A World of Experience
Diana Amima, ’20 BSB
Dear Alumni and Friends,

I hope that this note finds you safe and well during the uncertain times that we are facing during the COVID-19 (coronavirus) global pandemic. Every day brings a new challenge and business as usual is anything but that, at least for the time being.

While I am excited for you to read some inspiring stories about our faculty, alumni, and students in this latest edition of our bi-annual magazine, I think it is important for you to know that this issue was written, edited, designed, and printed before current events and without knowledge of the challenges that face our school, University, and society at large. I believe context is important and want to acknowledge why there is a void of stories or mentions of COVID-19 (coronavirus) and its many impacts.

With that, I hope you enjoy this spring 2020 issue and that it reminds you of the strength, power, and inspiration of the Carlson School community. Thank you for being a part of it.

Warmly,

Sri Zaheer, Dean
Elmer L. Andersen Chair in Global Corporate Social Responsibility
Right: Diana Amuna, '20 BSB, set her sights on an international education. Read about her Carlson School experience on page 18.

Opposite: Hong Kong is a popular international destination for Carlson School students every year, offering both learning opportunities at partner universities and exposure to real-world global business practices.

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SPRING 2020 | CARLSON SCHOOL OF MANAGEMENT
FOR ALUMNI AND FRIENDS
Let’s think about the world. From a numbers perspective, there are 7.7 billion people inhabiting more than 24 million square miles split into nearly 200 countries across seven continents on one planet we call Earth. Through a different lens, the rise of technology has made the vastness of the globe feel almost nonexistent. We are increasingly connected across economic, social, and political boundaries, while natural forces—whether climate or pandemics—have never recognized borders. In the business world, companies big and small are recognizing that they can sell goods and services to nearly anyone with a smartphone.

The view of our world that says we’re in it together—that we can do almost anything by working with and learning from each other—is being aggressively challenged. Today’s geopolitical climate is fraught with tension, and all you have to do is check the headlines or your social media feed to see it. I strongly believe experiencing and understanding cultures different than your own is critically important as we look forward to how we manage our interconnected future. It’s a big reason why the Carlson School requires a global mindset.

This issue of our alumni magazine focuses on our world, how we take part in it, and how we, as a community, are making it a better place. In the following pages, you will read about entrepreneurs who are using their business acumen and skills to lead social enterprises, improving lives in many corners of the globe. You can join Carlson School faculty members who are actively investigating problems faced by businesses and people in China, India, and across the developing world. And you’re able to visit our courses on the cutting edge of global learning and meet international students making the most of their education in the U.S.

Additionally, a reflection on the life and legacy of former Carlson School Dean David Kidwell, who passed away in November 2019, includes the origins of some of our most successful international programs. You can also read about how we’re meeting the mental health needs of all Carlson School students, domestic and international.

Finally, it’s a new year, new decade, and a new century for our school, which calls for a new look for our magazine. The goal is to showcase our talented students, faculty, staff, alumni, and friends in a cleaner, crisper design with compelling, high-quality writing and photography. We hope you enjoy it!

Warmly,

Sri Zaheer

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Elmer L. Andersen Chair in Global Corporate Social Responsibility

Chairwoman of the Board

Dean Sri Zaheer Named Head of the Board at the Federal Reserve Bank of Minneapolis

Dean Sri Zaheer made history when she was named the chair of the Federal Reserve Bank of Minneapolis—the only business-school dean to currently serve on a board of directors for a federal reserve bank, but also the only active dean to chair the board. Her role began January 2020.

“It is a privilege to be chosen to serve in this important role,” says Zaheer, board member since 2015. “I look forward to better understanding and communicating the challenges faced by the industries responsible for the economic vitality of the ninth district, while working with the bank’s leadership in support of its mission.”

The Minneapolis Fed participates in setting national monetary policy, supervises numerous banking organizations, and provides a variety of payment services to financial institutions and the U.S. government. A nine-member board of directors is responsible for oversight of the bank, which serves Minnesota, the Upper Peninsula of Michigan, Montana, North Dakota, South Dakota, and northwestern Wisconsin. Minneapolis Fed directors represent a cross-section of the district’s economic including agriculture, commercial banks of various sizes, consumer, industry, labor, and the service sector.

“I’m looking forward to working with Sri in this role because of the unique perspective and wisdom she brings to the board,” says Neel Kashkari, president of the Minneapolis Fed. “One of the deep legacies of the Minnesota partnership is the understanding that solid economic research is the bedrock of sound economic policy,” according to an August 2019 op-ed by Art Rolnick and Mark L.J. Wright, published in the Minneapolis Star Tribune. Starting in the 1960s, researchers from both institutions not only challenged conventional models, but also forged a new path for economic scholarship and policymaking that continues today.

