



THE CARLSON SCHOOL
OF MANAGEMENT
MAGAZINE FOR ALUMNI
AND FRIENDS

CARLSON SCHOOL

**100
YEARS
OF THE
CARLSON
SCHOOL**



Centennial Celebration Weekend

The Carlson School celebrated its centennial September 13 and 14 with events at U.S. Bank Stadium and during Gopher Game Day at TCF Bank Stadium. Check out pages 54–55 and carlsonschool.umn.edu for more coverage of the weekend.



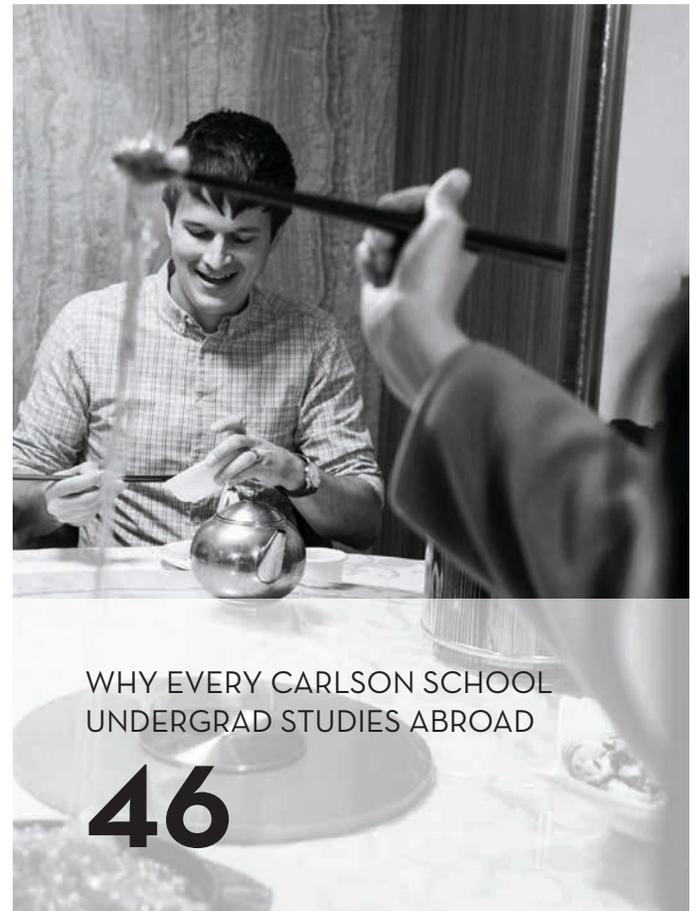
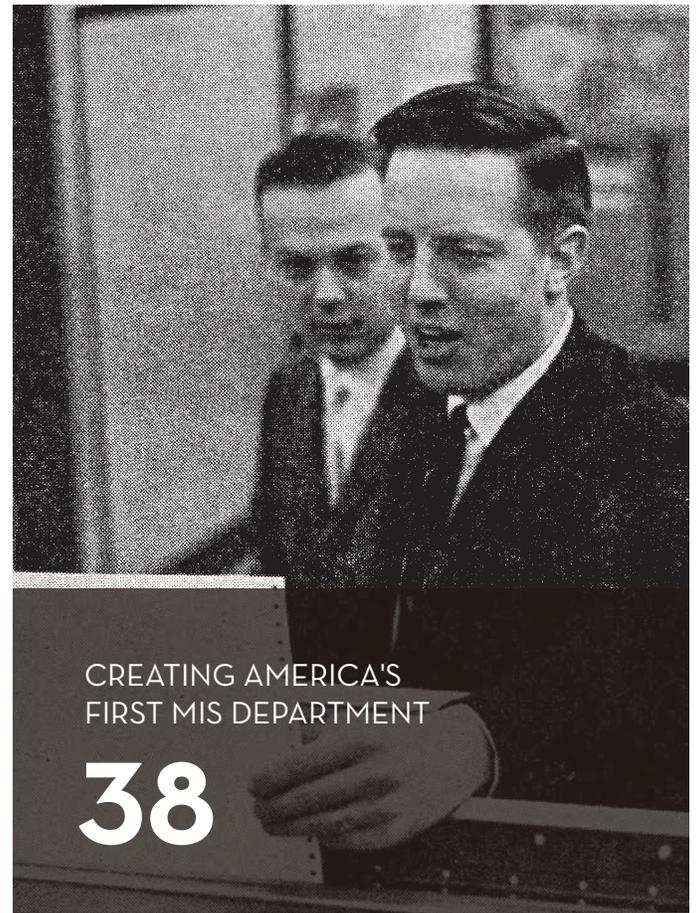
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Asia Centennial Forum

More than 150 alumni gathered in Shanghai for the Asia Centennial Forum in June. This exciting two-day event featured world-renowned Carlson School faculty, Asian business leaders, and alumni thought leaders discussing some of the most pressing business issues of the day. The event concluded with a Saturday evening gala.





From the Dean

100 Years of Graduates Who Shaped History

Throughout the past 100 years, the Carlson School has educated an outstanding community of individuals who have gone on to make an impact in their fields and change the world.

In the mid-1930s, the first person to earn an MBA from our school was William L. Campfield, who went on to become the first African-American CPA/PhD in U.S. history, and was later inducted into the Accounting Hall of Fame. Soon after, in 1940, Ethel Irene Hansen was one of the first six people to earn an MBA at our school—before many prominent universities even admitted women to their programs.

Throughout our proud history, we've made great strides in academic research, business education, and partnerships with global businesses, but our greatest achievement is the connections we have made with one another.

In this issue, we're celebrating some of these outstanding faculty and alumni, past and present—as well as some of the students who are our future. The people we've chosen represent the breadth and depth of our community and are leaders whose work transforms the world using business as a force for good. These are the changemakers who connect us to tomorrow.

The Carlson School has a history of innovation. Our deep commitment to experiential learning in our Enterprises, global practicums, “in action” courses and action-learning labs goes back decades, founded on the close relationships our faculty built with the thriving business community around us.

Our faculty are accomplished, our programs are acclaimed, and our alumni lead organizations across industries and connect us to the world. In fact, our globally-ranked Master of Science in Business Analytics program grew out of our Management Information Systems academic program, which was established alongside the Management Information Systems Research Center in 1968. At the time, it was the first formal academic program—and the first formal research center—devoted to this new field. It's no wonder that this program is ranked as one of the best in the world.

As we celebrate the growth and impact of our last 100 years, we look firmly toward the future and set our sights as high and steady as the North Star in pursuing ideas and innovations that will elevate our organizations, our communities, and our world. It is my hope that in doing so, we will raise the school to new heights and transform the lives of countless students—together!

Warmly,

Sri Zaheer, Dean
Elmer L. Andersen Chair in
Global Corporate Social Responsibility

Start-Up News Briefs

Professor Kathleen Vohs explains why negative experiences are meaningful

People tend to focus on positive experiences to enrich their lives. But what about negative experiences?

While people might not enjoy them, a paper recently published in *Current Opinion in Psychology* indicates that negative experiences do have benefits.

Happiness and meaningfulness are often described as forms of positivity, but the authors of this study found that the sources of meaningfulness are not necessarily positive. In fact, thinking of it that way can obscure the ways in which negative experiences provide meaning in our lives.

“It’s almost a truism that people desire positive experiences and avoid negative ones,” said Kathleen Vohs, Land O’Lakes Chair in Marketing and Distinguished McKnight University Professor.

“Yet trying to live in a world without challenge, troubles, or difficulties is both not realistic and, we thought, could actually make for a less meaningful life.”

When a negative experience occurs, it can force an individual to reflect on why it might have happened, effectively fueling the processes that provide meaning in life.

“Our research showed that while people don’t necessarily like or appreciate negative events, it is exactly those events that stimulate the mental processes that produce meaningfulness,” Vohs said. “That is, negative events seem to provide an opportunity to draw meaning from them, and recognizing that offers a new perspective on the value of negativity in everyday life.”

APM, Carlson School partner for “Spectacular Failures” podcast

The corporate world is filled with success stories—startups turning into *Fortune* 500 companies, breakthroughs in science and technology, and products that make our lives easier or safer.

But there are also plenty of failures—and sometimes they cause corporate giants to crumble. What if you could get a behind-the-scenes look at the decisions that led up to these financial disasters?

“Spectacular Failures,” a new podcast from American Public Media and underwritten by the Carlson School of Management, does just that. In its 10-episode inaugural season, host Lauren Ober (award-winning creator of WAMU and NPR’s *The Big Listen*) and producer Whitney Jones (creator of the critically acclaimed music podcast *Pitch*) explore some of the greatest corporate catastrophes.

Among those featured this season are the mishandled launch of *MoviePass*, the decline of *Toys R Us*, and Kodak’s not-so-picture-perfect descent into obsolescence—an episode that includes subject matter expertise from the Carlson School’s Professor of Strategic Management and Entrepreneurship Mary Benner.

“It might be sick to say it, but it’s true: We love hearing about failures,” Ober says.

“Stories about business breakdowns capture our most basic human failings: greed, hubris, sometimes even criminal behavior. We’re trying to sniff out the universal [truth] that exists in all stories of corporate collapse and make those tales fun and engaging, with a little dash of attitude and a heap of charm.”

Assistant Professor Le (Betty) Zhou finds commuting can be bad for business

When someone has to be at work on time or else, commuting can be extremely stressful. Struggling through the snow, stuck on a delayed train, or inching across town through road construction can affect an individual’s performance once they get to the office—whether they make it on time or not.

Research conducted by Carlson School Assistant Professor of Work and Organizations Le (Betty) Zhou shines light on just how much commuting stress influences workers’ productivity.

“For many workers, their commute is an extension of work,” Zhou says. “If people have a tough commute, our research shows that it affects their work negatively. This makes the commute one of the worst parts of a work day for many workers.”

Zhou, along with five coauthors, learned that workers found it more difficult to concentrate and self-regulate at work on the days when they experienced a more stressful commute. On days when workers had difficulties in their personal lives, workers also reacted more negatively to their commuting experience.

Commuters experienced less stress in the mornings when they had a more reliable form of transportation and when there was an important task they needed to complete first thing when they arrived.

“Commuters can weaken the negative effects by choosing more efficient commuting means and routes, as well as attempting to prevent stressors from their personal lives from impacting their work,” she says. “They can also remind themselves of the importance of their work.”

Carlson School students help fight veteran homelessness

In the next year or two, Minnesota could effectively end veteran homelessness. This feat takes coordination from hundreds of people and dozens of organizations in all corners of the state.

One of the central organizations tackling the issue is the Minnesota Assistance Council for Veterans, a statewide nonprofit organization with a mission to end veteran homelessness. Since 1990, the organization has delivered housing, employment, and legal services in support of veterans and their families.

And for the second straight year, the organization received a big boost in how it operates from Carlson School students.

The Graduate Volunteer Consultants, a team of MBA and Master in Human Resources and Industrial Relations students, has consulted with the veterans nonprofit on two projects to help them run more effectively.

The first project set out to improve its strategic marketing and communications plan in an effort to increase awareness of the organization to drive individual donations.

More recently, a second partnership has students helping the veterans group develop a partnership network strategy and improve coordination with partner organizations across the state.

Following the completion of the project, the Council for Veterans landed an \$80,000 donation to help with some of the objectives put forth by the students.

“It was great to know our project made an immediate impact,” says Erik Tonsfeldt, project lead and a veteran himself.

“This organization is great. They’re doing tremendous work throughout the state, and it’s awesome to be a part of it.”

Dean Zaheer named Woman of Distinction by Girl Scouts

Girl Scouts can now earn a badge in cybersecurity—something Carlson School Dean Sri Zaheer wishes she could have done during her time in Girl Guides (the equivalent of Girl Scouts in India) rather than tying reef knots.

While the badges might be different, Zaheer has long exemplified the many characteristics that the Girl Scouts cultivate in their members: being a go-getter, innovator, risk-taker, and leader. That’s why she was named a 2019 Woman of Distinction by the Girl Scouts of Minnesota and Wisconsin River Valleys during an event on May 9 at the Minneapolis Convention Center.

“Dean Zaheer has been instrumental in expanding global learning opportunities for students both inside and outside of the classroom,” said Tish Bolger, CEO of Girl Scouts River Valleys. “Through her leadership as dean of the Carlson School of Management, she is equipping young leaders of today for a bright future by encouraging students to achieve their own goals and dreams. Her commitment to making a difference in the lives of others exemplifies the Girl Scout mission of building girls of courage, confidence, and character who make the world a better place.”

During her speech at the Women of Distinction event, Zaheer told the girls and young women to stay curious and never stop learning. “You never know where it will take you,” she said. She also encouraged them to consider careers in business.

“At the Carlson School, we truly believe business is a force for good,” Zaheer said.

“I know many people think of business as Dilbert in a cubicle, but management thinking really helps you in any sphere you choose to go into. As a business leader, you have the power to address society’s problems in new and innovative ways, you get to do all sorts of fun things—create products people want, launch your own new ideas, see the world, and create prosperity for all. And I certainly hope that some of you will choose that path.”

Keeping Our Lakes Clean

Carlson School and College of Science and Engineering students work alongside business to tackle Minnesota's aquatic invasive species problem

BY ANDRE EGGERT

A quintessential summer day in Minnesota is one spent on the lake. Whether it's fishing, waterskiing, or just cruising on a pontoon, residents certainly take advantage of our 10,000-plus lakes.

Without proper care, however, boaters can accidentally introduce aquatic invasive species like zebra mussels or milfoil to lakes, harming the ecosystem and economy.

Edgar Rudberg and Mark Apfelbacher aim to prevent that with their "CD3 Station," a waterless cleaning system. These stationary systems are installed at boat launches to enable boaters to quickly clean their watercraft to avoid spreading invasive species. The product has proven to be a success, but some customers wanted a portable, off-grid unit instead. That's when they turned to the Carlson School for help.

Collaborating on design

The New Product Design & Business Development (NPDBD) course, a partnership between the Carlson School of Management and the College of Science & Engineering, brings together business students and engineers to work on real-world product development projects for small companies like CD3 to corporate giants like 3M.

"The goal of the program is to expose students to the product development process, while providing companies with a working prototype and business plan they can run with," says Dan Forbes, associate professor of Strategic Management and Entrepreneurship and NPDBD program head.



Engineering meets business

Teams are comprised of six people, each a mix of engineering and business students. This helps everyone, says Trevor Born, a student working on the CD3 project as an elective for his Master's in Strategic Communications degree.

"So much of the academic experience involves being paired with a group of people who all share a very similar professional background and have similar aspirations," he says. "Yet, in the working world, almost no teams work like that. Having the chance to work with a cross-functional team actually builds skills that you need to make anything of substance happen in the workplace."

The CD3 project

Like all other NPDBD projects from the course, the work with CD3 started in the fall semester with an analysis to determine whether the company's product met a

market need and was viable. Then, in the spring semester, the team developed an alpha prototype and business development plan. Students met regularly with Rudberg and Apfelbacher to ensure everyone's needs were met.

Rudberg praised the students for their energy, passion, and knowledge.

"The product design showed excellent out-of-the-box thinking," he says. "We were very pleased with the results."

Everyone, from the students to the instructors to the company sponsors, agrees that working on real business projects is key to the NPDBD course's success.

"There is a huge benefit to working with an actual business rather than an in-class-only project," says Arthur Gryczman, '21 MBA (expected). "It is exactly what you'd expect: You cannot replace the classroom for real world experiences. This course will give you that real world experience, guaranteed."

3 PEOPLE 3 QUESTIONS



JOHN GUENVEUR

'12 BSB
Co-founder, WOODCHUCK USA

What are you reading?

The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers by Ben Horowitz. As I've experienced with WOODCHUCK USA, scaling a business never gets easier. The challenges you face are just different, and the stakes get higher. This book helps to level-set expectations about how painfully difficult the path to becoming a successful entrepreneur can be.

What's your favorite website?

GopherHole.com

What's your dream job?

I'm living it. We started WOODCHUCK USA right out of college and have built a rapidly growing, multi-million-dollar operation. We have a team of 40 remarkable employees, many of whom are recent University of Minnesota graduates. The University and Carlson School was a launching pad for us to build a "business as a force for good."



JAMES PIERCE

'19 MBA
Senior Director, Cargill

What are you reading?

Big Potential and The Happiness Advantage by Shawn Achor. I recently heard him speak about how small habits can impact our happiness and dramatically improve overall team performance and decision-making.

What's your favorite website?

This is an in-the-moment question. If you checked my web traffic over the past month, my most-visited website would have to be LoopDocs.org. My middle daughter is a T1 Diabetic and had been struggling with her current therapy.

