
<tr>
<td>Mychal Coleman</td>
<td>Director, Human Resources</td>
</tr>
<tr>
<td>Deborah Candy</td>
<td>Assistant Dean, External Relations</td>
</tr>
<tr>
<td>Clare Foley</td>
<td>Director, Graduate Business Career Center</td>
</tr>
<tr>
<td>Ryan French</td>
<td>Director, Institutional Advancement, Alumni and Board Relations</td>
</tr>
<tr>
<td>Fred Jacobs</td>
<td>Director, Master of Business Education Program</td>
</tr>
<tr>
<td>Kathryn Johnson</td>
<td>Director, Diversity</td>
</tr>
<tr>
<td>Paul Johnson</td>
<td>Director, PhD Programs</td>
</tr>
<tr>
<td>Larry Kalillo</td>
<td>Director, Master of Accounting Program</td>
</tr>
<tr>
<td>Carleen Kerkula</td>
<td>Assistant Dean and Director, Full-Time MBA Program</td>
</tr>
<tr>
<td>Anne D’Angelo King</td>
<td>Director, International Programs</td>
</tr>
<tr>
<td>Morgan Kinzie-Wright</td>
<td>Director, Undergraduate Business Career Center</td>
</tr>
<tr>
<td>Mary Maus Kessir</td>
<td>Assistant Dean and Director, Undergraduate Programs</td>
</tr>
<tr>
<td>Chris Myas</td>
<td>Chief Development Officer</td>
</tr>
<tr>
<td>Louise Mikkelsen</td>
<td>Director, Marketing Services</td>
</tr>
<tr>
<td>Connie Wunberg</td>
<td>Director, Industrial Relations Center</td>
</tr>
<tr>
<td>Paul Weiss</td>
<td>Director, Office of Learning Excellence</td>
</tr>
<tr>
<td>Michelle Wills</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Leanne Wielkula</td>
<td>Special Assistant to the Dean</td>
</tr>
</tbody>
</table>

Board of overseers

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>John E. Gendler*</td>
<td>Corporate Vice President, Cassill</td>
</tr>
<tr>
<td>Kenneth (Chip) Glaser*</td>
<td>President, K. Charles Development Corporation</td>
</tr>
<tr>
<td>Bruce K. Anderson*</td>
<td>General Partner, Wells, Caron, Anderson &amp; Stives</td>
</tr>
<tr>
<td>James R. Campbell*</td>
<td>Retired Chairman &amp; CEO, Wells Fargo Bank, Minnesota</td>
</tr>
<tr>
<td>Jon R. Campbell*</td>
<td>CEO, Minnesota Region Executive Vice President, Wells Fargo Bank</td>
</tr>
<tr>
<td>Andrew Caceres*</td>
<td>Vice Chairman, U.S. Ramsey</td>
</tr>
<tr>
<td>Alan R. Diamond*</td>
<td>Retired President &amp; COO, Am Rik Services</td>
</tr>
<tr>
<td>Robert L. Duffy*</td>
<td>Vice President, A.T. Kearny</td>
</tr>
<tr>
<td>M. Naite Eftekhari*</td>
<td>Chief Development Officer, HealthEZ</td>
</tr>
<tr>
<td>Susan E. Engel</td>
<td>Chairman &amp; CEO, Loews Group</td>
</tr>
<tr>
<td>Lisa A. Ferris*</td>
<td>Chief Operating Officer, Third Wave Systems</td>
</tr>
<tr>
<td>Jay S. Fishman</td>
<td>Chief Executive Officer, St. Paul Investments Companies</td>
</tr>
<tr>
<td>Joel A. Schleicher*</td>
<td>Chairman, Hector Communications Systems</td>
</tr>
<tr>
<td>Robert D. Senkler*</td>
<td>Chairman &amp; CEO, Securian Financial Group</td>
</tr>