A conference celebrating this special partnership was held the summer of 2019 on the University of Minnesota’s Twin Cities campus, including at the Carlson School. It also served as a chance to look to the future, which will continue to see University students, staff, and faculty working together with colleagues at the Fed on the next influential piece of economic research.
New Master of Applied Business Analytics Degree to Launch Fall 2020

With an increased demand for data and analytics professionals, the Carlson School is launching a new degree program, beginning fall 2020: Master of Applied Business Analytics. The Master of Applied Business Analytics is a new degree designed to fit the needs of working professionals who may have either a background in a quantitative or technical field or are in a position where they use data analytics to support decision making. Those interested in the program will be seeking to transition to a new job or to augment skills for their existing role. Generally, they will have three-plus years of work experience.

The program will admit its first cohort fall 2020. The part-time, 32-credit program is designed to be completed in two years in a cohort format. Classes will typically be two or four credits, with four credits of electives allowed. Courses will be delivered through face-to-face, blended, and online formats.

The demand continues to be high for data and analytics professionals in both government and private-sector organizations. The Carlson School is uniquely qualified as a leader in business analytics education because of the well-established Master of Science in Business Analytics (MSBA) program, which has had 100 percent placement in four of its five years, and is ranked No. 5 in the U.S. by QS World University rankings. Faculty from the Information & Decision Sciences department, who will teach the core classes, are highly regarded in their field and ranked among the best faculty in the nation for management information systems education.

The Carlson School Develops New Collaborative Working Space for Students

The Carlson School has teamed up with the University of Minnesota Libraries for a new innovation hub for entrepreneurship and collaboration where ideas are generated, discoveries are made, and entrepreneurial spirits are ignited—called The Toaster.

The student-branded Toaster, which opened February 2020 on the lower level of Walter Library on the East Bank, aims to ignite entrepreneurial spirits.

The Toaster is open to students, student clubs, and experiential courses, giving them access to 6,500 square feet of flexible workspace, including whiteboards, couches, and tables; monitors for presentations; and larger spaces for presentations, group meetings, prototyping, and more. The space will allow students across academic disciplines a place to come together to explore ideas. Encouraging this kind of interdisciplinary collaboration has been a Holmes Center goal, and providing an energizing environment that welcomes all students is the perfect way to get it started, Stavig says.

“With The Toaster, we’re developing a student-centric space that gives students...the opportunity to innovate and push forward with new entrepreneurial ideas.”

— JOHN STAVIG

Dan Mallin
Honored as AASCB Influential Leader

Entrepreneur Dan Mallin, ’95 MBA, was announced as an AASCB 2020 Influential Leader. The AASCB 2020 Class of Influential Leaders awards are given to graduates of AASCB-accredited schools, such as the Carlson School, who are creating lasting impact in their communities, industries, and around the world.

Mallin’s work and commitment to both the Carlson School and the Twin Cities go back more than two decades— together with his longtime business partner Scott Litman, ’90 BA—through several highly successful companies and the launch of MN Cup.

Mallin currently works as managing partner and founder of Lucy, an artificial intelligence company enabling Fortune 1000 organizations to unlock dark data and unearth crucial marketing insights. He also is an entrepreneur-in-residence and advisory board member at the Carlson School’s Gary S. Holmes Center for Entrepreneurship.

Prior to Lucy, Mallin built and sold three companies with Litman that focused on innovating within the product, marketing, and digital spaces—Magnet 360, Imaginet, and Spot Buy Spot.

In 2005, Mallin and Litman founded MN Cup, which has become the largest statewide new-venture competition in the country. His initial efforts included managing every detail of the competition launch, promotion, and execution. He and Litman expended thousands of hours during the competition launch by reviewing every single entry personally and processing them on a website Mallin built and managed. They also enlisted dozens of sponsors, judges, and partners that became the foundation for a community-led partnership that former Minnesota Governor Mark Dayton later called “a model private-public partnership.”

Mallin is one of 25 business school graduates worldwide to receive this honor.

Carlon Global Sees Leadership Transition

After decades of leadership across the Carlson School, Professor Michael Houston has stepped down from his role as the associate dean of global initiatives, Professor Stephen Parente replaced Houston in January 2020.

The Carlson School’s global programs would not be nearly as robust without the visionary leadership from Houston, the Ecolab-Pierson M. Grieve Chair in International Marketing. His early work dramatically increased education abroad offerings and participation, which made it possible for the Carlson School to become the first public business school in the nation to require an international experience for all of its undergraduate students.