What's your dream job?

I think your dream job evolves as you do. However, my ultimate dream job would be a band director for an inner-city school. I would love to be able to use my musical background to help these kids dream big and believe in themselves and their community.



GAOQING ZHANG

Assistant Professor,
Accounting

What are you reading?

I am currently reading *The Silk Road* by Peter Frankopan. It is a fascinating book that depicts how the Western world discovers, trades with, and has connected with the East over the past 3,000 years.

What's your favorite website?

My favorite website is always changing. Most recently it is The Wayback Machine [the Internet Archive]. It contains an extensive digital record of our past (books, videos, music, etc).

What is your dream job?

I like my current job, which allows me to study and research any problem or question that I'm curious about. But if I ever wanted to pick a different one, I would want to try to be an archaeologist. Discovering what's happened in the past always intrigues me.

100 FACES OF THE CARLSON SCHOOL





BY ANDRE EGGERT AND WADE RUPARD

The Carlson School has much to celebrate since its founding a century ago. The name of the school, the buildings its been housed in, and its curriculum have changed, but there's a truth that has carried throughout our history: Our greatness comes from people. Throughout our 100 years, tens of thousands of faculty, students, and staff have shaped us into what we are today.

In honor of our centennial, we want to show you 100 faces of those who make the Carlson community a vibrant, world-changing group of business leaders. We're including people from our past who built the foundation, individuals using business as a force for good today, and those who will shape the future. The pages of this magazine can't possibly include everyone who has made a difference, so we encourage you to visit the Carlson School's website, where you'll find even more profiles of those who inspire us.

From our founders to tomorrow's business leaders, we proudly present to you 100 Faces of Carlson.



CURTIS L. CARLSON

ALUM

Shortly after graduating from the University of Minnesota, Carlson, '36 BSB, used a \$55 loan to launch his business, the Gold Bond Stamp Company. In the middle of the Great Depression, it served as a consumer loyalty program using stamps to incentivize consumers at grocery stores. The organization would later become Carlson Companies, a multi-billion-dollar hospitality company. In 1986, Carlson gave \$25 million to the University of Minnesota, with much of it directed to the business school. It was the largest single gift given to a public university at the time, and the business school was named the Curtis L. Carlson School of Management in his honor. The donation served as a catalyst for turning what was then a regional business school into an internationally acclaimed institution through several endowed faculty chairs. A second major gift of \$10 million in the 90s helped build the Carlson School's flagship building that opened in 1998.



GORDON DAVIS PROFESSOR EMERITUS

Davis came to the University of Minnesota's business school in the 1960s and co-founded, alongside Tom Hoffman and Gary Dickson, the school's Management Information Systems (MIS) program, as well as the Management Information Systems Research Center. These were first-of-their-kind programs that served as a model for similar MIS programs elsewhere. The Carlson School's MIS program continues to rank among the best in the country.

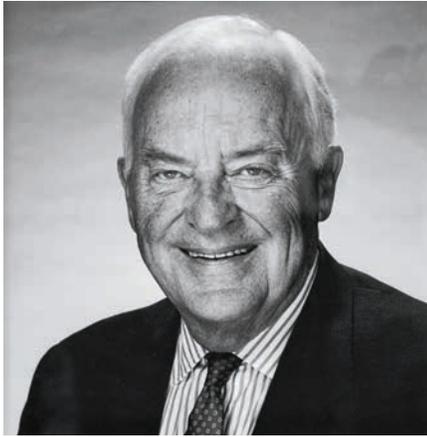


SRI ZAHEER DEAN OF THE CARLSON SCHOOL

Zaheer is the Elmer L. Andersen Chair in Global Corporate Social Responsibility and in 2012 became dean of the Carlson School—the second woman to hold the role. Her tenure includes a number of accomplishments, but she's particularly proud of the Military Veterans Initiative, which helps service members transition from military to business careers. She serves on the boards of the Federal Reserve Bank of Minneapolis and the Graduate Management Admission Council. She earned her PhD in International Management from the Massachusetts Institute of Technology.

GARY DICKSON PROFESSOR EMERITUS

Dickson, along with Gordon Davis and Tom Hoffman, was a cofounder of the Management Information Systems Research Center in 1968. The first-of-its-kind program made Minnesota a leader in the MIS field. He also founded and was the first chief editor of *MIS Quarterly*, one of the top scholarly journals of the discipline.



**HERBERT M.
HANSON JR.**
ALUM

Until his death in 2010, Hanson, '49 BSB, generously gave his time and resources to support the education of others at the Carlson School. He held a particular passion for experiential learning and provided a crucial gift for the construction of an undergraduate learning facility—a building that today is named in his honor: Herbert M. Hanson Jr. Hall.



CLARK BEISE
ALUM

Beise, '23 BSB, worked in banking and finance, eventually serving as president of Bank of America. Among his achievements was the conception and development of computer processing of checks and deposits. He was recognized by the Italian government with a decorated Order of Merit—the highest civilian honor—and was among the business school's first recipients of the University of Minnesota's Outstanding Achievement Award.



KINGSHUK SINHA
SUPPLY CHAIN AND
OPERATIONS

Sinha is a professor and chair of the Supply Chain and Operations department, as well as The Mosaic Company–Jim Prokopanko Professor of Corporate Responsibility. His scholarly interests lie at the intersection of management and public policy—on topics of technology and innovation, healthcare, global supply chains, and social responsibility. He serves as director of the Juran Center for Leadership in Quality and was involved in the founding of the Medical Industry Leadership Institute. Sinha was a 2016 University of Minnesota Grand Challenge Grant recipient and was recognized in 2017 as an “MS in Supply Chain Management Teacher of the Year.”



**HELEN
CANOYER**
ALUM

Canoyer, '25 BSB, '30 MBA, '40 PhD, was the first woman to earn a PhD at the Carlson School and among the first women in the nation to do so in the economics field. At a time when business education—and business in general—was overwhelmingly dominated by men, she was an instructor and mentor to many young women. (Read more about Canoyer in “3 Alums Who Made History”)



ROBERT J. KUEPPERS

BOARD OF OVERSEERS/ALUM

Kueppers, '76 BSB, rose through the ranks at Deloitte, where he is credited with leading the organization (and the accounting profession) through significant changes. He has been recognized as one of the most-influential professionals in corporate governance by *Directorship* magazine, and today he serves as the chair of the Carlson School's Board of Overseers. In 2012, he was awarded the University of Minnesota's Outstanding Achievement Award.



Jael Kerandi

STUDENT

Kerandi, who will earn her BSB degree in 2021, is giving back to the University through service well before she's set to graduate. She is currently a student representative on the University of Minnesota's Board of Regents and was elected this spring to serve as vice president of the Minnesota Student Association.



MARY ZELLMER-BRUHN

WORK AND
ORGANIZATIONS

Zellmer-Bruhn is a professor and chair of the Work and Organizations department. Her research focuses on teamwork, including the formation and design of teams, the social capital benefits of teamwork in organizations, entrepreneurial teams, knowledge management and team routines, and cross-cultural teamwork. Zellmer-Bruhn has received the Carlson School's "Excellence in Teaching" and "Outstanding Honor's Faculty" awards.



NICK ALM

ALUM

Alm, '17 BSB, cofounded the Mossier Social Action and Innovation Center, a social enterprise focused on employment issues for LGBTQ+ individuals all around the globe. The center has invested in entrepreneurs in Uganda, Kenya, and the Dominican Republic—all places where it is illegal to be gay.



**PINAR
KARACA-MANDIC**
FINANCE

Karaca-Mandic is an associate professor in the Finance department and currently leads the Medical Industry Leadership Institute (MILI). Through MILI, she's keeping the Carlson School on the vanguard of industry research and helping to shape the future of medical advancement and education throughout the state and the globe.



**VIVIAN
FANG**
ACCOUNTING

Fang is an associate professor in the Accounting department. Her research lies at the intersection of corporate finance and financial accounting, with a focus on the real effects of trading in financial markets, managerial myopia, executive compensation, and fraud. She's been cited in a number of well-known publications, such as the *Wall Street Journal*, *The Economist*, and the *Harvard Business Review*. Today, she teaches a course on the business applications of cryptocurrencies and blockchain.



**WHELOCK
WHITNEY**
FORMER
INSTRUCTOR

Whitney led J.M. Dain & Co. (later merged with RBC Wealth) before leaving in his mid-40s to teach "Top Management Perspectives" at the Carlson School. He was also noted for his role in building Minnesota's sports community by helping to attract both the Twins and North Stars. He was a part owner and president of the Vikings for a time.



**LARRY & CARYL
ABDO**

ALUMNI

The Abdos, both '69 BSB, built Abdo Markethouse, a family-run real estate development and hospitality company that includes businesses like MyBurger and the Nicollet Island Inn. Since graduating, they've mentored students at the Carlson School on how to balance entrepreneurship and family.



JIM CAMPBELL

FORMER INTERIM DEAN/ALUM

Campbell, '64 BSB, is the former chairman, president, and CEO of Norwest Bank Minnesota. Following its merger with Wells Fargo in 1998, a deal that he was key in facilitating, he served as group executive vice president of Wells Fargo and chairman and CEO of Wells Fargo Minnesota. Outside of banking, he's served on many boards, including as chairman of the local chapter of the United Way, where he led a campaign that raised a record \$57.3 million for the organization. He and his wife, Carmen, have a passion for education and have given generously to the University. After the departure of Dean Larry Benveniste, Campbell became the first interim co-dean of the Carlson School (along with Michael Houston), serving from 2005 to 2006. In 2008, Campbell was an honorary recipient of a Doctor of Laws degree from the University of Minnesota.



MARCIA PAGE

BOARD OF OVERSEERS/ALUM

Page, '83 MBA, is executive chair and cofounder of Värde Partners, a global alternative investment management firm with \$14 billion in assets under management. She serves as a member of the Carlson School's Board of Overseers and sits on the school's *Driven* campaign steering committee, which has raised more than \$150 million. Page was named the University of Minnesota Entrepreneur of the Year in 2017.



THIA BREEN

BOARD OF OVERSEERS/ALUM

Breen, '72 BSB, is the former group president, North America, for Estee Lauder Companies and currently serves as a member of the Carlson School's Board of Overseers. A skilled salesperson, she helped build Estee Lauder's Clinique into the No. 1 cosmetics brand in the country in the 1980s and launched new brands like Origins before taking the group president role.



DAVID LILLY

FORMER DEAN

Lilly was serving as CEO of outdoor maintenance company Toro when he was named dean of the business school. He was the first to come from the business community rather than academia, and he used his connections to build better relationships with Minnesota's many corporate giants.



PETER SCHULTZE
STUDENT

Schultze, '21 BSB (expected), cofounded Plyo, an app that rewards students for exercising with deals at restaurants and local stores, while earning his degree at the Carlson School. Plyo is widely used on the University of Minnesota campus and was the student division winner of the 2018 MN Cup.



ERIC JING
BOARD OF OVERSEERS/ALUM

Jing, '05 MBA, is chairman, president, and CEO of Ant Financial Services Group, which runs Alipay, a payment platform that was originally developed by online retail giant Alibaba, whose board he also serves on. A graduate of the Carlson School's China Executive MBA program, Jing wanted to give back and strengthen the school's ties to China with a \$5 million endowment that advances teaching and research, increased access to graduate programs through sponsorship, and established a faculty exchange program.



JACQUELINE WILLIAMS-ROLL
ALUM

Williams-Roll, '94 MA-HRIR, is a senior vice president and chief human resources officer at General Mills. She's worked in HR roles at General Mills since joining the company in 1995 and brings an international perspective to the job, having served for several years on assignment in Switzerland for the organization's Europe, Middle East, and North Africa division. She previously worked at Jenny Craig International. Williams-Roll has generously given back to the University through her service on the University of Minnesota Foundation's Board of Trustees as chair of the Human Resources Committee, and she is a member of the Carlson School's Center for Human Resources and Labor Studies Advisory Council.



MICHAEL HOUSTON
FORMER INTERIM DEAN/MARKETING

Michael Houston is the associate dean of Global Initiatives, the Ecolab-Pierson M. Grieve Chair in International Marketing, and a professor in the Marketing department. On the faculty since 1986, he has served as chair of the Marketing department, the associate dean of faculty and research, and was the Carlson School's first interim co-dean (along with Jim Campbell) from 2005 to 2006. As a highly regarded consumer marketing researcher, Houston held the title of editor for the *Journal of Marketing Research* from 1988 to 1991 and has served on the editorial boards of all of the major academic journals in marketing. He was a 2012 recipient of the University of Minnesota Global Engagement Award.



WALTER HELLER

PROFESSOR EMERITUS

Before economics was moved to the College of Liberal Arts in the 1960s, Heller was critical in shaping it into a nationally renowned department of the business school. He would leave the University for a period of time to serve as an economic advisor to Presidents John F. Kennedy and Lyndon Johnson. Heller Hall is named in his honor.



ARTHUR MARGET

PROFESSOR
EMERITUS

Marget was an accomplished economist of the Austrian School of thought. Originally from Harvard, he would teach at the University of Minnesota's business school from the 1930s until he enlisted in the military in 1941. He would ultimately go on to serve as the director of the International Finance division of the Federal Reserve Board.



CHRISTOPHER DANNER

STUDENT

Danner, who will earn his BSB in fall 2019, serves as executive director of Compass, a student-run organization within the Carlson School that focuses on building community and opportunity for LGBTQ+ students across campus.



ELIZABETH CAMPBELL

WORK AND
ORGANIZATIONS

Campbell is an assistant professor in the Work and Organizations department and a Lawrence Fellow. Her research examines team development and interpersonal interactions, with a focus on the consequences high performers create for themselves and how high performers affect their peers and their teams. She was named a 2019 Best 40 Under 40 Professor by *Poets & Quants*.



Photo courtesy of Walmart Corporation

WAN LING MARTELLO ALUM

Martello, '83 MBA, sits on the boards of Alibaba Group and Uber. Previously, she served as the CEO of the Asia, Oceania, and sub-Saharan Africa zone for Nestle where she led a team of 110,000 employees spanning 92 countries. Martello joined Nestle in 2011 as chief financial officer and has also worked in executive roles at Walmart, the U.S. president for NCH Marketing Services, corporate controller at Borden Foods, and director of finance for Kraft Foods.



AMY HROMATKA STUDENT

Hromatka, '20 MBA (expected), graduated from Notre Dame in 2012 and worked her way up at General Mills before coming to the Carlson School to pursue her MBA. In addition to her studies, she gives back to the school through her service on the Carlson School's MBA Association—initially as a first year representative before becoming class president in March 2019.



JIM LAWRENCE BOARD OF OVERSEERS

Lawrence is the chairman of Lake Harriet Capital and serves as vice president of the Carlson School's Board of Overseers. He has devoted significant time and resources to supporting the school, including serving as a member on the *Driven* campaign steering committee and establishing the Mary and Jim Lawrence Fellowship, a generous gift from the Lawrences to recognize the contribution of junior and recently promoted faculty in enhancing the intellectual environment at the Carlson School.



MARILYN CARLSON NELSON EXECUTIVE LEADERSHIP FELLOW

As the daughter of Curt Carlson, Nelson has carried on his legacy with her steadfast support of the University of Minnesota and the Carlson School. She holds an honorary PhD from the school, served as honorary co-chair of Campaign Minnesota—an eight-year fundraising campaign that raised \$1.6 billion for the University of Minnesota—and is honorary co-chair of the Carlson School's *Driven* campaign, which has raised more than \$150 million to “accelerate progress [at the school] and meet the challenges of today and tomorrow.” She lives the vision of business as a force for good, which she has shared with students while co-teaching a course on corporate responsibility as an Executive Leadership Fellow at the Carlson School.



KATHLEEN VOHS

MARKETING

Vohs is a professor in the Marketing department, the Land O'Lakes Chair in Marketing, and Distinguished McKnight University Professor. Often featured in local, national, and international media for her insights into behavioral science, Vohs was recognized as a Best 40 Under 40 Professor by *Poets & Quants* in 2014 and one of the Top 25 Behavior Economists in the World by TheBestSchools.com. Her research specialties include self-control, the hidden costs of decision making, the psychology of money, the difference between a meaningful and happy life, and heterosexual sexual negotiations. She has authored more than 250 scholarly publications and edited nine books.



DALE YODER

FORMER PROFESSOR

Yoder was a professor in the early days of the business school who would leave during World War II to work for the federal government's War Manpower Commission. When he returned after the war in 1945, he helped set up the Industrial Relations Center, making the business school an early leader in what would eventually emerge as the human resources specialty.