<tr>
<td>Gary H. Stern</td>
<td>President, Federal Reserve Bank of Minneapolis</td>
</tr>
<tr>
<td>Jean M. Taylor*</td>
<td>President, Wells Fargo Financial Corporation</td>
</tr>
<tr>
<td>William G. Van Dyke*</td>
<td>Retired Chairman, Donaldson Companies</td>
</tr>
<tr>
<td>William A. Hodder*</td>
<td>Retired Chairman &amp; CEO, Donaldson Companies</td>
</tr>
<tr>
<td>Michael Hoffman*</td>
<td>Chairman, President &amp; CEO, The Toro Company</td>
</tr>
<tr>
<td>Lawrence C. Holst*</td>
<td>Head of U.S. Global, DHL Express</td>
</tr>
<tr>
<td>David R. Hubers*</td>
<td>Retired Chairman, Ameriprise Financial</td>
</tr>
<tr>
<td>Michael Illbruck*</td>
<td>Chairman &amp; CEO, illbruck elements GmbH</td>
</tr>
<tr>
<td>Robert A. Kiesler*</td>
<td>Chairman, Fishtail Company</td>
</tr>
<tr>
<td>James A. Lawrence</td>
<td>EVP &amp; Chief Financial Officer, General Mills</td>
</tr>
<tr>
<td>Robert D. MacDonald*</td>
<td>Sr Vice President, Marketing &amp; Sales, JPMorgan</td>
</tr>
<tr>
<td>Elizabeth A. Mulkern*</td>
<td>President &amp; CEO, Minnesota Medical Foundation</td>
</tr>
<tr>
<td>Malcolm S. McDonnell*</td>
<td>Former Chairman &amp; CEO, Seguin Banking Corporation</td>
</tr>
<tr>
<td>John H. Hammargreen*</td>
<td>Chairman &amp; CEO, McKesson Corporation</td>
</tr>
<tr>
<td>Herbert M. Hanson, Jr.*</td>
<td>Chairman Emeritus, Hanson Investment Management</td>
</tr>
<tr>
<td>JoAnn Hebert*</td>
<td>President &amp; CEO, IBM Global Services</td>
</tr>
<tr>
<td>William A. Hodder*</td>
<td>Retired Chairman &amp; CEO, Donaldson Companies</td>
</tr>
<tr>
<td>Michael Hoffman*</td>
<td>Chairman, President &amp; CEO, The Toro Company</td>
</tr>
<tr>
<td>Jeffrey Lebiedke*</td>
<td>Chairman, President &amp; CEO, SUPERVALU</td>
</tr>
<tr>
<td>Dale R. Oehl *</td>
<td>Chairman &amp; CEO, Silver Creek Systems</td>
</tr>
<tr>
<td>Robert D. Potts*</td>
<td>President &amp; CEO, Genesis Group of Companies</td>
</tr>
<tr>
<td>Curtis A. Sampson*</td>
<td>Chairman &amp; CEO, Hector Communications Systems</td>
</tr>
<tr>
<td>Joel A. Schleicher*</td>
<td>Chairman &amp; CEO, Integrated Solutions</td>
</tr>
<tr>
<td>Allan L. Schuman*</td>
<td>Chairman, Ecolab</td>
</tr>
<tr>
<td>Robert L. Senkler*</td>
<td>Chairman &amp; CEO, Scourian Financial Group</td>
</tr>
<tr>
<td>Thomas O. Stagg*</td>
<td>Sr EVP &amp; Chief Financial Officer, The Disney Company</td>
</tr>
<tr>
<td>Gary H. Stern</td>
<td>President, Federal Reserve Bank of Minneapolis</td>
</tr>
<tr>
<td>Jean M. Taylor*</td>
<td>President, Wells Fargo Financial Corporation</td>
</tr>
<tr>
<td>William G. Van Dyke*</td>
<td>Retired Chairman, Donaldson Companies</td>
</tr>
<tr>
<td>William A. Hodder*</td>
<td>Retired Chairman, Donaldson Companies</td>
</tr>
<tr>
<td>Michael Hoffman*</td>
<td>Chairman, President &amp; CEO, The Toro Company</td>