Houston also led the creation of the Doctor of Business Administration and the Medical Industry MBA in China, the Global Executive MBAs in Vienna and Warsaw, and the Global Virtual Team Project that brings together Executive MBAs across Carlson School programs to collaborate in virtual teams on an international business project.

Because of his work, Houston was recognized in 2012 with the all-University Award for Global Engagement as well as the University of Economics and Business Executive Academy’s inaugural Lifetime Deanship Award in 2019 to commemorate the 20th anniversary of the Vienna Executive MBA.

Parente is an expert on health finance and the medical industry worldwide.

Parente, the Minnesota Insurance Industry Chair of Health Finance, is an expert on health finance and the medical industry worldwide. Parente previously served as the associate dean of MBA and MS programs from 2014 to 2017 and as the longest-serving director of the Medical Industry Leadership Institute from 2006 to 2017 at the Carlson School. Parente has been extensively involved at the Carlson Global Institute throughout the years, introducing the MIU Valuation Lab in Sweden and China and teaching in the DBA program in China. Most recently, he became the Academic Director for the newly established Medical Industry MBA with Tongji University in Shanghai.
Governor Tim Walz named Associate Professor Aaron Sojourner, Department of Work and Organizations, to the State Advisory Council on Early Childhood Education and Care. The council will make recommendations to support community engagement and the work of carrying out Executive Order 19-34 across state government and the Children’s Cabinet, which is a mandate by the governor to place children at the center of government.

Sojourner has done extensive research on the hiring, turnover, and retention of teachers, and he recently partnered with Minneapolis Public Schools on research to improve hiring and retention practices.

The team demonstrated perseverance, analytical thinking, and effective teamwork throughout the competition.

Carlson School Racks Up Case Competition Wins

During the fall 2019 semester, Carlson School students won big in major case competitions. Sophomore Samantha Byun and Hunter Babcock won first place in the 10th annual National State Farm Marketing Competition. As the two youngest students in the entire competition, Byun and Babcock beat 11 other universities from across the country with a presentation focusing on a new marketing message and prototype app that gamifies State Farm’s Drive Safe and Save product.

An undergraduate Supply Chain and Operations team won the Michigan State Supply Chain Competition. The team, made up of Jessica Kruger, Lucy Li, Alex Lumsden, and Hannah Manley, demonstrated perseverance, analytical thinking, and effective teamwork throughout the competition, bringing home a $2,500 check prize.

For the third year in a row, a Master of Science in Business Analytics team won first place in the graduate division in the MinneMUDAC competition. The case challenged students to predict soybean futures in order to help farmers maximize profits in a highly competitive market.

At the seventh annual International HR Case Competition hosted at the Carlson School, the home team took top honors. Competing against teams from six different countries, the Carlson School team—Siraj Mari Acharya, Victoria Hannah, Jane Jian, and Minfei Zhao—worked to solve a pressing business case provided by lead sponsor UnitedHealth Group.

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One of my favorite websites is manosvisibles.org (“visible hands”). It’s a Colombian non-profit organization that trains leaders in marginalized regions of the country. It inspires me to see how people in my country are forming new generations of leadership that dream of changing the world for the better.

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The Strength of Sheccid by Carlos Cuahhtémoc Sanchez. This book tells the story of a young man that, despite facing struggles, perseveres to be with his true love. Every time he overcomes an obstacle or hardship, he learns and becomes a better person. I love this narrative, because it reminds me of the story of my life. My passion is trying to help humanity, and all the obstacles that I’ve faced while trying to make this world a better place have also helped me become a better person.

The Job of my dreams is one where I can combine my skills in engineering and human resources and put them into service for humanity. I also love dancing, and it would be nice to integrate that into my daily routine—at the end of the day, I am “a dancer who dances to all the music that life plays for me.”
Our greatness comes from our people. That’s true for our first 100 years—as you read in the last issue of this magazine—and will remain so for the next 100 years. Continuing our Faces of Carlson series, we now bring you students, faculty, staff, and alumni to reflect upon how they define success, what makes them proud about their work, and connection to the school.

**Greg Lais**
91’ MBA
Founder, Wilderness Inquiry

“What I’m most proud of is that I never missed a payroll—except once, and that was my own. But in 41 years, never missed a payroll and always paid our bills. I’ve always worried about making sure that I can meet my external obligations, and I never wanted to over-promise and under-deliver or be a person who lets somebody else down. I view the commitment ‘your word is your bond,’ and when someone’s working for you or when they’re working and they expect to get paid, boy. I think it would be emotionally traumatic to say ‘Hey, I can’t pay you.’ I mean, I would feel terrible about that. You’re talking about people’s mortgages, you’re talking about people’s livelihoods and their ability to raise their families and do all of that. I think we can never stray from that realization.”