LE (BETTY) ZHOU

WORK AND ORGANIZATIONS

Zhou is an assistant professor in the Work and Organizations department and a Mary and Jim Lawrence Fellow. Her studies focus on how individuals and organizations influence each other, as well as how individuals change their behaviors over time. She serves on the editorial boards of the *Journal of Applied Psychology* and the *Journal of Organizational Behavior*, as well as serving as an elected officer of the Research Methods Division of the Academy of Management.



GEORGE DOWRIE

FORMER DEAN

Dowrie became the first dean of the University of Minnesota's business school after Willard Hotchkiss, who helped establish it, left before it officially opened. Dowrie would serve for five years before he stepped down.



**ALISON
DAVIS-BLAKE**
FORMER DEAN

Davis-Blake is former dean of the Carlson School, serving from 2006 to 2011, and was the first woman in the position. Among her accomplishments during her time leading the school was the expansion of global learning opportunities—making the Carlson School the first business school to require that all undergraduates have an international experience before they graduate. She left the Carlson School in 2011 to serve as dean of the University of Michigan’s Ross School of Business where, like her time at the University of Minnesota, she was the first woman in the role. Today, she is the president of Bentley University.

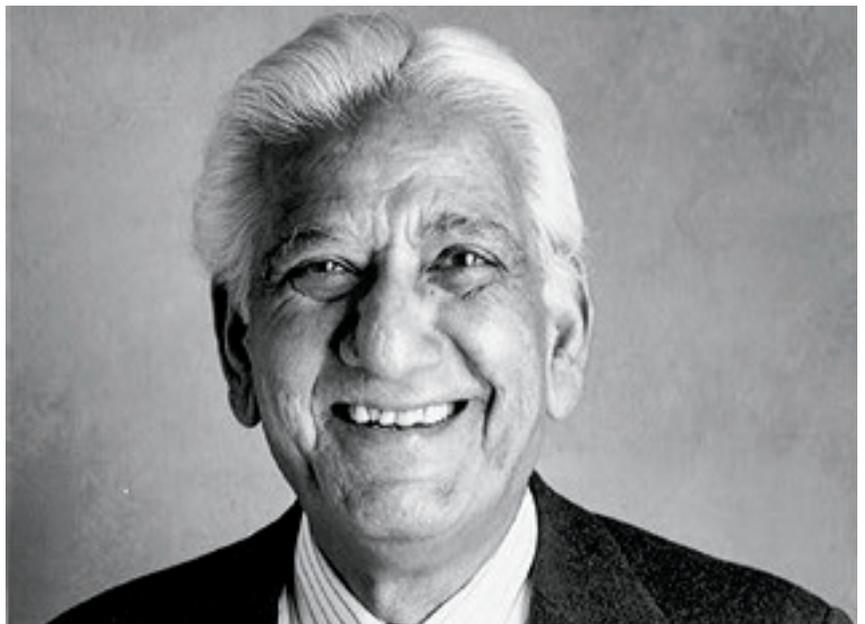
**WILLARD
HOTCHKISS**
ECONOMICS

Hotchkiss was instrumental in establishing what would become the University of Minnesota Business School. A top scholar in economics, he built a young and vibrant staff that would become the backbone of the soon-to-be-launched school. However, Hotchkiss left the University of Minnesota before the business school officially opened. He also helped develop the business program at Northwestern University in Chicago, was the first dean of the Stanford Graduate School of Business and president of Illinois Institute of Technology.



ROBERT RUEKERT
MARKETING

Ruekert is a former associate dean of the Undergraduate Program. He arrived at the Carlson School in 1981 as a professor of marketing, and his research was published in top-tier marketing journals, including the *Journal of Marketing Research*, the *Journal of Marketing*, and MIT’s *Sloan Management Review*. In 2001, Ruekert assumed the role of associate dean and led several program improvement initiatives, including the development of a management major, integrating the new international experience graduation requirement, and the development of an academic major in nonprofit/public sector management. Undergraduate enrollment grew by more than 50 percent under his leadership, and he played a critical role in getting Hanson Hall built.



MAHMOOD ZAIDI
PROFESSOR EMERITUS

Zaidi taught in a half-dozen countries before arriving at the University of Minnesota in the late 1980s as a professor in the Work and Organizations department, as well as the director of International Programs, now the Carlson Global Institute. He played a critical role in launching the Carlson School onto the international stage, including a partnership with the Humphrey Institute (now the Humphrey School) to establish the school’s first international executive MBA program in Warsaw, Poland, at the Warsaw School of Economics in 1991—shortly after the collapse of the Soviet Union. He was also instrumental in the establishment of a program in Vienna, Austria, that is still in place today.



GEDAS ADOMAVICIUS, RAVI BAPNA, AND ALOK GUPTA

INFORMATION AND DECISION SCIENCES

The modern-day Information and Decision Sciences department can trace its legacy of excellence back to the 1960s, when the school became a pioneer in the emerging Management Information Systems field. That leadership continues to this day through the leadership of Gedas Adomavicius, Ravi Bapna, and Alok Gupta, all of whom were crucial to the development of the school's Master of Science in Business Analytics (MSBA), a rapidly growing program that ranks among the top 10 in the world. Adomavicius is chair of the IDSc department and the Carolyn I. Anderson Chair in Business Education Excellence. His research has been cited more than 19,000 times, and he was the recipient of the INFORMS Information System Society's Distinguished Fellow Award. Bapna is associate dean for Executive Education, the Curtis L. Carlson Chair in Business Analytics and Information Systems, and the academic director of the Carlson Analytics Lab. He's an international expert in helping companies leverage data science, machine learning, AI, and business analytics for competitive advantage. Gupta serves as associate dean of Faculty and Research, is the Curtis L. Carlson School-Wide Chair in Information Management, and a professor of the IDSc department. He was a recipient of the INFORMS Information System Society's Distinguished Fellow Award and the prestigious NSF CAREER Award.



JAYANTI TRIVEDI ALUM

Trivedi, '17 MSBA, works as a senior data scientist for Target. Since graduating, Trivedi has remained close to the MSBA program through her involvement with the Graduate Business Career Center, participating in alumni panels, and serving as an ambassador for the program. Before enrolling at the Carlson School, she worked as an associate system engineer at IBM.



MICHAEL RAMLET ALUM

Ramlet, '09 BSB, is the CEO and cofounder of Morning Consult, a global technology company revolutionizing ways to collect, organize, and share survey research data to transform how decisions are made. He was named EY Technology Entrepreneur Of The Year and recognized in AdAge's 40 under 40, POLITICO Playbook's Power List, and Washingtonian Tech Titans.



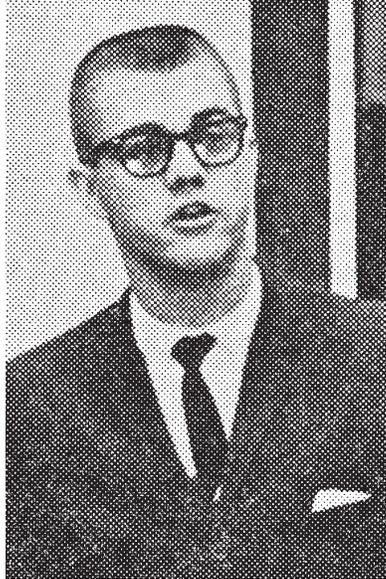
**LEE
JONES**
ALUM

Jones, '95 MBA, served as CEO-in-residence at the University of Minnesota Venture Center. She's cofounder and CEO of Rebiotix, a clinical-stage biotech company focused on gastrointestinal issues. Rebiotix competed in the 2018 MN Cup.



NING LI
STUDENT

There are few names in Chinese athletics bigger than Li, '21 DBA (expected), who is known as the "Prince of Gymnastics." Joining the Chinese national team at eight, he won six of seven medals at the 1982 World Cup Gymnastic Competition and won six medals two years later at the Olympics. He retired from the sport in 1988 and shortly thereafter founded Li-Ning, a shoe and apparel brand with revenue exceeding \$1 billion.



**GARY
ANDREW**
PROFESSOR
EMERITUS

As a faculty member in the emerging Quantitative Analysis department in the early 1960s, Andrew helped develop the Field Projects, an experiential learning program that placed teams of four to five students with participating businesses. The program continued and eventually became the modern-day Carlson Enterprise program.



**LUELLA
GOLDBERG**
BOARD OF OVERSEERS

Goldberg was the first woman on the Carlson School's Board of Overseers and holds the record for longest tenure as a member. Much of her life was marked by firsts: graduating first in her class at Wellesley College in 1958; the first woman to serve on many corporate boards, including Northwestern National Life Insurance, TCF Bank, Communications Systems, and ING Group; the first woman to chair the Minnesota Orchestral Association and the first woman to chair any major American symphony orchestra; the first woman to chair the University of Minnesota Foundation; and the first Jewish woman to serve on the board of St. John's University. She served on the Humphrey Institute (now Humphrey School) Advisory Council and the Campaign Minnesota Steering Committee. In 2007, she was awarded an honorary Doctor of Laws degree from the University of Minnesota.



BILL VAN DYKE & BILL WALTER

ALUMNI

Van Dyke, '76 MBA, and Walter, '72 MBA, both faced challenges after coming home from serving during the Vietnam War. Collectively known as the “Bills,” they wanted to make sure that veterans returning from today’s wars didn’t have the same issues and were able to make the transition from battlefield to business just like they did. With their help, the Carlson School launched the Military Veterans Initiative, a multi-million-dollar commitment that offers veterans a comprehensive package of aid that supports students from enrollment, through their education, and beyond.



N. BUD GROSSMAN

BOARD OF OVERSEERS

Grossman, a '41 BA graduate of the University, was the first chair of the Board of Overseers in the late 1970s. In that role, he forged a strong course forward for the Carlson School by looking at new approaches to business education and building relations with many Twin Cities businesses.



VARSHA TALLAPAKA

STUDENT

Tallapaka, who will earn her BSB in 2020, is a highly involved student. She already has interned for a Wall Street firm and served as the vice president of networking for the Carlson School’s Women in Business group, a student organization that brings together business professionals and students to network and learn about pertinent business topics.



NORM CHERVANY

PROFESSOR EMERITUS

Chervany has devoted his life to the work being done at the Carlson School, becoming a faculty member more than 50 years ago. Throughout his decades at the school, he has become known for his research on how to improve the human–technology interface. Chervany was awarded the Distinguished Teaching Award and twice awarded the Distinguished Service Award from the Carlson School. Today, he serves as professor emeritus in the Information and Decision Sciences and Supply Chain and Operations departments.



SOFIA BAPNA
INFORMATION AND
DECISION SCIENCES

Bapna, '16 PhD, is an assistant professor in the Information and Decision Sciences department. Her research interests lie at the intersection of digital platforms, gender gaps, and entrepreneurship. Bapna's work has been published in *Management Science* and the *MIS Quarterly*, along with being featured in *Forbes* and funded by the Kauffman Foundation.



ANNE NELSON
STUDENT

Nelson, who will earn her BSB in 2020, serves as the executive director of Design U, an undergraduate group that provides students with the opportunity to engage in fast-paced, interdisciplinary, hands-on design work.



BRIAN GERHARDSON
ALUM

Gerhardson, '86 BSB, is a private wealth advisor in Boston for Ameriprise Financial Services. His life is marked by adversity and perseverance: He was the first to attend college from his working class family, Gerhardson needed seven years to complete his degree, taking some semesters off to work to pay tuition. Knowing the value that education can provide, in 2018 he committed \$6 million to scholarships, affording students the kind of financial backing he didn't have as an undergraduate.



CHRIS MAYR
U OF M ALUM

Mayr, '81 BA – Speech Communications, was an invaluable member of the Carlson School's Institutional Advancement team for more than 25 years, ensuring the school had the funding it needed to continue providing a top-notch education for students. Beloved by many, Carlson School friends and benefactors came together to establish the Chris R. and Ruth M. Mayr Endowed Scholarship Fund in his honor. Now semi-retired, Mayr visits local senior care centers and spreads joy by performing as a caring clown.



BARBARA LOKEN

MARKETING

Loken, the David C. McFarland Professor of Marketing, is a recognized expert in the fields of branding and consumer psychology. After joining the Carlson School in 1980, Loken has been one of the longest-serving women in the school's history. She has served as department chair in marketing, associate editor for the *Journal of Consumer Research*, and editorial board member for the *Journal of Consumer Research* and the *Journal of Consumer Psychology*.



RICHARD KOZELKA

FORMER
DEAN

Kozelka became dean of the Carlson School in 1944 and was tasked with stabilizing the school's enrollment both during and following World War II. Before rising to dean, Kozelka, who received his PhD from the University, was a long-time professor of industrial relations whose research led to the Albert Lea Plan, which was designed to help ease the transition of small town economies to and from wartime conditions.



PERVIN SHROFF

ACCOUNTING

Known for her work in the field of information content and accountancy, Shroff is the Frederick H. Grose Chair in Accounting. Her research focuses on the role of accounting in capital markets, security valuation and risk measurement, quality of earnings, accounting conservatism, consequences of accounting regulation, and corporate disclosure strategies.



AKS ZAHEER

STRATEGIC
MANAGEMENT AND
ENTREPRENEURSHIP

Zaheer, a professor and Curtis L. Carlson Chair in Strategic Management, is an international expert on interfirm networks, organizational trust, and innovation. Winner of the Carlson School's Excellence in Teaching Award four times, Zaheer has also been listed as one of the world's best business school professors by both *Bloomberg Businessweek* and *Poets & Quants*. He also is an elected Fellow and deputy dean of the Fellows of the Strategic Management Society.



JASON CHAN
INFORMATION AND
DECISION SCIENCES

Chan, an assistant professor and Mary and Jim Lawrence Fellow, focuses his research at the intersection of business and policy insight. He recently uncovered how hate groups use online channels to spread their ideology. In 2018, he was named by *Poets & Quants* as one of the Top 40 Professors Under 40 Worldwide.



CONNIE WANBERG
WORK AND
ORGANIZATIONS

Wanberg, a professor and Industrial Relations Faculty Excellence Chair, is internationally known for her work on unemployment, job search, talent management, and career success. She is often published in top tier journals and serves as an editorial board member for the *Academy of Management Journal* and the *Journal of Applied Psychology*. In 2018, she was named one of the top 50 Undergraduate Business Professors by *Poets & Quants*.



TOM HOFFMAN
FORMER
PROFESSOR

Hoffman, along with Gordon Davis and Gary Dickson, was a cofounder of the Management Information Systems Research Center in 1968. The first-of-its-kind program made Minnesota a leader in the MIS field. In his career, he published more than 50 articles for professional journals and conferences, and served as chairman of the Management Sciences department.



**BRENDON
SCHRADER**
ALUM

Schrader, '01 MBA, is an entrepreneur who founded Antenna, a marketing staffing and consulting firm, in 2006. Antenna clients include General Mills, Cargill, and UnitedHealth Group, and has a pool of nearly 100 active consultants. The company and the Carlson School have partnered to produce The Way We Work event series.



JOHN LINDAHL

ALUM

Lindahl, '68 BSB, is the founder and chairman of Norwest Equity Partners, one of the nation's leading private equity firms with more than \$4 billion in assets. He and his wife, Nancy, display unwavering commitment to the Carlson School through an endowed professorship, the John & Nancy Lindahl Professor for Excellence in Business Education, as well as a \$2 million gift in 2015 to the Carlson School. The couple also supports other academic and athletic initiatives across the University, including serving as chair of the U's \$4 billion *Driven* campaign. In 2010, he was the recipient of a University of Minnesota Outstanding Achievement Award.



JASON GROSZ

ALUM

Grosz, '06 MA-HRIR, is vice president of human resources for Ecolab's Global Health Care unit. He is the former president of the Carlson School Center for Human Resources and Labor Studies' Alumni Association and recently joined the Carlson School Alumni Board.



ANDREW WINTON

FINANCE

Winton, a professor, department chair, and Minnesota Banking Industry Endowed Chair, focuses his research on corporate finance, financial contracts, and financial institutions. He has published in all of the top-ranked finance journals and is currently an associate editor of the *Journal of Financial Intermediation* and the *Journal of Money, Credit & Banking*.



ASHA SHARMA

ALUM

Sharma, '11 BSB, is the head of consumer products for Messenger at Facebook. She was included in *Forbes*' "30 Under 30" list of marketing and advertising professionals and, before joining Facebook, worked as the chief operating officer of Porch.com. Sharma previously worked at Microsoft, Deloitte Consulting, Cargill, SC Johnson & Son, and started two companies.