</tr>
<tr>
<td>Lawrence C. Holst*</td>
<td>Head of U.S. Global, DHL Express</td>
</tr>
<tr>
<td>David R. Hubers*</td>
<td>Retired Chairman, Ameriprise Financial</td>
</tr>
<tr>
<td>Michael Illbruck*</td>
<td>Chairman &amp; CEO, illbruck elements GmbH</td>
</tr>
<tr>
<td>Robert A. Kiesler*</td>
<td>Chairman, Fishtail Company</td>
</tr>
<tr>
<td>James A. Lawrence</td>
<td>EVP &amp; Chief Financial Officer, General Mills</td>
</tr>
<tr>
<td>Robert D. MacDonald*</td>
<td>Sr Vice President, Marketing &amp; Sales, JPMorgan</td>
</tr>
<tr>
<td>Elizabeth A. Mulkern*</td>
<td>President &amp; CEO, Minnesota Medical Foundation</td>
</tr>
<tr>
<td>Malcolm S. McDonnell*</td>
<td>Former Chairman &amp; CEO, Seguin Banking Corporation</td>
</tr>
<tr>
<td>John H. Hammargreen*</td>
<td>Chairman &amp; CEO, McKesson Corporation</td>
</tr>
<tr>
<td>Herbert M. Hanson, Jr.*</td>
<td>Chairman Emeritus, Hanson Investment Management</td>
</tr>
<tr>
<td>JoAnn Hebert*</td>
<td>President &amp; CEO, IBM Global Services</td>
</tr>
<tr>
<td>William A. Hodder*</td>
<td>Retired Chairman &amp; CEO, Donaldson Companies</td>
</tr>
<tr>
<td>Michael Hoffman*</td>
<td>Chairman, President &amp; CEO, The Toro Company</td>
</tr>
<tr>
<td>Jeffrey Lebiedke*</td>
<td>Chairman, President &amp; CEO, SUPERVALU</td>
</tr>
<tr>
<td>Dale R. Oehl *</td>
<td>Chairman &amp; CEO, Silver Creek Systems</td>
</tr>
<tr>
<td>Robert D. Potts*</td>
<td>President &amp; CEO, Genesis Group of Companies</td>
</tr>
<tr>
<td>Curtis A. Sampson*</td>
<td>Chairman &amp; CEO, Hector Communications Systems</td>
</tr>
<tr>
<td>Joel A. Schleicher*</td>
<td>Chairman &amp; CEO, Integrated Solutions</td>
</tr>
<tr>
<td>Allan L. Schuman*</td>
<td>Chairman, Ecolab</td>
</tr>
<tr>
<td>Robert L. Senkler*</td>
<td>Chairman &amp; CEO, Scourian Financial Group</td>
</tr>
<tr>
<td>Thomas O. Stagg*</td>
<td>Sr EVP &amp; Chief Financial Officer, The Disney Company</td>
</tr>
<tr>
<td>Gary H. Stern</td>
<td>President, Federal Reserve Bank of Minneapolis</td>
</tr>
<tr>
<td>Jean M. Taylor*</td>
<td>President, Wells Fargo Financial Corporation</td>
</tr>
<tr>
<td>William G. Van Dyke*</td>
<td>Retired Chairman, Donaldson Companies</td>
</tr>
<tr>
<td>William A. Hodder*</td>
<td>Retired Chairman, Donaldson Companies</td>
</tr>
<tr>
<td>Michael Hoffman*</td>
<td>Chairman, President &amp; CEO, The Toro Company</td>
</tr>
<tr>
<td>Lawrence C. Holst*</td>
<td>Head of U.S. Global, DHL Express</td>
</tr>
<tr>
<td>David R. Hubers*</td>
<td>Retired Chairman, Ameriprise Financial</td>
</tr>
<tr>
<td>Michael Illbruck*</td>
<td>Chairman &amp; CEO, illbruck elements GmbH</td>
</tr>
<tr>
<td>Robert A. Kiesler*</td>
<td>Chairman, Fishtail Company</td>
</tr>
</tbody>
</table>

*Carlson School of Management alumni
*University of Minnesota alumni