**Aditya Siripragada**
20’ BSB (expected)
Co-founder and CEO of Fountane, LLC

“I’m proud of being able to create a $1 million company while I’m in school, 40-hour jobs that are helping create livelihoods in India and in America, and creating digital transformation pilots at Target that might revolutionize retail. But I’m most proud of not being a letdown to my parents. They’ve taken a big risk and a gamble to send me over to the U.S. to spend so many dollars for my education.”

**Maggie Tomas**
Director
Graduate Business Career Center

“When you become a parent, suddenly it’s very clear what your purpose is: to raise this little human being. But, you also are still you. And you have all of these priorities, responsibilities, and aspects of your personality—work being one of them. How do you fulfill that clarity, that purpose of raising a human, but also continue to aspire to do great things in your work? When you become a parent, you have to prioritize really quickly. I love that we get to work with and learn from professionals here that are doing that same thing. Hopefully, I’m able to share some of the wisdom that I’ve learned along the way.”

**Raj Singh**
Associate Dean,
Undergraduate Program
Curtis L. Carlson Chair in Finance

“I define success as achieving a sense of fulfillment. For me, success is not a target or a numerical goal. It is a feeling of fulfillment when one looks back. Sometimes it is seeing that aha moment when a student finally gets difficult concepts. Sometimes it is being able to get that difficult proof in one’s research. I am hoping I will be able to walk away from Carlson’s undergraduate program, look back and tell myself that I contributed to leaving this place a little better than when I walked in.”

**Jan DeGross**
Managing Editor
MIS Quarterly

“What I’m most proud of accomplishing is setting up undergraduate student scholarships in information systems, and the first scholarship that I established was the Gordon B. Davis scholarship for undergraduate students. After we opened the initial account, I sent an email to our PhD graduates telling them what I had done and asking them to match the contribution. Some of them matched it, some of them went over, some of them gave what they could—but in less than a month, we had enough money for an endowed scholarship. A few years later, I opened another scholarship in my name. In fall 2019, the first student received that scholarship.”

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Global View

BY JOEL HOEKSTRA

Drawing on data worldwide, Carlson School faculty are investigating trends and practices that affect businesses and people across the planet—and often, their findings change the way we look at the world.

The world has shrunk significantly in the last half century. Airplanes have replaced ocean liners, delivering people and packages to distant places in record time. Free trade agreements have facilitated faster commerce between countries and across continents. A simple mouse click can send a message around the globe in an instant. It’s a small world, after all.

Simultaneously, our understanding of the planet has exploded—at least in terms of data. Phones can track when people get up and where they go. Apps can access buying habits, and company data and communications can be accessed and analyzed in previously unthinkable ways.

Within all this information, there are insights into how our small world works. And increasingly, Carlson School faculty are investigating global issues and evaluating international business practices to understand the implications this data may have on the world.

Sometimes, as these faculty stories illustrate, research helps us see how places and people are different, and in other cases, the research reveals how, at root, we are not so different after all.

SHOPPING HABITS IN CHINA

It’s no secret that the internet has changed the world’s shopping habits: Online retail is the fastest-growing sector in the U.S. and is expected to grow at a double-digit rate for the foreseeable future. Online markets in other countries are also exploding. As consumer purchasing moves online, many retailers might be tempted to stop investing in physical stores. Nowadays, only a fool sinks money into bricks and mortar, right?

Not so fast, says Jason Chan, an associate professor of Information and Decision Sciences at the Carlson School. It’s true that classic retailers like Macy’s and JCPenney have fallen on hard times and begun to close locations in recent years, Chan notes, but many big-name brands, such as Nike and Nordstrom, have begun opening “concept stores” where customers can view, touch, and “experience” their products. Even Amazon, the online-retail pioneer, has gotten into the game, with physical kiosks that sell food and books. Chan thinks there may be merit in this multi-channel strategy. He recently collaborated with researchers in China to author a paper titled “The Role of Physical Stores in the Digital Age,” which examines sales data from a large Walmart-like retailer in China. When a colleague at Nanjing University invited Chan to join him in exploring the data set, he jumped at the chance.

“It was huge and richly detailed—we could see the product SKUs, pricing, sizes, and about everything related to the retailer’s sales,” Chan says. The researchers compared online sales in regions where stores had just opened with online results in areas where the retailer had no presence.

“We wanted to see if establishing a physical building in a region impacted online sales in any way,” Chan says. Additionally, Chan and his colleagues wondered if consumers buy certain products online, but other ones—particularly ones that involve touch and feel—in stores. “We call it conspicuous function,” Chan says. “When consumers see, experience, and touch products in person, it reduces their uncertainty about product...
dimensions, texture, and quality.” On the other hand, shoppers might like the convenience of picking up a “high-touch” item such as laundry detergent. But when it comes to purchasing “high-touch” items such as clothing, they prefer an in-store experience.