JON CAMPBELL
BOARD OF
OVERSEERS/ALUM

Campbell, '77 BSB, is executive vice president for corporate philanthropy and community relations at Wells Fargo and serves as a member of the Carlson School's Board of Overseers. His more than 40 years at the company include leading corporate responsibility, volunteerism, environmental sustainability, financial education, diversity and inclusion, and government relations. Campbell is an advocate for underserved and diverse communities, and he currently serves as vice chair and treasurer of the National Urban League Board of Trustees and chairman of the Urban Empowerment Fund. He is an emeritus member of the University of Minnesota Foundation.



AVANISH VELLANKI
ALUM

Vellanki, '04 MBA, founded Rain Therapeutics, a biotech company that develops targeted therapeutics for cancer patients. Prior to Rain Therapeutics, Vellanki worked for Aptose Biosciences, Wedbush Securities, and Citi.



DAN MALLIN
ALUM

Mallin, '95 MBA, is an entrepreneur who, along with Scott Litman, cofounded the MN Cup, the nation's largest statewide startup competition, which is hosted by the Carlson School's Gary S. Holmes Center for Entrepreneurship. Now, a managing partner and cofounder of Equals 3, he was a recipient of the University's Outstanding Achievement Award, given to graduates who have attained exceptional distinction in their professional career.



MARK BERGEN
MARKETING

Bergen, a professor and the James D. Watkins Chair in Marketing, focuses his research on pricing and channels of distribution, where he has studied issues such as pricing as a strategic capability, price wars, pricing as truces, pass-through, branded variants, dual distribution, gray markets, co-op advertising, and quick response. He is the recipient of many teaching awards at the school.



GARY S. HOLMES

ENTREPRENEUR

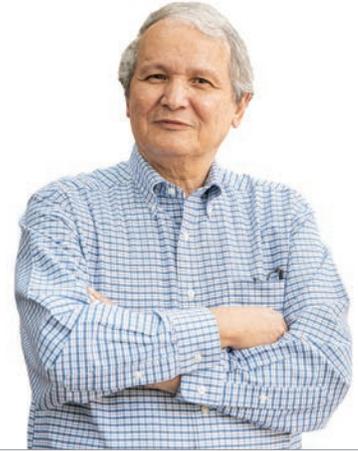
Often described as a self-made man, Holmes is the president and owner of CSM Corporation, a real estate development, leasing, and property management company in Minneapolis. He's a passionate supporter of the University of Minnesota and helped to develop the Carlson School's entrepreneurial program, biotech incubator, and research park. He is the namesake of the Gary S. Holmes Center for Entrepreneurship.



NICK CHRISTENSON

ALUM

Christenson, '05 MA-HRIR, is the vice president of talent management for Polaris Industries. Previously, he worked for Ingersoll Rand and Doosan Infracore. In May, he completed a term as the president of the Carlson School Center for Human Resources and Labor Studies' Alumni Association.



SHAKER ZAHRA

STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP

Zahra is a professor and department chair of the Strategic Management and Entrepreneurship department, as well as the Robert E. Buuck Chair of Entrepreneurship. A world-renowned researcher, his expertise lies in entrepreneurship and capability development in global industries, international entrepreneurship, and the role of corporate entrepreneurship in knowledge creation, absorption, and conversion.



ANNA SABISTON

ALUM

Sabiston, '04 BSB, serves as vice president at Prudential Private Capital Group's Minneapolis office. There, she oversees nearly \$2 billion of investments in about 20 companies and is responsible for marketing, originating, and managing private placement and mezzanine investments in the five-state region.



**TAO (DAISY)
WANG**
ALUM

Wang, '17 MBA, spent decades in the fashion industry working for brands such as Nine West, Calvin Klein, Ugg, Tory Burch, and Aldo before launching her own fashion line in 2017 called JDC Fashion Group. Originally a brick and mortar store, the business is now growing to include online sales.



**PING
YEH**
ALUM

Yeh, '05 MBA, was inspired to tackle diseases head on after a battle with cancer. He founded StemoniX, a biomedical company that empowers the discovery of new medicines that treat challenging diseases. StemoniX was the 2016 winner of the MN Cup.



**WHIT
ALEXANDER**
BOARD OF
OVERSEERS/ALUM

Alexander, '00 BSB, is the chief transformation officer for Best Buy. Previously, he served as chief marketing officer for the company and held high-level positions at both McKinsey & Co. and Target. Alexander recently joined the Carlson School's Board of Overseers



**GEORGE
JOHN**
MARKETING

John, a professor and the General Mills – Paul S. Gerot Chair in Marketing, is a leading researcher who focuses on distribution channels and high tech marketing. His research is cited both in the media and by top research journals. Because of this, he was selected as a “Highly Cited Researcher” in the Business/Economics category by Thomson Reuters Web of Science. His academic honors include an American Marketing Association award for his PhD dissertation.



ANDREW VAN DE VEN

PROFESSOR EMERITUS

A professor emeritus in the Strategic Management and Entrepreneurship department, Van de Ven taught courses on the management of innovation and change, organizational behavior, and engaged scholarship research methods. In the 1980s, he directed the Minnesota Innovation Research Program, in which 30 faculty and doctoral students tracked 14 different kinds of innovations from concept to implementation.



ANDREW CECERE BOARD OF OVERSEERS/ALUM

Cecere, '91 MBA, is the chairman, president, and CEO of U.S. Bancorp, as well as a member of the Carlson School's Board of Overseers. He previously served as chief operating officer and chief financial officer for the bank. Cecere has called the Carlson School "one of the most important economic drivers in the state of Minnesota," and, in addition to his Board of Overseers service, has supported it as a member of the *Driven* campaign steering committee. In 2015, he received the University of Minnesota's Outstanding Achievement Award.



STEVEN VOGEL ALUM

Vogel, '19 BSB, spent his time at the Carlson School and the University of Minnesota involved in activism, political campaigns, and an a capella group, as well as graduating summa cum laude. The 2019 commencement speaker, Vogel also was named one of the top 100 undergraduate business students by *Poets & Quants*.



DAN JEDDA ALUM

Jedda, '99 MBA, serves as the vice president of Finance—Digital, Advertising, and Corporate Development at Amazon. At the tech giant, he oversees the financial operations for areas that include Amazon's digital music and video offerings and its entertainment production studios, as well as advertising and mergers and acquisitions. Before joining Amazon, Jedda worked at Toshiba, Ecolab, ADC Telecommunications, and Honeywell.



**DEBORAH
ROEDDER JOHN**
MARKETING

Roedder John, professor and Cutis L. Carlson Chair in Marketing, is an extensively published researcher who is an expert in consumer behavior. Her work specializes in two main areas: consumer responses to brands/brand strategies and children's consumer behavior. She is a recipient of the Lifetime Service Award from the *Journal of Consumer Research* and the Carlson School's Award for Excellence in Teaching.



**PETER
MCCORMICK**
ALUM

McCormick, '91 BSB and '99 MBA, co-founded ExactTarget in 2000. ExactTarget is a digital marketing automation company acquired by Salesforce in 2013 for \$2.5 billion. Today, he works as executive chairman for Cheetah Digital, a cross-channel marketing solutions provider.



**WENDY
NELSON**
BOARD OF
OVERSEERS

Nelson has extensive experience in business, nonprofits, and athletics that give her unique leadership capabilities. The granddaughter of Curt Carlson, she serves as the chairwoman of the Carlson Family Foundation, a foundation that supports the charitable goals of both the family and Carlson Companies. Her unwavering support for the Carlson School includes serving as a member of the Board of Overseers and on many fundraising committees, including as co-chair of the Carlson School's *Driven* campaign.



**NII
QUAYE**
BOARD OF OVERSEERS/ALUM

Quaye, '92 MBA, is senior vice president of Mergers and Acquisitions at Pentair and currently serves as a member of the Carlson School's Board of Overseers. He's passionate about improving diversity at businesses throughout the Twin Cities and believes the Carlson School can be an engine for driving that change. Quaye is giving back to the school with a gift to defray costs for some MBA students—with a goal of promoting diversity and inclusion.



KELLY PANNEK & LEE STECKLEIN

ALUMNI

Pannek, '19 BSB, and Stecklein, '17 BSB, juggled both academics and sports as members of the women's hockey team. Stecklein is a two-time Olympian for Team USA (2014 and 2018), and today plays for the Minnesota Whitecaps, which is part of the National Women's Hockey League. Pannek redshirted during her senior year to train with Team USA, joining Stecklein in helping the team win Olympic gold in Pyeongchang.



MYLES SHAVER STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP

Shaver is a professor in the Strategic Management and Entrepreneurship department and the Curtis L. Carlson Chair in Corporate Strategy. He frequently appears in the media and presents at conferences and at universities around the world about his study of corporate expansion. His 2018 book, "Headquarters Economy: Managers, Mobility, and Migration," uncovered why the Minneapolis–St. Paul region is a stronghold for management jobs. Shaver was named one of the "World's 50 Best Business School Professors" by *Poets & Quants*.



EDWARD MCFOWLAND INFORMATION AND DECISION SCIENCES

McFowland is an assistant professor in the Information and Decision Sciences department who researches how to bridge the gap between machine learning and the social sciences. He was awarded a Data Science Research Award from Adobe in 2017 and was a winner of the Facebook Computational Social Science Methodology research award.



PETER ROTTIER BOARD OF OVERSEERS/ALUM

Rottier, '99 BSB, is a managing partner at Summit Partners, and a member of the Carlson School's Board of Overseers. Focusing primarily on the technology sector, Rottier's board directorships and investments include Answers, Ascentis, Healthline Media, Rocket Fuel, Snap Fitness, Trintech, and many others.



**PRI
SHAH**
WORK AND
ORGANIZATIONS

An associate professor in the Work and Organizations department, Shah's research interests lie in social networks, teams, and decision making. In the classroom, she inspires students with classes focusing on negotiations, organizational behavior, and social networks. Shah also held a visiting scientist position at the Mayo Clinic.

**E. JEROME
MCCARTHY**
ALUM

McCarthy, '54 MBA and '58 PhD, developed the basis for his 1960 book, "Basic Marketing: A Managerial Approach," during his time at the Carlson School. The book, which proposed for the first time the "four P's of marketing," is now considered a classic in the field and is still used in classrooms today.



**ALEXANDRIA
SMITH**
ALUM

Smith, '03 MA-HRIR, is the chief human resources officer for the City of Memphis. Her previous work experience includes HR roles at Microsoft, Target, and Brightstar. Smith credits the Human Resources and Industrial Relations program with accelerating her career, so she has given back to the Carlson School by serving as a member of the Center for Human Resources and Labor Studies' Alumni Board.



**VALDRIN
LLUKA**
ALUM

Lluka, '09 MBA, has led an illustrious career as an entrepreneur, consultant, business executive, economic advisor, and high-ranking government official. Today, he serves as the Minister of Economic Development for Kosovo. This year, he received the Distinguished Leadership Award for Internationals, a University-wide award for people who have distinguished themselves in their post-university work as leaders in their professional careers.



ALUMNI
FEATURE

ALUMS WHO MADE HISTORY

Most Carlson School graduates make an impact on their organizations and industries, but these pathbreaking alumni unequivocally changed the lives of those who followed in their footsteps.

BY TAYLOR HUGO

The Carlson School of Management has educated many students who have gone on to be recognized for their great achievements in their respective fields. This includes many who walked our halls during the first half of the 20th century when the Carlson School was originally called the University of Minnesota Business School, and then the School of Business Administration.

Although our school's name has changed, our commitment to excellence in management education has never wavered. We have always put work at the center of what we do, and supported all individuals who want to reach their full potential.

These three alumni broke barriers at the Carlson School—and in some cases continued to do so throughout their professional careers. Their influences on the school have long outlived them, from the University's first woman PhD graduate to the man who inspired Carlson's most prestigious undergraduate award.

Helen Gertrude Canoyer



Born in Melrose, Minnesota, in 1903, **Dr. Helen Gertrude Canoyer** was a trailblazer for women working in the field of economics. She completed her bachelor's, master's, and doctorate degrees at the School of Business Administration, becoming the first woman to earn a PhD at the University of Minnesota in 1940, and one of the first women in the country to earn a PhD in economics.

Canoyer served on the faculty of her alma mater for 20-plus years, but her contributions to economics spread far beyond her home state. She was a sought-after authority on her specialized interests of consumer economics and marketing, publishing articles and books; speaking nationally and internationally; and fulfilling leadership positions for many professional associations, including the American Marketing Association and National Association of Consumers. Canoyer also served her country as an economist for various government offices and departments during World War II, and again in 1962, when she was appointed chairperson of President John F. Kennedy's Consumer Advisory Council.

Academics were always at the forefront of her career, however. Beyond the University of Minnesota, which presented her with an alumni achievement award in 1956, Canoyer took up posts as the dean of Home Economics for both Cornell University in 1954 and the University of Massachusetts in 1971. These roles allowed her to continue teaching, breaking barriers for women, and advocating for them until her retirement to San Francisco in the late 1970s. She died in 1984.

William Louis Campfield



From the time he was born in Tuskegee, Alabama, in 1912, **Dr. William Louis Campfield** set himself on a path to earning the designation “first” in many categories. But before that, he was simply a high school student with a knack for numbers. After graduating from New York University in 1933 with a bachelor's degree in accounting, he continued his education at the University of Minnesota, where he was the sole member of the school's first Master of Business Administration graduating class in 1937.

Despite facing employment obstacles in the pre-civil rights era, Campfield didn't let that deter his ambitions in both academia and professional practice. He spent the majority of his career intertwining the two with controller stints at two universities, multiple appointments within the military and government, and a brief period when he owned an accounting firm. He did all of this while making time to earn his Certified Public Accountant license in 1941 and his PhD from the University of Illinois in 1951, becoming the first African American CPA/PhD in history. More than anything though, Campfield had a passion for teaching, and he served on the faculty of more than 20 universities, including a visiting professor position at the University of Minnesota in 1973.

Campfield was forced to retire in 1986 after a stroke, but even now, 25-plus years since his death in 1993, he is still making history and his achievements continue to be celebrated. This year, he was inducted into the American Accounting Association's Hall of Fame, the first African American to receive that honor.

Henry Hilton



Every year, a graduating senior is chosen to receive Carlson's Tomato Can Loving Cup, which is “presented annually to that person who in the course of the year has rendered the most distinctive service to the school,” according to the trophy's inscription. It's the school's oldest, most prestigious award for undergrads, but the emblem that represents it—a tomato soup can—actually started as a joke 90 years ago.

In 1928, **Henry Hilton** was an undergraduate student in the School of Business Administration. There, he was named the first manager of a student-founded book exchange that allowed classmates to buy and sell used textbooks. Charging a 10 percent commission to cover expenses, the exchange quickly caught on, with 75 percent of the student body utilizing the service.

That same school year, the idea for an outstanding service award was brought to the attention of Dean Russell Stevenson. Hilton volunteered to create the trophy, which he crafted by nailing a tomato soup can to one of his mother's wooden candlesticks, but he didn't expect to be its first honoree in 1929.

The tradition has continued since, with today's recipients—there have been 91 to date—earning not only the infamous trophy, but also a half-tuition scholarship to Carlson's Full-Time MBA program following two years of professional work experience.



Faculty Research

FIRST-MOVER ADVANTAGE

In the summer of 1968, the Carlson School of Management established the first Management Information Systems program at a U.S. business school, laying the foundation for our expertise in analytics.

Today nearly everyone carries a high-powered computer in their pocket, yet not long ago computers were a rare, uncertain, behemoth of technology that few knew how to operate.

The Carlson School of Management was an early adopter and leader in the management of business computing, largely because of Gordon Davis, professor emeritus of Information and Decision Sciences.

Davis came to Minnesota as a management consultant for a paper company in International Falls. His boss offered him a partnership, but Davis wanted to try his hand at teaching. “He thought that [the offer] would keep me in the firm. Actually, [it] caused me to leave. ...I said, ‘Once I make the big bucks, I’ll never be a professor. I better go try it now while I’m poor,’” jokes Davis.

And so at the recommendation of a trusted colleague that he knew from his time as a Stanford MBA and PhD (and already equipped with the knowledge of what a Minnesota winter entailed) Davis joined the University of Minnesota in 1961 as an assistant professor.

The first computer on campus

Around the same time, the University gained a UNIVAC Solid-State 80 computer, worth a half-million dollars and weighing several tons. The current dean, Paul Grambsch, asked Davis, an Accounting professor with a plainly stated interest in the burgeoning field of Information Systems (IS), to take the helm. “Nobody knew what to do with it. But it was very much a symbol to the school that we were in the computer age,” says Davis.