The study, which is pending publication, found online sales significantly increased during the pandemic. Essentially, the physical presence added to the retailer’s overall revenues. (Several brands listed in our heads, and we rely on brands that stay at the top of our minds when we shop online,” Chan explains.

“The stuff that is advertised in-store tends to be what jumps out to us when we see it differ from that in the online channel.”

The results were eye-opening, but Chan shies away from drawing overly broad conclusions. Buying habits in China, where consumers often rely on the expertise of salespeople in making decisions, can differ from those in America or other countries. “That’s one of the reasons why we should be seen how multi-channel strategies play out in different countries,” Chan says.

Does it work? Li evaluated a sample of more than 300 RPT votes, comparing them against non-RPT resolutions. Unlike standard votes, he found, RPT votes were more likely to encounter dissent from shareholders, suggesting that shareholders often have perspectives about such matters. In some cases, RPT votes were voted down. “Shareholder votes can act as a credible threat,” Li says. Matters involving shareholders should be decided by shareholders rather than by the board of directors.

Monitoring management in India

Not every investor has the stomach for foreign investment. Emerging markets, for example, are dominated by large firms or other individuals they already know — and who stand to benefit from the established relationship. A CEO may offer a sweetheart deal to a relative, for example, or a majority shareholder may push the company to borrow money from an old friend. RPTs can be common and costly to minority shareholders, Li says. “It’s a serious issue for investors in India, China, and Korea. Over the past several years, Indian took steps to mitigate management risks, too. Cultural issues may affect the markets, for example, often present broad conclusions. Buying habits in China, where consumers often rely on the expertise of salespeople in making decisions, can differ from those in America or other countries. “That’s one of the reasons why we should be seen how multi-channel strategies play out in different countries,” Chan says.

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Not every investor has the stomach for foreign investment. Emerging markets, for example, are dominated by large firms or other individuals they already know — and who stand to benefit from the established relationship. A CEO may offer a sweetheart deal to a relative, for example, or a majority shareholder may push the company to borrow money from an old friend. RPTs can be common and costly to minority shareholders, Li says. “It’s a serious issue for investors in India, China, and Korea. Over the past several years, Indian took steps to mitigate management risks, too. Cultural issues may affect the markets, for example, often present broad conclusions. Buying habits in China, where consumers often rely on the expertise of salespeople in making decisions, can differ from those in America or other countries. “That’s one of the reasons why we should be seen how multi-channel strategies play out in different countries,” Chan says.

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The Carlson School’s international programming continues to expand learning opportunities—and borders—for students.

**GROWING GLOBAL**

When it came to completing assignments and projects for one of her human resources classes at the Carlson School, then-junior Jordan Starks’ mind was always 16 hours ahead. That’s because Starks, ’19 BSB, and her classmates were sharing instructors and class time with students in Brisbane, Australia.

Throughout the course “Human Resources Management—An International Perspective,” students from the Carlson School and Queensland University of Technology (QUT) worked together to navigate their cultural differences—including what time to meet—in order to complete their coursework.

“This project really taught me to work well within a team and balance relationships with my colleagues,” Starks says. “Those have been invaluable skills that I have since taken with me into my corporate career.”

In her career, she frequently works with a team based in India. Her class experiences have helped her become more comfortable and proactive in situations involving cross-cultural challenges.
PASSPORT TO LEARNING

One area in which the Carlson School continues to lead is creating and adapting its curriculum and programs in response to the latest business challenges—an effort that requires partnerships around the globe. In the case of an international business course called Global Business Practicum, developed by Bernd Irmer, the director for Master of Human Resources and Industrial Relations (MHRIR) program at the Carlson School, co-teaches the undergraduate course with Torbjörn Nilsson, the director of the Global Business Practicum. The teams for the course typically consist of students from different countries, and they work with companies both in the U.S. and globally, such as Ecolab and Hormel.

In some cases, students can learn on a global level while still staying in the Twin Cities, such as as Executive MBA students participating in the Global Team Project (GTP). In the course, students virtually work with their counterparts from all three of the Carlson School’s Executive MBA programs across the globe—Minneapolis, Munich, Vienna, Austria, and Guangzhou, China—for six months on a business project. The teams consist of at least one student from each school, and it allows members of all the teams to experience different cultures, industries, and markets. Throughout the project, the teams must work through cultural differences and build a business plan for new market entry. The course culminates in a final graduation in May, with students from the three programs meeting together for the first time in Minneapolis to present their final product to a panel of judges. "Working in a global business at jM, I thought I was pretty experienced collaborating cross functionally or across the globe," says Raha Been, ’18 CEMBA. "What surprised me is that there’s so much we still have to learn. The Global Team Project was fantastic because it helps you open your doors to your blind spots.”

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— RAHA BEEN

The latest addition to the school’s lineup of innovative global experiences is the Medical Industry MBA (MIMBA), made possible through a partnership with Tongji University’s School of Economics and Management in Shanghai, China. The program began fall 2019 and is designed as a double degree, meaning students who complete the program receive an MBA from the Carlson School as well as Tongji University. This is the first MBA program in China with a focus on the medical industry.

Taught in China by both Carlson School and Tongji University faculty, the program aims to prepare students to be competitive in the growing medical technology sector. Students learn about medical industry trends from a global perspective, and they also take an optional trip to Denmark. The semester ends with the Carlson School students making a trip to Australia for enriching experiences in Sydney and Brisbane.

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By the time Diana Amima arrived at the Carlson School, she had two things many of her fellow undergraduate students did not: a college degree and several years of professional experience as a wine import specialist from her home country of Kenya.

Amima, who was born and raised in Kenya, dreamed of moving to the United States, where she intended to further her education in supply chain management and secure a better life for her daughter. While she initially thought she wanted to live on the East Coast, Amima found someone in Minnesota who was willing to host her and her daughter. That’s when she set her sights on the Carlson School of Management.

“I knew it was where I needed to go,” Amima, ’20 BSB (expected), says.

A World of Experience

INTERNATIONAL STUDENTS BRING VITAL GLOBAL PERSPECTIVES TO THE CARLSON SCHOOL.

BY ANDRE EGGERT
AN ENRICHED CAMPUS EXPERIENCE

All undergraduates at the Carlson School must complete an international experience to graduate. Exposure to different ideas and cultures is essential in a globalized business environment.

But the school also benefits from the rich experiences of its international students. In the 2019-2020 academic year, the Carlson School had 245 international students combined in undergraduate and graduate programs, arriving from from approximately three dozen different countries. While they’re at Carlson School to learn, they also contribute new perspectives to students who may have spent their whole lives in the Twin Cities.

“Amima,” says Laura Rasmussen, an undergraduate academic advisor who has worked closely with Amima. “She embodies what it means to be a Carlson School student, and I am so grateful she chose to attend this school.”

A DIFFICULT JOURNEY

Amima faced a number of hurdles as she transitioned from Kenya to Minnesota, starting with her transcript.

“An advisor who understood international transcripts told me that the credits from the university I went to in Kenya wouldn’t transfer over,” she says. “It was frustrating to hear that.” Amima also had bills to pay and a child to support, so she needed a job. She found herself working full time while earning her associate degree from St. Paul College on nights and weekends. After two years, she had two options: apply to the Carlson School—where she had attended multiple information sessions and dreamed of going—or go to another four-year college where she’d have a more flexible schedule, allowing her to work full time.

“I knew I had to choose the Carlson School, because it had a great reputation and the support I received from alumni was amazing,” Amima says. “I could’ve gone elsewhere, but I wanted more than just any four-year college degree. That made any trade-offs worth it.” Amima says it’s been an incredibly difficult, and rewarding, experience. She struggled right off the bat with intense courses in the school’s I-CORE curriculum, though she found solidarity with recent grads who assured her it wasn’t just her—and that it would get better. It did, Amima says, and she found that in many courses, she was able to add new perspectives by referencing her extensive work experience outside the United States.

“During group projects, I think I’m able to nudge people to think about what works in America,” she says. “What works here doesn’t always work elsewhere. But not everyone realizes that.” During a discussion about employee performance reviews, for example, she noticed they were conducted very differently in Kenya.

“In America, the reviews often seem to focus on the positive as a way to motivate people. But in Kenya, they really focus on the negative to push you. If you didn’t know that, it could be a problem working for a company that has employees all around the world.”

“Every time I meet with Diana, I learn something new,” says Laura Rasmussen, an undergraduate academic advisor who has worked closely with Amima. “She embodies what it means to be a Carlson School student, and I am so grateful she chose to attend this school.”

A FRESH START

Lucas Bagno, ’19 BSB, says it was “part planning, part serendipity” that he ended up at the Carlson School. Growing up in Brazil, he always knew he wanted to attend a university in the United States. But a year before he was supposed to go to college, an economic crisis hit Brazil and his parents lost everything—they wouldn’t be able to help him attend school. But Bagno says he wasn’t going to quit on his dream. He applied to a number of business schools arriving in the U.S. and was accepted to the University of Minnesota with a scholarship that made it possible for him to attend.