The school was able to pioneer this new field thanks to the support of Dean Grambsch and the innovation and excitement of Davis’ colleagues Gary Dickson and Tom Hoffman. “In the

mid-1960s, every major business school had one or two faculty members interested in the use of computers,” explains Davis. “But they lacked textbooks, course materials, research support, and a community of like-minded scholars.”

Seeking insights from the local IS community, Davis, Hoffman, Dickson, and Grambsch visited 30 local companies to present their vision for a research center that would inform a new curriculum and contribute to the advancement of the field. Twenty-one businesses signed on as partners, and the Management Information Systems Research Center (MISRC) was born in the summer of 1968. Davis, once again, was asked to lead the new initiative.

Building a curriculum for new technology

Shortly thereafter, and applying what they’d learned through the early research of the MISRC, Davis, Dickson, and Hoffman created the Management Information Systems (MIS) curriculum, with 12 graduate-level courses. “[It] was a trial at best,” Davis says of being on the cutting edge. “Not only did we provide the curriculum structure, we were part of every major curriculum study group that was formed during those days.”

Davis and other faculty helped to establish the University of Minnesota as an early leader in what was quickly becoming a global industry.

Davis helped form, and was the fourth president of, a new international faculty organization, the Association for Information Systems. He also served as the U.S. representative to the International Federation for Information Processing (IFIP) from 1982–2001.

Dickson served as the first editor-in-chief of the new *MIS Quarterly*, which debuted in 1977. In addition to countless scholarly articles and published research, the department produced more than 45

textbooks (including what is perhaps Davis’ seminal work, *Management Information Systems: Conceptual Foundations, Structure, and Development*), greatly shaping MIS pedagogy.

A legacy of leadership in MIS

The Carlson School maintains that high profile. The *MIS Quarterly* is still printed by the department and is still considered to be a leading academic journal in the field. The MISRC continues to partner with numerous companies on research and other initiatives important to the corporate IS community. And the MIS program has graduated thousands of students who work, teach, and conduct research globally.

During the first year of the program, 10 master’s and eight PhD students enrolled. The focus of the coursework was general computer usage and programming. More than 50 years later, the MIS program (which has grown to include a robust undergraduate curriculum) boasts more than 300 enrollees each year, and those numbers are expected to continue to grow.

Unlike in 1968, today’s incoming students have grown up immersed in technology. Although students still learn the basics, like programming, the curriculum (like the technologies themselves) has greatly expanded.

One such area is in big data. “Our department has been actively involved in starting several new programs in the area of business analytics,” explains Gedas Adomavicius, Carolyn I. Anderson Chair in Business Education Excellence and chair of the Information and Decision Sciences department.

As a result, the Carlson School now offers full-time and part-time masters’ programs in Business Analytics (MSBA), as well as an undergraduate minor in the field, keeping the Carlson School’s course offerings relevant and accessible.

Student Experience

LEARNING FROM EXPERIENCE

The Carlson School has blended management education with professional practice since the 1960s.



BY KATE WESTLUND

Putting theory to practice is a core part of the University of Minnesota's business school legacy, pre-dating the catchphrase "experiential learning" and even the Carlson School itself.

According to the Business School at Minnesota's inaugural course bulletin in 1919, students would be challenged to "analyze business situations accurately" to create "practical working plans." Early enrollees were also encouraged to gain real-world experience. Accounting majors, for example, commonly worked for Twin Cities firms while pursuing their degrees.

The school's ties to local business were especially important in the late 1920s and '30s. During the Great Depression, the focus was primarily on the value of the faculty and their research, notably the Employment Stabilization Research

Institute, which was formed to study everything from the banking industry to the long-term effects of unemployment.

An emphasis on the value that students could add—and gain—from these business relationships wouldn't come until decades later, in the 1960s.

Sending students into the field

In 1961, Quantitative Analysis Professor Gary Andrew developed the Field Projects model, in which small teams of students were placed within local, participating businesses.

"It was an outstanding opportunity for the students to practice some of the responsibilities they would have in their post-graduation careers," says Norm Chervany, professor emeritus of

Information and Decision Sciences and Supply Chain and Operations, who led the program from roughly 1970 to 1980. "It was equally outstanding for the supporting organizational community. Participating companies would have the energies of four or five students and their faculty advisor focused on a critical problem."

The program continued on a quarterly basis for nearly four decades.

New century, new Enterprises

The Field Projects model served as a foundation for the Carlson School's experiential learning programs, made possible by the strong relationships already established with the business community. In 1998, the Golden Gopher Growth Fund launched thanks to the gift of an alum. The fund was run by MBA

students and, unlike many similar classes, had actual fiduciary responsibilities, investing in micro- and small-cap companies in the Twin Cities region. This setup served as a modern-day predecessor to the Carlson Enterprise programs, which rolled out in the early 2000s.

Like the Field Projects, the Enterprise programs task student teams (mostly MBA students, but open to some BSB degree-earners) with addressing the challenges of real-world businesses. The programs range from one to four semesters in length and focus on four distinct business functions.

Students can choose to participate in one or two of the following four Enterprises: Brand, Consulting, Funds, and Ventures.

Carlson Brand Enterprise—students apply strategic and analytical marketing concepts to complex business problems at top companies.

Carlson Consulting Enterprise—students serve as management consultants to top companies, tackling their business challenges.

Carlson Funds Enterprise—students manage approximately \$35 million in assets from real investors who expect real returns.

Carlson Ventures Enterprise—students put their entrepreneurialism to the test as they identify opportunities for, and evaluate existing, new ventures.

An essential component of the Carlson School education

Experiential learning has long set the Carlson School experience apart and is a large draw for prospective MBA and business undergraduates alike.

Especially for students looking to change careers, the firsthand experience gained through the Enterprise programs is critical. “I wanted a hands-on learning experience to help me feel comfortable

about the transition from finance to consulting. The Carlson Consulting Enterprise gave me a huge opportunity to not only learn the concepts but to put them to the test within a safe environment as I prepared for a future career,” says Alyssa Callister, ’15 MBA and director of strategic agility at Vans, a shoe and apparel company.

The enduring connection to the local business community is also noteworthy. “The Enterprise programs are uniquely possible in Minnesota, where we have a high concentration of *Fortune* 500 companies,” says Ashley Ver Burg Soukup, ’18 MBA and associate brand manager at General Mills.

Integrating cases with professional practice

Outside of the Enterprise programs, students have many other opportunities to put their learned skills to the test, whether through case competitions, study abroad via the Carlson Global Institute, or participation in the Carlson Analytics Lab.

Similar to the Enterprise programs, the Carlson Analytics Lab partners businesses with students to solve 21st-century business challenges through data. Just as if they were hiring outside consultants, companies that work with the Analytics Lab incur a cost for the work. Over the 14-week course, students meet regularly with clients to define the project and its goal, conduct a rigorous analysis of data, deliver regular reports on progress, and present their findings at the end of the semester.

The work done at the Analytics Lab provides insight to clients that they can use going forward to improve business processes. For instance, students worked with Land O’Lakes to analyze the sentiment of customers’ online reviews of animal-feed products to compare how it aligned with the language that the company was using. Findings from this project allowed Land O’Lakes to modify marketing efforts.

“We have internal teams that do this type of work all the time,” says Teddy Bekele, vice president of Ag Technology at Land O’Lakes, who oversaw the Analytics Lab project. “But it’s always more interesting

to get a different set of eyes to look at these problems—Analytics Lab students can apply lenses that internally we may not look at, or we just have blind spots, because we’re not used to thinking a particular way.”

Defining the Carlson School brand

The experiential learning model has proven so successful in the MBA program that the Carlson School is embedding the same type of work into its MS programs as well. Now, students earning an MS degree will take a full-semester, project-based course.

“We view this as the next step in the evolution of the Carlson School brand,” says Phil Miller, Assistant Dean of MBA and MS Programs. “Experiential learning is at the core of providing students with the real-world tools they need to succeed in business.”

Ver Burg Soukup agrees. “Carlson’s experiential learning programs put the knowledge you gain through case studies into practice. The process is a lot messier than a case study, just like the real world, and that makes the result much more rewarding.”



THE PROCESS IS A LOT MESSIER THAN A CASE STUDY, JUST LIKE THE REAL WORLD, AND THAT MAKES THE RESULT MUCH MORE REWARDING.”

—ASHLEY VER BURG SOUKUP

Passionate Innovator

Jim Owens, CEO of H.B. Fuller, leads one of the most global businesses in the Twin Cities by example

BY ANDRE EGGERT

H.B. Fuller isn't a household name, but it's likely that nearly everyone has benefited from the products they manufacture.

The Twin Cities-based company is an international leader in adhesives, which are used in nearly every industry—from flooring to textiles to hygiene products to clean energy and beyond. Their products literally hold the world together.

It also gives CEO Jim Owens a broad view of the business world. He's leading a multibillion-dollar company that's pushing into new industries and developing life-changing products.

He graciously took time to talk with us about how adhesives improve the world, his background, and the importance of business in creating change.

H.B. Fuller is an adhesives company—an industry that most people don't think about often. How are the company's products used around the globe?

H.B. Fuller is the largest company in the world focused solely on adhesives and has the second-largest market share in this diverse space. We sell to customers in more than 125 countries and have 30 technology centers and 72 manufacturing factories around the world. We've been in business for more than 130 years and celebrated our 50th anniversary as a publicly traded company last year.

Adhesives are used in more ways than most people know. We ensure cardboard boxes and flexible food packaging protect food from farm to table. We give caregivers peace of mind with better disposable diapers. We enable high-tech in

everything from refrigerators to cars. Our adhesives are helping to provide access to clean water with our filtration technology. We make your hiking gear more durable and perform better under a wide range of conditions. I could go on and on for hours about all of the incredible ways that adhesives are literally connecting the world's great ideas.

You've been involved in the adhesives industry your entire working life. How did you end up there, and why have you stuck around?

I joined an adhesive company right out of college and found the work to be interesting, diverse, and very rewarding. I combined my technical skill set with a business degree that helped me understand what it took to be successful in this space. Early on, I got a great deal of experience working internationally and across different market segments.

Over the years, I have used that experience to help businesses solve problems, enter new markets, and grow in new industries. I've found my work and this business interesting and exciting for all 33 years that I've been working in this industry.

What's the most interesting part of your job?

The people. H.B. Fuller is a very global company. In fact, it's one of the most global in the Twin Cities. In my job, I get to meet people from nearly every country and culture in the world and help them not only solve business problems but also develop as professionals and leaders. That's the part of my job that I enjoy the most.

Was your plan to become a CEO?

No, my plan wasn't to become CEO. But my plan has always been to be the best that I can be. Finding new ways to solve problems. Helping people make a difference for customers. These things have always been my passion, and in doing that, I gained a lot of skills, experiences, and insights that made me a good candidate to become CEO.

My philosophy has always been to tackle challenges and opportunities, and if you do good work, good things happen.

Where are the best opportunities for growth in your industry?

The adhesives business is enabling customers to develop new products and processes that solve their most challenging problems. We do this in just about every industry from cell phones to construction materials to airplanes to packaging.

The best opportunities for us are where there are changes and improvements happening. In today's world, that means new electronic devices, electric-powered vehicles, sustainable packaging, building materials and other solutions that build higher degrees of energy efficiency. It means enabling more durable and lightweight materials to build trucks and trailers without rivets and screws. It means helping produce more effective hygiene products for babies and adults. These are just a few examples of how the adhesives industry is accelerating product innovation.

Executive Spotlight

JIM OWENS

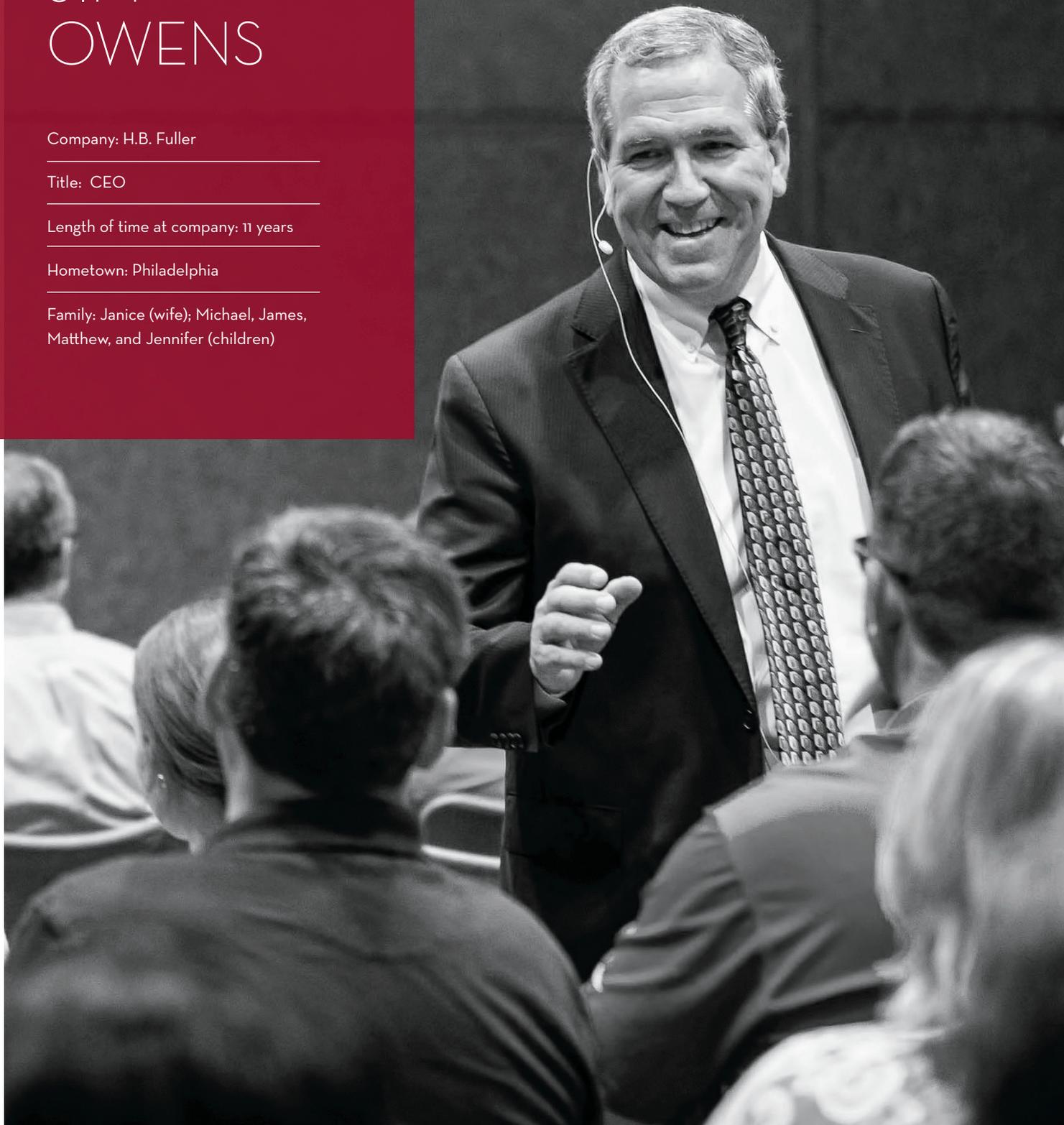
Company: H.B. Fuller

Title: CEO

Length of time at company: 11 years

Hometown: Philadelphia

Family: Janice (wife); Michael, James,
Matthew, and Jennifer (children)





“

TACKLE CHALLENGES AND OPPORTUNITIES, AND IF YOU DO GOOD WORK, GOOD THINGS WILL HAPPEN.”

—JIM OWENS

Are there any headwinds or trends in your line of work that give you concern?

International trade is important for businesses and economies to grow. In some countries, their restrictions on business transactions slow down the flow of trade. In my view, this isn't good for any business whether it's locally or globally focused—including ours.

How did you get involved with the Carlson School?

Our former CEO, Elmer Andersen, was an active participant in the Carlson School community. In fact, the endowment of the Chair in Global Corporate Social Responsibility, Strategic Management and Entrepreneurship, which the dean holds, was based on his and the company's involvement with the school.

I've been a supporter of business education for decades, and I wanted to make a difference here in Minnesota. We have a great climate of corporate social responsibility, which the Carlson School is playing an important role in expanding.

Why is serving on the Board of Overseers important to you?

Being on the Board of Overseers allows me to support Dean Zaheer and her efforts to create one of the country's best business schools. I get more involved with the great things that are happening in business locally, regionally, and globally. I'm also able to hear from other business leaders about their challenges and share my international business experience to provide insight and help solve those challenges.