“How you grow up shapes you and the conversations you have. We’d be talking in class about free enterprise or private property rights in a very theoretical way—but these are real issues in Brazil.”

— Lucas Bagno

Going to school in Minnesota meant being surrounded by a language different than his first language, learning a new culture, and not having the comfort of a Brazilian diaspora here. And that’s to say nothing of the weather, which was radically different from back home. But Bagno saw all of it as a benefit—something that made attending here more enticing. “I wanted to go somewhere I could immerse myself in a totally new environment,” he says. “The weather was definitely part of that. I had never seen snow before I arrived. It was very, very different. It was perfect.” Bagno quickly found that his cultural differences set him apart in a positive way.

“How you grow up shapes you. And if something shapes you, it shapes the conversations you have. We’d be talking in class about free enterprise or private property rights in a very theoretical way—but these are real issues in Brazil.”

“Deadlines aren’t as important as in Brazil.”

— Lucas Bagno

Today, Bagno works in Silicon Valley in a management consulting job.
This summer, Young Ma, ‘21 BSB (expected), takes his next step toward his goal of becoming a business leader—as a marketing intern at Ecolab.

At age 14, he moved—by himself—to Boston to attend high school. Upon graduation, he earned a scholarship to the Carlson School. But by his sophomore year, his family was no longer able to provide financial support that would allow him to continue his studies. In order to keep his American Dream alive, Ma enlisted and served as an active duty member of the United States Army as a patient administration specialist—a job that involved maintaining patient information and medical records, tracking and coding them, and conducting admissions and dispositions. Four years later, he came back to the Carlson School, now as an American citizen, ready to pursue a career in marketing, and with a service mindset.

“WE LIVE IN A TIME WHERE BASICALLY EVERYBODY ON EARTH IS CONNECTED. EMBEDDING MYSELF INTO DIFFERENT CULTURES, AND LETTING THOSE EXPERIENCES GIVE ME A GLOBAL WORLDVIEW, IS ESSENTIAL TO BECOMING SUCCESSFUL.”

— YOUNG MA

Meet, and is genuinely interested in asking questions and learning about others and their perspectives.”

It was through Stavig that Bagno’s most-lasting legacy on the University of Minnesota campus emerged, when Stavig invited him to join a group of students to launch Atland Ventures, a student-run venture capital fund.

Stavig approached Bagno at a time when he was pulling himself in every direction academically. Even so, working on the Atland project, which sometimes involved 60 to 80 hours of work a week, appeared to bring a renewed focus.

“One thing I learned about Atland Ventures is that I was able to focus his efforts and achieve remarkable results,” Stavig says. “I’m constantly running into alumni who are blown away by his work at Atland.”

Bagno’s journey to America—one that nearly didn’t even happen—has paid off handsomely. Today, he works in Silicon Valley in a management consulting job.

A SERVICE MINSET

For some, international perspectives are shaped by a person’s time growing up outside the United States. For others, it’s through worldly service in the military or Peace Corps. For Young Ma, ‘21 BSB (expected), it’s both.

Ma was born in South Korea and by age 11 says he knew he wanted to explore the world, owing in part to a trip to Canada at that time.

“My time in the military taught me that serving others makes me happier,” Ma says. “It pushes me to move forward in my life.”

The military taught him how to work with people who had different backgrounds, ethnicities, religions, family structures, and cultures. “Learning how to listen, execute and accomplish missions with people of different ‘past foot-steps’ helped me become a more mature and collaborative person,” he says.

He says he believes growing up in another country, traveling the world, studying in the United States, and his time in the military all contribute to someone who is better prepared for a career in business.

“I always tell my friends here in Carlson to get out of their comfort zone and explore,” he explains. “We live in a time where basically everybody on Earth is connected. Embedding myself into different cultures, and letting those experiences give me a global worldview, is essential to becoming successful.”

This summer, Ma takes his next step toward his goal of becoming a business leader—as a marketing intern at Ecolab.

HOME AWAY FROM HOME

The benefits that the Carlson School’s international students bring here don’t end when students graduate. Many decide to settle here, whether for a while or for life.

When Diana Amima graduates, she isn’t heading back to Kenya. Instead, she’s already accepted a full-time job at Target’s corporate office, where she’ll be an inventory analyst. She’s hoping to grow within the company and eventually land a role in quality control.

She’s made a life here that she isn’t ready to give up. Even with the cold weather.

“Every winter I tell myself I’m moving,” Amima says. “But I don’t think I will ever.”

How very Minnesotan of her.
In 2018, The Carlson School became one of the first business schools in the country to add an in-house mental health resource for students. While this isn’t the only or the largest mental health initiative the University has taken on, it represents a new approach to providing students more integrated support during a critical time in their lives.
"Schools, especially business schools, can be really competitive. There’s pressure to conform and not admit that things aren’t going really well. There is still a stigma around seeing counselors."