Why do you believe the Twin Cities is a good place to do business?

The Twin Cities is a great place to do business because of the talented people and the shared sense of social responsibility of senior business leaders. There's a strong commitment to giving back and making our community stronger. I see a lot of thought and planning around what's needed in terms of investment for the future.

We read a lot about corporate greed in the world, but I see the opposite here in the Twin Cities. I am surrounded by peers and

other business leaders who are thoughtful about the future and really care about our shared success.

What advice do you have for students who might be interested in business?

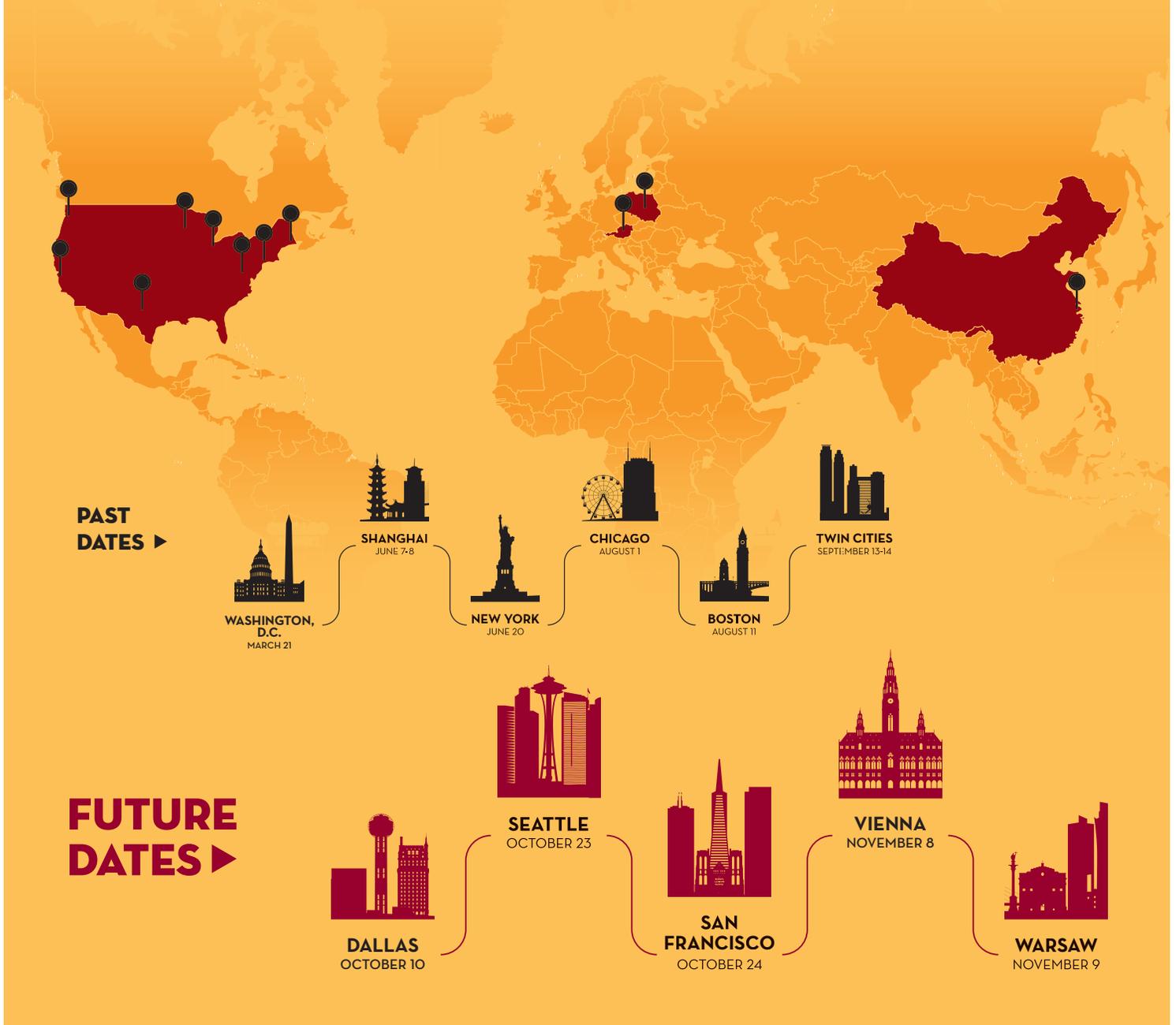
Most people, unless they work in the government, nonprofit, or education sectors, will end up with a career in business. Governments create frameworks that education and nonprofit organizations support from a development and social perspective. It's my perspective, however, that only businesses can create real solutions that drive change in the world.

Businesses bring all of the important things that we want as a society into existence, whether that's more affordable and accessible healthcare, healthier and safer food, improved sustainable packaging, or greener and smarter vehicles. Advancements in the quality of life for all of us will be created and driven by people in business. If you want to make the world a better place, the best place to do that is by making a difference in business.

COMMEMORATING THE PAST, CREATING THE FUTURE

Come celebrate 100 years of excellence in business education with your fellow classmates and alumni at Carlson School celebrations around the world.

Find an event near you: carlsonschool.umn.edu/events



THE IMPORTANCE OF GLOBAL LEARNING

Ten years ago, the Carlson School made history by becoming the first public business school in the country to ensure all students had an international experience. Here's how it continues to be a leader in global experiential learning.

BY TAYLOR HUGO

Last year on Christmas Day, Elyse Terlion discovered a taste of home nearly 4,700 miles away from Minnesota. The college senior had recently landed in Austria for a 16-day study abroad program, and as she had done every year growing up, she was about to watch the Nutcracker ballet—except this time at the Vienna State Opera, Wiener Staatsoper.

“It was really exciting to see such a historic performance in a historic venue,” says Terlion, who studied finance and graduated with a BSB in May. “I feel like I walked away with a good experience of the actual city and culture itself.”

Terlion is one of hundreds of students from the Carlson School of Management who study abroad every year. During the 2018–2019 school year alone, 856 students—742 undergraduates and 114 graduate students—studied in 33 countries ranging from Argentina and New Zealand to Norway and Thailand. Additionally, there were 110 exchange students and 66 Global Executive Master of Business Administration students who visited our campus from partner schools around the globe.





上落時請緊握扶手
Please Hold the Handrail

小心地滑
CAUTION
WET FLOOR

香港 興記
Gheung Hing Kee Shanghai Pan-fried Buns

2016年米芝蓮推介
Michelin Guide 2016

雙色生煎	雙色生煎	雙色生煎
Classic Pan-fried Buns	Two Different Types of Pan-fried Buns	老上海雙色生煎(個)
HK\$30	HK\$33	Shanghai Style Glass Noodle Soup
Supper Buns + Sticky Buns (2 each)	Supper Buns + Sticky Buns (2 each)	雙層牛肉粒生煎(個)
HK\$36	HK\$45	Carry Diet Glass Noodle Soup
Supper Buns + Sticky Buns (2 each)	Supper Buns + Sticky Buns (2 each)	雙層牛肉粒生煎(個)
HK\$48	HK\$48	雙層牛肉粒生煎(個)
Supper Buns + Sticky Buns (2 each)	Supper Buns + Sticky Buns (2 each)	雙層牛肉粒生煎(個)
HK\$15	HK\$15	雙層牛肉粒生煎(個)
Supper Buns + Sticky Buns (2 each)	Supper Buns + Sticky Buns (2 each)	雙層牛肉粒生煎(個)

These impressive numbers are the result of a requirement the school put into effect 10 years ago: All students, at both the undergraduate and graduate levels, must complete a global learning experience in order to earn their degree—an unprecedented stipulation, at the time, for business schools across the country.

Meaningful global experiences for all

Before the International Experience was integrated into the curriculum, about 50 percent of Carlson School students were already choosing to go abroad. But to get to near 100 percent participation, the Carlson Global Institute (CGI) needed to be flexible.

“Faculty and staff leaders decided early on that we would not have 50, 60, 75 students going abroad all at once in a single program,” explains Anne D’Angelo, assistant dean of Global Initiatives. “We felt that would dilute the experience for student learning and development. So we needed to increase the number of courses and develop new and more innovative models of going abroad, versus fewer programs and sending all the students at one time.”

Carlson School faculty and staff also recognized the need to “meet students where they are,” adds D’Angelo, referring to the variety of courses to choose from. There are short-term, faculty-led Global Enrichment Programs that start on the Twin Cities campus with a class on international business, for instance, and culminate in two weeks abroad, as well as Global Immersion Programs, where students spend a summer or semester studying or interning in their chosen country. The Carlson School also partners with the university-wide Learning Abroad Center to offer even more options.

Courses run the gamut from business communication in Spain to corporate social responsibility in Costa Rica, but undergrad students can even craft their own study abroad program, as Terlion did. Because of her position on the U of M rowing team, which is a year-round sport, she needed a flexible international experience that fit into her academic and athletic schedules.

“It was up to me to build my own experience, find the contacts, and then also figure out how to allocate my time in terms of the research and compiling the materials,” says Terlion, who, prior to her departure, worked with an advisor to write a proposal on what she intended to study—the coffee house culture of Vienna. “It forced me to think a lot more things through than I might have otherwise.”

Preparing students to work in global businesses

Gaining this sense of independence and self-awareness is just one of the goals Carlson hopes students will achieve by the end of their programs, along with being exposed to the culture and economy of another country, and learning how to succeed in business, no matter the situation—such as engaging with today’s entrepreneurs in Cuba, and how they’ve navigated their regulatory environment and limited internet access.

“The world is highly connected,” says Deirdre Opp, an Education Abroad program director with CGI who oversees a portfolio of the Carlson School’s short-term and internship programs. “Having skills to better understand where people are coming from—knowing the social, political, and economic concepts that are driving different decision-makers out there—is really critical.”

CGI’s mission is to expand the Carlson School’s vision beyond the Twin Cities campus by forging relationships with the international community. One way it does this is through partnerships with business schools around the world to offer programs geared toward students and business professionals already living and working in Europe and Asia. This includes executive MBA programs at the Vienna University of Economics and Business in Austria and Lingnan (University) College of Sun Yat-sen University in China, a medical industry-focused MBA with Tongji University in China, and a Doctor of Business Administration through the Tsinghua University of Economics and Management, also in China.

Other business schools now look to the Carlson School as an example of how to



When students come out of school, they may not have an international assignment right away, but ultimately, many of them do. Even if they don’t have an international assignment, they will be interacting with international individuals, and they’re in a much better position to deal with it, to be successful at it, to be comfortable with it.”

— MICHAEL HOUSTON

successfully incorporate a study abroad requirement, prompting invitations to speak at and host conferences for organizations like NAFSA: Association of International Educators, the world’s largest nonprofit association dedicated to international education and exchange. But most impactful, perhaps, is the relationship CGI has fostered with more than 100 different corporate, government, and nonprofit partners in the community and around the globe for a “common goal to learn together, grow together, and develop together,” says D’Angelo.

Top companies inform the curriculum

The CGI Advisory Council offers a snapshot of these partnerships. The 15-person board made up of executives from 3M, Best Buy, Cargill, Ecolab, General Mills, Hormel, Medtronic, and other Twin Cities powerhouse companies helps facilitate the connection between CGI and the business community, guiding programming based on their professional, real-time experience.

Cargill, for example, recently hosted a Global Business Practicum for graduate students of Carlson and the Warsaw School of Economics in Poland. During

the two weeks there, U.S. students, along with their Polish MBA peers, finalized recommendations for how Cargill could grow its non-caloric sweetener business across Europe.

“What we got in return from the practicum was a completely different way of looking at the opportunity,” says Joe Ramaker, a 1998 graduate of the Carlson School’s MBA program who currently serves as Cargill’s corporate vice president of finance, global operations, and supply chain, and chair of the CGI Advisory Council. “We are a very historically asset-driven business, so we would always come at a problem with, ‘OK, how do we wrap our assets around this?’ or, ‘What do we have to go build?’ The class that went there came at it from a totally different angle of consumer trends. How are consumers shaping their views in a more digital way? How are they accessing information and trying to understand where the ingredients in their food come from?”

This mutually beneficial arrangement—with students getting real, hands-on experience, and companies tapping into the fresh perspective of the next generation of business leaders—is a prime example of how the Carlson School’s global learning initiatives are preparing graduates for the workforce.

“When students come out of school, they may not have an international assignment right away, but ultimately, many of them do. Even if they don’t have an international assignment, they will be interacting with international individuals, and they’re in a much better position to deal with it, to be successful at it, to be comfortable with it,” says Michael Houston, associate dean of Global Initiatives. The Carlson School not only prepares students to go abroad but also coaches them once they return home, honing interview skills to help soon-to-be graduates articulate their international experiences to prospective employers.

Setting an example for the entire University

When asked why other University of Minnesota colleges haven’t incorporated a study abroad requirement, Meredith McQuaid, assistant vice president and dean of international programs for the entire

University system, points to the fact that globalization may tend to play a stronger role in professional programs, like those offered by Carlson, compared to academic programs. Buy-in and support from staff and faculty are also extremely important.

“Carlson really sees the direct link between career choices and internationalization awareness,” says McQuaid, who is also a member of the CGI Advisory Council. “Having worked in this field for more than 20 years, I have seen first hand that any student benefits from an international experience, and I do think more deans and department heads are becoming aware of that, but it requires a lot of investment of personnel and training, and not all colleges are in a position to do that.”

Despite the fact that the Carlson School is already considered a leader in the space



Carlson has positively shaped attitudes about studying abroad for the entire University of Minnesota system, and has helped other universities and colleges think more about the importance of study abroad.”

— MEREDITH MCQUAID

of global experiential learning, CGI is constantly evaluating programming to improve courses, expand its portfolio of countries, and strengthen the experience for students and the people with whom they interact in their host cities.

“Education abroad is not what it was 10, 20 years ago. It really is more intentional from a curricular standpoint—project-based applications and meeting critical global learning outcomes,” says D’Angelo, who is currently examining how faculty, staff, and students could enhance their teaching

and learning by cultural intelligence, or CQ, a globally recognized way of assessing and improving effectiveness in culturally diverse situations. “It helps to articulate one’s own individual culture—Where am I from? Who am I?—and also other’s.” And it is one of the Carlson School’s alumna, Distinguished University Professor in Management Soon Ang at Nanyang Technological University in Singapore, who pioneered and co-authored two foundational books on CQ.

It’s this type of research that keeps the Carlson School on the forefront of global learning and positions the school as a sought-after institution to receive a business degree, as some students are enrolling specifically for the study abroad requirement.

“Students come away from these experiences changed,” says McQuaid. “Carlson has positively shaped attitudes about studying abroad for the entire University of Minnesota system, and has helped other universities and colleges think more about the importance of study abroad.”



TRAVIS M. SMITH

Assistant Dean,
Institutional Advancement

Engagement and Giving

The Future Starts Now

What an incredible time it is to be someone who loves the Carlson School! Throughout this year, across the nation and around the globe, we have celebrated the school's 100 years of innovation and leadership by recognizing the importance of one of our most prized assets: you. Our alumni and business partners have been central to Carlson's success. Your passion, spirit, and drive for excellence has set the stage for our next century of providing a world-class business education.

Many of you have also been generous in another critical way, by being philanthropically involved with the school. More than 9,000 alumni and friends have contributed to the *Driven* campaign, and together we have exceeded our public campaign goal of \$150 million a full two years ahead of schedule! Of course, we will not stop here, and we are excited to unveil the next phase of our campaign: a complete reimagining of our flagship headquarters building. This initiative will cap our campaign efforts and help ensure the Carlson School's place among the very best business schools in the world.

I can't wait to see what we will accomplish in our next century. Our alumni network is stronger and more engaged than ever before, our faculty is among the very best in the world, and our vision for the future is clear and compelling. If you haven't contributed to the *Driven* campaign yet, I invite you to consider doing so. Your investment now will shape the next 100 years of the Carlson School, and set the tone for future generations. Thank you for all you do to make the Carlson School a global leader in business education.



FUNDRAISING BY THE NUMBERS

Reaching our public campaign goal of \$150 million two years early enables us to reflect on the incredible impact the *Driven* campaign has already had on the Carlson School. Since the beginning of the campaign in 2017, here are but a few examples of how *Driven* is changing lives.

\$213 MILLION

VALUE OF THE CARLSON SCHOOL ENDOWMENT, A **64% INCREASE**

\$4.4 MILLION

AMOUNT OF ANNUAL SCHOLARSHIP DOLLARS AVAILABLE FOR STUDENTS, A **275% INCREASE**

354

NUMBER OF STUDY ABROAD AWARDS GIVEN ANNUALLY, A **330% INCREASE**

4,246

NUMBER OF NEW DONORS WHO HAD NEVER GIVEN PRIOR TO THE LAUNCH OF THE CAMPAIGN, INCLUDING **150 FIRST-TIME MAJOR GIFT DONORS**

News and Notes



Beloved fundraiser retires—benefactors endow scholarship in his honor

If you are an alum, faculty member, or current student of the Carlson School, chances are you have gotten to know Christopher Mayr and, likely, call him a friend. Chris first joined the Carlson School of Management more than 25 years ago, and has worked tirelessly to advance the school he loves throughout his tenure. To hear Chris tell it, he is simply living his calling and serving others.

The many alumni and donors who have become his friends see it differently. Chris builds strong and lasting relationships with benefactors and colleagues alike, to the benefit of each individual, and of course, the Carlson School. “He has inspired countless alumni to achieve more than they could ever imagine with their philanthropy, including Carmen and myself,” says Jim Campbell, ’64 BSB, a former interim co-dean of the Carlson School.

In recognition of Chris’s lasting legacy at the school, benefactors, friends, and colleagues joined together to endow a scholarship in his honor. Led by Jim Campbell and Bill Walter ’66 BS and ’72 MBA, 102 individuals have contributed more than \$680,000 to endow the Christopher R. and Ruth M. Mayr Scholarship. The scholarship was announced at an April 17 celebration of Chris’s retirement, with the Mayr family and many benefactors and friends in attendance.

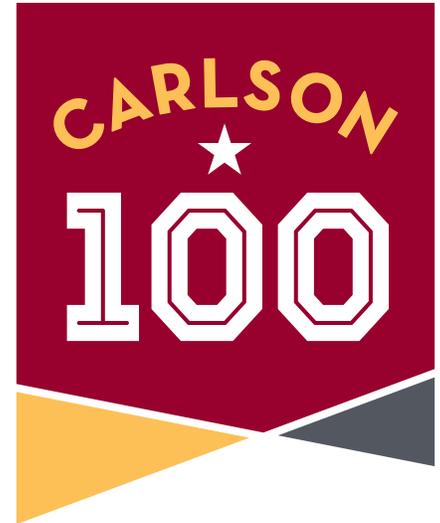
Anonymous donor honors the person who made his dreams possible by funding others’

An anonymous donor was inspired by his own experience as an undergraduate in the Carlson School, when he received an advance on his next year’s earnings that allowed him to pursue an unpaid internship in a field new to him. That opportunity, to take a risk and follow his passion, enabled his successful career in that same field.

In honor of the person who made his dream possible, the donor has established the Chris Lee Fund to Pursue Your Dreams. The fund provides stipends to undergraduate Carlson students who are pursuing unpaid or low-paying internships. This generosity opens doors for students to follow their hearts instead of a paycheck.

Says the donor, “I was the beneficiary of someone who believed that money shouldn’t prevent you from pursuing your dream. It’s an honor to extend that vision to the next generation in his name.”

Madison Fry, a rising junior double-majoring in Human Resources and Public Nonprofit Management, is the first recipient of this scholarship. When asked what she would say to the donor of her funding, it is clear she is already thinking about how she, too, will pay-it-forward. “It is people like you who genuinely make a difference in the betterment of this world; I hope I can, too.”



Carlson 100: small gifts add up to big impact

In celebration of the Carlson School’s centennial year, and in support of the *Driven* campaign, which will help to fund the school’s future, a new giving option was launched in 2019. Carlson 100 donors make small monthly gifts, which add up to \$100 over the course of a year.

At just \$8.34 each month, Carlson 100 participation easily fits into your monthly budget. At the end of the year, you’ve contributed \$100 to the Carlson School’s most important programs—those that directly impact the student experience. And combined with the funding from other Carlson 100 donors, your support helps students in tangible ways—like helping students find internships and jobs, or to fund their studies abroad.

We invite you to join Carlson 100, and add your small gifts to this big opportunity. Visit z.umn.edu/GiveCarlson100 to participate.

Small But Mighty Giving

Leo Breitman has supported the Carlson School every year for nearly 50 years. Here's why he does it.

BY PATRICK STEPHENSON

Earlier this year, Leo Breitman did something he's done every year for more than half a century: He mailed his annual check to the Carlson School of Management.

"There's no way I could repay what my education has given me," says Breitman.

Breitman's relationship with the University of Minnesota began in 1943 when he enrolled as a pre-medicine student. He ended up taking leave to serve in World War II, but in 1946 he returned from the service, re-enrolled in the business school through the GI Bill, and majored in what he calls his "lifetime love"—accounting.

The post-war period was one of burgeoning enrollment at the University. Quonset huts were transformed into classrooms, and it wasn't unusual to have 500-person lectures. The U could barely fit the number of people who wanted to learn.

Breitman looks back at this time as a glorious one. "Everybody wanted to work and get educated," he says. "Everything was looking up. All the GIs who came back from the war got married, had children, bought houses filled with new furniture. It was a prosperous time where you could be honest, work hard, and do well."

He fondly recalls on the community of the Carlson School at the time: "When I was a student and studying for finals, I'd go over to the hamburger joint, the White Castle right off University, with my friends. We'd get five burgers for 25 cents, and then we'd go to Bridgeman's and get malted milks for 15 cents. That was our dinner, and we'd study at the library all night." He also

recalls all-day bridge games in the Union: "There were always fellows playing bridge."

Breitman says his accounting education from the Carlson School laid the foundation for the rest of his life. After graduating, he took the CPA exam and served with accounting firms around the Twin Cities. "My first clients were my friends," he says. Early in his career, he opened his own accounting firm with a boyhood friend and worked there until his retirement in 1980. "I like to say I was living like a baseball player and having so much fun."

He acknowledges the more complicated reality facing business students today, including increased competition because of globalization and careers that no longer last 40 years with one company. He knows the Carlson School will keep preparing students for this reality, just as it prepared him, and he wants to ensure that tradition continues: "I'd like to see Carlson continue to grow and provide that education."

Breitman's long record of supporting the Carlson School began in the 1960s. "I had such warm feelings for the Carlson School, because it put me in a position to lead a good life as an accountant. I had to pay back what little I could."

But a little each year across half a century adds up. Breitman's annual donation to the Carlson School has largely supported the Dean's Excellence Fund, which has enabled decades of Carlson School leadership to innovate, respond to school needs in a timely manner, and remain on the cutting edge of business.

Breitman hopes the example of his donation will "encourage people who have gone to the Carlson School or will graduate soon to consider what they have received and how it has helped them improve their lives."



There's no way I could repay what my education has given me."

— LEO BREITMAN

Investing in Exceptional Outcomes

The Freeberg Foundation creates opportunities for veterans at the Carlson School through its continued giving



DON and LORRAINE FREEBERG FOUNDATION

BY WADE RUPARD

Long after attending the University of Minnesota, Don and Lorraine Freeberg's college home always remained important to them.

Don Freeberg, '49 BSB, stayed involved with the University of Minnesota's business school and the Sigma Chi fraternity throughout his life.

Now, two generations later, the Freeberg family continues to give back to the Carlson School through the Don and Lorraine Freeberg Foundation, a charitable organization founded in 1990 to support organizations focusing on education, healthcare, children, and veterans. Today, the foundation is run by Don and Lorraine's son Dan and granddaughter, Amanda Freeberg Donovan.

The foundation has established both a scholarship for undergraduates pursuing a bachelor's degree in business and a fellowship for military veterans pursuing their MBA.

"All the things [Don] learned while he was at the Carlson School and the experiences he had helped shape his future successes as a businessman," Freeberg Donovan says of her grandfather, who worked briefly at IBM before starting his own real estate development company.

The Don and Lorraine Freeberg Foundation Scholarship for undergraduates has been awarded to 83 students and the Don and Lorraine Freeberg Military Veterans MBA Fellowship has supported 19 students. In total, lifetime giving from the Freebergs and their foundation exceeds \$785,000.

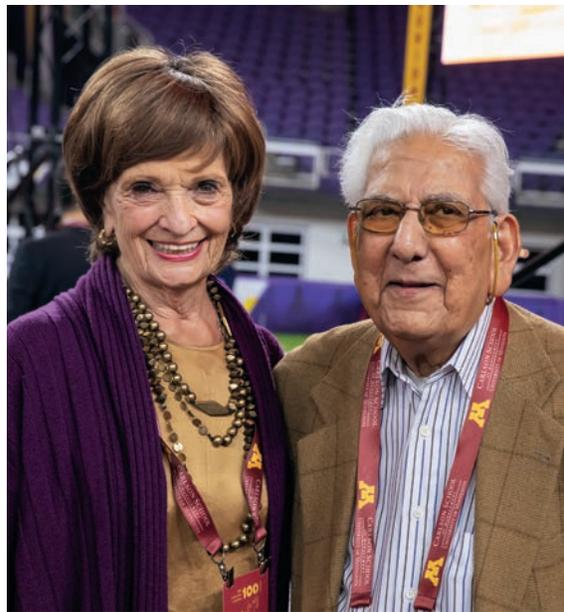
"On visits we made to Minneapolis, we were impressed by the facility and the faculty and staff we met," Dan Freeberg says. "The students we interacted with were exceptional, and they are gaining great experience during their time at the Carlson School. The Military Veterans Initiative program has a wonderful reputation and continues to create great opportunities for returning service members."

"The Military Veterans Initiative at the Carlson School is a fantastic program that provides different opportunities for veterans to get a great education and all the companies in the Minneapolis areas that work with them," Freeberg Donovan says.

100 Years in the Making

The Carlson School's Twin Cities Centennial Celebration, held September 13 and 14, was a weekend to commemorate a century of excellence with events held at US Bank Stadium and during Gopher Game Day at TCF Bank Stadium. Go to carlsonschool.umn.edu to check out more coverage.





In Good Company

The Carlson School's long history of corporate support

BY ANDRE EGGERT



Since its founding in 1919, the Carlson School has maintained strong relationships with the business community in the Twin Cities, the state of Minnesota, and the world beyond.

From *Fortune* 500 companies to fledgling startups founded by our alumni, their generosity has been crucial to the Carlson School's success.

As we celebrate 100 years since our founding, we want to take this opportunity to thank all of our corporate benefactors. Here are just two examples of organizations that have had a profound impact on our school.

Land O'Lakes, Inc.

For more than a half century, Land O'Lakes, Inc. has supported the University of Minnesota as it develops the food and ag workforce of tomorrow. In 2014, the company further strengthened its relationship with a landmark, decade-long, \$25 million investment in the University of Minnesota.

"This [gift] underscores our commitment to educational excellence and further strengthens our investment in the pipeline of talent from the University of Minnesota," Christopher Policinski, who served as president and CEO of Land O'Lakes until 2018, said when the gift was announced.

Included in that major commitment was \$2.5 million for the Carlson School

to create a Land O'Lakes Chair in Marketing, which is held by Professor Kathleen Vohs, a prolific and esteemed behavioral scientist. The company had previously supported the Land O'Lakes Professor of Excellence appointment (also held by Vohs since 2011) before it became a chair.

Land O'Lakes is supporting the Carlson School in other ways as well. For instance, the University is Land O'Lakes' largest source of interns, and hundreds of graduates have been hired in the last half decade alone. The company also participates in programs like the Carlson Analytics Lab, where teams of graduate students harness data to solve 21st-century business challenges for client companies. (Read more about the Analytics Lab on page 40).

Land O'Lakes is also a premier partner of Grow North, a food and agribusiness accelerator initiative in the Holmes Center for Entrepreneurship. Grow North's mission is to create an interconnected, sophisticated, invested, and equitable ecosystem for Minnesota's food and agricultural entrepreneurs and innovators by aggregating resources and acting as a mobilizing connector, creative spark, and ecosystem navigator.

General Mills

Without General Mills, the Twin Cities might never have become the corporate powerhouse it is today.

In 1856—two years before Minnesota became a state—the Minneapolis Milling company was founded and began milling flour. By the 1870s, it had become the Washburn-Crosby Company, and it built what was then the largest flour mill in the world (the Washburn A Mill) on the banks of the Mississippi River in what is present-day downtown Minneapolis. Along with competitor Pillsbury, they milled more than 20 percent of the nation's flour in the Twin Cities at peak production, earning Minneapolis the nickname, "the Flour-Milling Capital of the World."

It was the Washburn-Crosby Company who gave the first corporate donation to the University of Minnesota. Understanding the value that a higher educational institution could provide, they donated \$2,000 (about \$30,000 in 2019 dollars) to build an "experimental" greenhouse. Just a few years after that donation, Washburn-Crosby Company combined with several other mills around the country to become General Mills.

General Mills has continued to give generously to the University, including gifts to the Carlson School of Management, ever since. That includes financial support for students, an endowed faculty position in the Marketing department, and being a foundational partner of Grow North.

Alumni Happenings

Centennial celebrations



Washington, D.C.

In March, alumni and friends gathered at the first centennial celebration in Washington, D.C., with keynote remarks from Dean Sri Zaheer and a presentation from Professor Paul Vaaler.

New York City

In New York City, alumni and friends gathered on a rainy summer evening to celebrate the centennial. Board of Overseers Chair Bob Kueppers, '76 BSB, kicked off the evening's program followed by Dean Sri Zaheer and a presentation from Professor Ravi Bapna.



Chicago

Alumnus John Hartmann, '84 BSB and '87 Law, and his wife, Beth, generously hosted alumni, friends, and incoming undergraduate students from Chicagoland in August at his North Loop offices. The reception celebrated the Carlson School's centennial, as well as welcomed incoming students, about to head off to the Twin Cities.

Boston

An energetic group of alumni and friends welcomed the Carlson School with open arms to Boston in August to celebrate the centennial with Dean Sri Zaheer and other faculty.

UnitedHealth Group chapter hosts 3M executive

The UnitedHealth Group chapter “swapped” executives with the 3M Chapter, hosting Jon Lindekugel, '88 MBA, former SVP of Manufacturing & Supply Chain, on March 6. The presentations highlighted each organization's approach to innovation and growth. The format proved popular and was well attended in both venues.

Cargill Chapter Happenings

The newly restarted Cargill–Carlson Alumni Chapter kicked off their first event in June. It included a speaker event led by Carlson School Board of Overseers member Marcelo Montero, '91 MBA, followed by an informal networking lunch. More than 60 people attended.

Carlson faculty visit 3M

The 3M chapter hosted its 3rd annual “Carlson Day at 3M” in May featuring new executive sponsor Eric Hammes, '97 BSB, and Carlson School faculty members Connie Wanberg, Brad Greenwood, and KK Sinha sharing their current research on a variety of topics including the unintended consequences of innovation, extraversion in the workplace, and leveraging big data for supply chain.

Investors Circle Reception

The Carlson School held its third annual Investors Circle Reception at the Weisman Art Museum on April 25, recognizing and celebrating the members of its benefactor recognition society. More than eighty guests enjoyed fellowship with one another and heard from Dean Sri Zaheer and Investors Circle member Brian Gerhardson, '86 BSB.

The Way We Work

The Way We Work—a quarterly event series co-hosted by Carlson School Alumni Relations, the Carlson Graduate Business Career Center and Antenna—held two events in February and May with speakers addressing the rise of coworking and how space affects the way we work, and on finding your purpose at work. The series is the brainchild of proud alum Brendon Schrader, '01 MBA.



Carlson Women Connect

Carlson Women connected in February at Edwards Dessert Kitchen in the North Loop with a conversation with General Manager and Executive Pastry Chef Christina Kaelberer, led by Lauren Mehler Pradhan from Grow North and the Holmes Center for Entrepreneurship.

Thriving as a professional of color

The MOSAIC MBA student group and Carlson Alumni Relations co-hosted a student, alumni, and community event and panel discussion around the topic of how a diverse workforce and inclusive organizational cultures will help shape the ongoing digital transformation. Senior leaders Matthew Branson, '98 MBA, Mesude Cingilli, '97 MBA, Acooa Ellis, Andy Ho, '99 BSB, and Marcelo Montero, '91 MBA, contributed to a powerful conversation attended by 80 guests.

Class Notes

● 1950s

Donald Bauer, '58 MA-IR, passed away in February 2019. Bauer was active for many years in the Human Relations field, and served on the Twin City Area Labor Management Council and the Industrial Relations Advisory Council.

● 1970s

Lynn Bentley, '72 MA-HRIR, published his second novel, *Stranger Within*. In addition to being a published author, he is also a business coach.

Steve Atkinson, '75 MBA, recently published *In Liberating Strife: A Memoir of the Vietnam Years*, the story of his undergraduate years at the University of Minnesota during the Vietnam War followed by his service as a soldier in the U.S. Army in Vietnam in 1969-70.

● 1980s

Steve Berch, '81 MBA, was elected to the Idaho House of Representatives in November 2018, representing District 15 (Boise).

Gregory Hundley, '81 PhD-IR, passed away in October 2018. He had retired as a professor of management at Purdue University's Krannert Graduate School of Management after 20 years of service, where he had also served as associate dean of Global Affairs.

Peter Mallinger, '84 BSB, started a new position as senior account executive at Brand Advantage Group.

Jeffrey Amann, '85 BSB, was named CEO of Campbell Street Services. Amann has significant experience working in the long-term healthcare industry and served as COO for Welcov Healthcare before joining Campbell Street Services.

Russell Reynolds, '86 BSB, was named president and CEO of LYNX Franchising. In this role, Reynolds seeks to help people become business owners through a comprehensive franchisee framework to promote their growth.

Richard Murphy Jr., '86 MBA, passed away on July 4. He helped successfully navigate the family warehousing business through two recessions, and had a passion for landscape architecture and sustainability. He taught landscape architecture at the University of Minnesota for many years, and utilized sustainable practices to both save money and improve performance at Murphy Warehouse Company.

Jim White, '89 MBA, is CEO and president of the Foodware Group. It is owned by the private equity firm Olympus Partners and specializes in selling front-of-the-house and back-of-the-house products to food service providers. He is responsible for creating cultures of accountability, setting clear strategies, and leading teams for growth and value creation for private equity in the food industry.

● 1990s

Pat Wolf, '90 BSB, was named a 2019 Woman in Business by the *Minneapolis/St. Paul Business Journal*.

Clare Scot, '89 BSB, was named a 2019 Woman in Business by the *Minneapolis/St. Paul Business Journal*.

Michael Favet, '95 MBA, was named CEO of NeuroPace. The California-based company is a national leader in INOM and specializes in providing diagnostic support to surgeons.

Jeff Myhre, '97 BSB, was promoted to CEO of Excel Softsources, a St. Paul-based software development company that specializes in helping companies on-board new software teams.

Benjamin Rashleger, '97 BSB, was named president of the Machine Tool Division at Concept Machine Tool. Concept Machine Tool is one of the leading suppliers in the precision manufacturing market.

Jing Liao, '97 MA-HRIR, was named managing director for talent at Vista Equity Partners. She is responsible for holistic talent and culture best practices and solutions at the San Francisco-based company.

Jeremy Pierotti, '98 MHA/MBA, was named CEO at Datica, a Twin Cities-based company that offers cloud services to synthesize medical data across multiple platforms to reduce complexity for patients.

Kris Elverum, '99 BSB and '03 MBA, was named senior vice president of Business Development and Strategy at Boston-based Rubius Therapeutics.

Himanshu Dwivedi, '98 BSB, was given the Silver Award for CEO of the Year in the Security Software category at the CEO World Awards. Dwivedi is CEO of Data Theorem, Inc., which is a provider of modern application security.

● 2000s

Sunbelt Business Advisors named Brian Slipka, '00 BSB, chairman and CEO. Slipka comes from TCF Bank, where he most recently served as senior executive officer of TCF Technology Finance and formerly as chief revenue officer of Winthrop Resources, a TCF subsidiary.

Scott Hietpas, '01 MBA, was named CEO of Computype. This St. Paul-based company helps companies in the healthcare industry identify and solve problems facing their businesses.

Rocky Novak, '08 MBA, was named CEO of Fallon, a Minneapolis-based marketing firm. Novak previously served as managing director.

Mark Delahanty, '02 MBA, was named president and CEO at Bob Evans Farms. The Columbus, Ohio-based company is one of the leading frozen meal producers in the country.

Amy Tills, '02 MA-HRIR, has been named vice president of human resources – global cooling at SPX Cooling Technologies, a full-line, full-service industry leader in the design and manufacture of cooling towers and other specialized heat exchangers.

Jesse Bergland, '03 BSB, was named 2019 Man of the Year by the Leukemia & Lymphoma Society's (LLS) Minnesota, North Dakota and South Dakota Chapter. Bergland and his team raised \$173,000 in honor of his grandfather. He is a wealth management advisor with Northwestern Mutual in the Twin Cities area.

Sarah Karlsson, '03 BSB, is the new finance director for the City of River Falls, WI.

Chad Roberg, '03 BSB, is now the senior employee health & benefits consultant with Marsh and McLennan Agency in Duluth, MN.

Dr. Donald Williams, '01 MBA, passed away on March 17, 2019. He practiced psychology in Rochester, MN, for many years, and was a coach for the John Marshall High School lacrosse team.

Yogita Naik, '02 MA-HRIR, was named managing director, HRBP practice lead at AXA Equitable, one of the nation's leading life insurance companies.

Ryan Norine, '02 BSB, has been promoted to vice president and general manager global commercial services Hong Kong & Taiwan at American Express.

George Ball, '15 PhD and '03 MBA, has been named outstanding junior faculty at Indiana University-Bloomington. He is an assistant professor and Weimer Faculty Fellow in the Department of Operations & Decision Technologies in the Kelley School of Business.

Craig Schmidt, '03 BSB, was named to his new position as head of basel and regulatory reporting at Wells Fargo. He has been a member of the Carlson School Alumni Board since 2017.

Ashwani Monga '04 PhD was announced the provost and executive vice chancellor of Rutgers University – Newark effective September 1, 2019. He has previously served as professor and chair of the Marketing Department and vice dean for academic programs and innovation at Rutgers Business School.

Brandon Lukach, '04 MA-HRIR, was named director of recruiting at Drip, an e-commerce CRM based in Minneapolis.

Dawn Dexter, '05 MBA, was named senior director, HQ Finance Operation at Amazon. She is a member of the Carlson School Alumni Board.

Ryan Moy, '05 BSB and '10 Master of Agriculture (CFANS), is the head groundskeeper at Allianz Field. The newly opened soccer stadium is home to the Minnesota United FC, a Major League Soccer team. He supervised the harvesting of the field sod last fall in Colorado, and accompanied

it on the journey home to St. Paul, in preparation for the grass' first season.

Kevin Disca, '05 BSB and '13 MBA, started a new position as segment lead, Bulk Specialty Truck at Cargill.

Congratulate Tina Janeshek, '06 BSB, for starting a new position as human capital business partner (director) at Optum.

Paula LaBine, '06 MBA, was promoted to marketing director at Archer Daniels Midland Company in April.

KC Glaser, '07 BSB and '16 MBA, was appointed director of marketing at Minneapolis-based Famous Dave's, the barbeque restaurant chain. Glaser is also a Carlson School of Management Alumni Board member.

William Mujica, '07 MA-HRIR, is a people operations partner at Google.

Karen Mandelbaum, '07 MHA, has joined Epstein Becker Green as senior counsel for the Health Care and Life Sciences practice. Mandelbaum focuses on federal and state privacy and consumer protection regulations, data governance strategy, and the creation and implementation of compliant cybersecurity and privacy programs.

Sukie Ewald, '08 MA-HRIR, is PMO director, North America supply chain at Nike.

Ryan Martin, '09 BSB, vice president of community

banking at U.S. Bank in Sioux Falls, has been named a member of the bank's 2019 Dynamic Dozen, an annual company-wide reverse mentoring and think tank program. Those picked are high-potential millennial employees who meet with U.S. Bank's executive team, providing feedback on existing initiatives, and developing and pitching a capstone project of their choosing.

● 2010s

Katlyn Cooper, '10 MA-HRIR, is an HR business partner at The Emily Program, an eating disorder treatment center.

Rachel Matzek, '10 MA-HRIR, is an HR director at Comcast, in the company's regional Twin Cities offices.

Tara (Whitesides) Szytkiel, '10 MA-HRIR, is a global HR director at Uniform Color Company in Holland, MI.

Jessica Bottensek, '11 BSB and '16 MBA, was promoted to lead product owner, Store Fulfillment at Target.

Rachel Usher, '10 MA-HRIR, is a senior HR manager at Target.

Kristyn Aasen, '11 MA-HRIR, is an HR manager at Ecolab.

Brian Filip, '11 MBA, is managing director of insurance software firm Enservio. He is leading the expansion of the Twin Cities office, and overseeing the move of the company headquarters from Boston to Eagan.

Class Notes



The graphic features a yellow background with a white silhouette of the state of Minnesota. In the center is the red 'M' logo of the University of Minnesota. Below the logo, the text 'GIVE TO THE DAY' is written in large, bold, blue letters, with 'MAX DAY' in smaller red letters underneath. Below that, '14 NOVEMBER 2019' is written in red. At the bottom of the graphic, there is a white house-like shape containing text.

See the impact of collective giving. Join the fun by following along on social media, sharing how the Carlson School has impacted your life, and supporting the School and causes that are important to you!

GIVINGDAY.UMN.EDU

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

©2019.
The University of Minnesota is an equal opportunity educator and employer.

Samantha Sites, '11 BSB, started a new position as manager of merchandising strategy and technologies at Pilot Flying J.

Jason Waggoner, '11 MBA, was named vice president, general manager of Food and Beverage for Kadenwood Brands in Newport, California.

David Bardan, '12 BSB, is part of the team that brought a first-of-its-kind medical product to market this spring. TytoCare provides a handheld device and telehealth platform for on-demand, remote medical exams, 24 hours a day. The company partnered with Best Buy to launch the device and service in Minnesota in April 2019, with additional midwestern states following soon after. Bardan is vice president of provider solutions for TytoCare, and has been critical to the expansion of the Israel-based company within the U.S. market.

Eric Miller, '12 MA-HRIR, is director of HR at American Woodmark, a cabinet manufacturer headquartered in Winchester, VA.

Chris Radford, '12 BSB, is now associate director of stars strategy at UnitedHealthcare.

Laura Bevington, '13 BSB, started a new position as solution consultant at Medalia in Minneapolis.

Jack Dreifuss, '13 BSB, is starting a new position as head of strategy at Bolt, a company working on optimizing online retail for consumers.

Elizabeth Huebsch, '13 BSB is in a new role as senior manager, eCommerce at the Hain Celestial Group.

Anna Resman, '13 BSB, has earned her MBA from Harvard Business School (granted May 2019), and joined Teamworks in Durham, North Carolina as a director of strategy.

Alexander Ryan '13 BSB, started a new position as senior associate of Operations at Shore Capital Partners, a healthcare private equity firm based in Chicago.

Joshua Sletten, '13 BSB, started a new position vice president of Mergers & Acquisitions at Craig-Hallum Capital Group.

Mark Haakenstad, '14 BSB, started a new position as a strategic planner at Emerson.

Douglas King, '14 MBA, was elected as 2020 chair-elect of the board of directors of Certified Financial Planner Board of Standards. King will assume the role in 2021. Currently, he is president and CEO of Prosperity Capital Advisors, a Minneapolis-based financial planning firm.

Robert Keller, '14 BSB, has started a new position as senior associate at Monroe Capital LLC, where he evaluates and manages investments in non-investment grade tradable credit in the greater Chicago area.

Delmire Radeva, '14 BSB, started a new position as director of Strategy & Business Development at UnitedHealthcare.

Andrew Abraham, '15 BSB, started a new position as marketing coordinator at the North Face, a VF company.

Carlos Nunez, '15 MA-HRIR, is a global HR business partner at J.R. Simplot, an AgriBusiness group headquartered in Boise, Idaho.

Jonathan Osborn, '15 MA-HRIR, is a senior talent management specialist at Polaris.

David O'Neill, '15 BSB, and Jason Dayton, '15 (CCE), opened the Minneapolis Cider Co. in May 2019. The taproom is located in a former manufacturing plant in Minneapolis. Inspired by their semester abroad in the United Kingdom, and first launched from the Entrepreneurship in Action capstone course their senior year, they aim to bring craft cider to a wider audience, with juice from local Minnesota farms.

Justin Schlitz, '15 BSB, was promoted to operations manager of Scooters at Lyft.

Matthew Schalow, '16 BSB, was promoted in May 2019 to senior financial analyst at Abbott Laboratories.

Samantha Wagner, '16 BSB, is currently a commercial analyst at Proximo Spirits in Jersey City, NJ, and will be starting her MBA this fall at New York University's Leonard N. Stern School of

Business, through their Langone Part-Time MBA program.

Allison Gettings, '17 MBA, was named vice president and general manager of Vasque Footwear, a Red Wing Shoe Company focused on footwear for outdoor enthusiasts.

Katherine Larson, '17 BSB, started a new position as supply chain specialist at Jet.com.

Parker Loving, '17 BSB, is currently working as private equity associate at Norwest Equity Partners.

Hannah Rosenwinkel, '17 BSB, was awarded the 2019-2020 MENAR Fellowship, which allows new graduates opportunities at leading organizations across the Middle East and North Africa.

Pat Smith, '17 MA-HRIR, the former Gopher wrestler, earned a spot at the 2019 World Championships in Greco-Roman wrestling. This is his second time competing with the Greco-Roman World Team after qualifying in 2017.

Morgan Weber, '17 BSB, was promoted to ecommerce category specialist lead - seasonal grocery at Walmart eCommerce.

Andrea Williams, '18 MA-HRIR, joined Bristol-Myers Squibb as a member of the Human Resources Leadership Development Program. She will be serving as an HR business partner in her first rotation.

Blake Cashman, '19 BSB, former linebacker on the Gophers Football team and marketing major at Carlson, was drafted in the fifth round of the 2019 NFL Draft to the New York Jets.

Christine Foster, '19 MBA, was promoted to talent acquisition consultant at UnitedHealth Group.

Alumni Board Notes

Congratulations to new Alumni Board members:

Brent Hipsher, '03 BSB and '16 MBA

Ahmed Siddiqui, '01 BSB

Zach McGillis, '02 BSB and '09 MBA

Carrie Johnson, '80 BSB and '97 HRIR

Dane Stimart, '16 MBA

Welcome new Gophers of the Last Decade (GOLD) Board members:

Pushkar Chaubal, '18 BSB

Kate Hildebrand, '15 BSB

Charles Styrbicki, '18 BSB

Shela Usadi, '16 BSB



SHELLEY
NOLDEN
**5 THINGS
I'VE
LEARNED**

Shelley Nolden, '02 BSB, is an entrepreneur at heart. After starting her career in investment banking, she left to become employee No. 1 for a middle-market lending firm, Solar Capital Partners. In 2011, she received a leukemia diagnosis—an experience that led her to become an angel investor, founder, and chairwoman of GRYT Health, a tech startup company that has a mission of improving cancer care. For her “5 Things I’ve Learned,” she shared tips for starting a new venture.

1. Go ahead, take the plunge

Starting a new venture is terrifying. If it wasn't, everyone would do it. But once you have a solid business plan and a financial safety cushion, every day you wait gives someone else the opportunity to seize the first-mover advantage. If you're not in a position to give up income and benefits, consider what you can cut from your daily schedule to give yourself time to start your business during your personal time (e.g., I watch one hour—at most—of TV a week).

2. Partner with passionate people

Starting a business is a lot of work; it requires relentless drive by more than just yourself. Find people who have both grit and skills that complement your own and make them your partners. And, while it's easy to keep your head down when you're working hard in the trenches, make sure you take the time to regularly look up and appreciate those around you and refocus your vision for the company.

3. Contracted, recurring revenue is key

From business planning through execution, never lose focus on establishing contracted, recurring revenue streams. Seed and early-stage investing is highly risky, and showing future revenue certainty will be a tremendous asset in securing financing.

4. Be a legend in your own mind

You will come across people who don't believe in you and your vision. You will hear “no” many times: when asking for a sale, when asking for investment capital, when asking for media coverage. While it's important to be open to criticism that you can use to improve your business model, it's even more important to never lose faith in yourself.

5. The ‘builders’ deserve equal credit

In today's business culture of glorifying startups, so much attention is put on the founders. But without the builders—those who do the heavy lifting to help carry out the founders' vision—successful startups would be nothing. Give the builders the credit they deserve. That's why I'm so proud of the entire GRYT Health team. Their passion and energy amaze me every day, and we couldn't do this without them.

SUBMIT A CLASS NOTE

Let your classmates know what you've been up to since graduation. Submit a Class Note for publication in the alumni magazine. Notes and photos can be submitted to carlsonschool.umn.edu/share.

Note: While we welcome alumni news, the Carlson School does not verify Class Note submissions and is not responsible for the accuracy of information contained in Class Notes.

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