— MADISON SCHWARTZ

John Houle reminds people about the need to start having conversations that normalize mental illness, just like any other illness that people can talk about and support each other through.

“There is no one face of mental illness,” John says. “Jennifer was beautiful and driven, a successful student who had a job lined up a year in advance. You wouldn’t have thought she was struggling with this disease.”

The Houles recently met with University of Minnesota President Joan Gabel and expressed their support of the University’s leadership in pursuing innovative mental health resources for students.

Singh says, “Donna not only provides counseling, but also creates programming for students about resilience, and is a valuable resource to faculty and staff as they manage students going through the program.”

Schwartz, who was part of the hiring committee, says, “We were looking for someone who could work with a lot of different students. Donna is one of the sweetest and most approachable people. She is passionate about the school and our student leaders and believes in business as a force for good.”

Kalakowski believes that her role gives her a unique perspective that allows her to serve students better. “Working so closely with advisors means people are here to give me answers,” Kalakowski says. “I get to know a lot more about the programs my clients are studying. I know what the atmosphere is, and what the working environment is like. I understand what they’re saying when they say ‘I Core’ or ‘a case competition.’ I know the pressure they’re under.”

WHAT CUSTOM CARE LOOKS LIKE

For one, Singh reminds faculty and staff to use their counseling resources to guide them in building classrooms and relationships that promote mental health. Gundecha and other advisors share Kalakowski’s picture with new students when they meet with them for the first time so they are on a “first-face basis” with her, hopefully making them more comfortable reaching out to her directly.

Kalakowski is serving on some of the most common areas of concern for Carlson School students, such as exam grading, and study abroad, so she can empower them to plan and build skills to problem-solve through them.

Kalakowski has also used her experience with students to advise on changes to approaches or program requirements that could improve the overall environment for mental health. She initiated discussions on grading scales and deadlines that were sources of stress and offered suggestions for how the program could adjust to improve.

A simple example, says Singh, is some professors who were giving homework with deadlines of 10:00 p.m. or midnight. Kalakowski and

AN INTEGRATED APPROACH

The Carlson School’s new counseling position, which reports to the overarching University’s Student Counseling Services, is uniquely structured to respond to these challenges. The dedicated role is located in the same office as the Carlson School’s academic advisors and works closely with Singh.

In addition to the convenience for students, this new resource brings other benefits for staff and the program. Carlson School Academic Advisor Lindsay Gundecha, who also serves as a trained mental health advocate on campus, sees the value of having a counselor within the Carlson School.
GLOBAL LEARNING | STUDENT MENTAL HEALTH

“I remind them of their skills to solve problems and how they’ve used those skills in the past. My goal is to reframe and help them be more comfortable.”

— DONNA KULAKOWSKI

We make a plan that addresses the unique concerns they have and figure out what we can do ahead of time,” she says. “I remind them of their skills to solve problems and how they’ve used those skills in the past. My goal is to reframe and help them be more comfortable.”

Kulakowski spends time equipping students with skills to deal with anxiety, such as breathing and mindfulness practices, which they can use in many areas of their life on campus and beyond.

**FUEL FOR FUTURE LEADERS**

Adding a counseling role is part of a growing focus on mental health for Carlson School students.

“We spend a lot of time coaching students academically. Mental health is also part of student development,” Singh says. “We need to build in more proactive systems to normalize mental health conversations and treat mental illness just like any other disease.”

The Houlé, who have continued to share Jennifer’s story to help other families and have established a scholarship in her honor, say they are supportive of the University’s efforts.

“We think Carlson is at the forefront in terms of mental health for business schools. Carlson, and the University of Minnesota in general, are doing all the right things. We’re here to support them along the way in any way that we can,” John Houle says.

An investment in the mental health of students can also elevate their growth as leaders.

Schwartz believes deeper discussions around mental and emotional health lead to greater influence. “The people who motivated me and inspired me most were the people who were open and authentic. It can be easier to stay closed off and only talk about your resume, but being vulnerable and showing up completely is where you make an impact.”

Eric Muckey, a student in the dual MBA, MPP program with the Carlson School and the Humphrey School, will leave the program on a mission to put an end to suicide in young adults. As part of the Sands Family Social Venturing Fellowship, he’s spent the past two years leading a campus mental health nonprofit in South Dakota called Lost&Found.

Muckey recommends school mental-health initiatives like the ones launched at the Carlson School, but he sees a growing need for more coordination and collaboration on campuses.

“Administration can’t be the only driver of mental health,” he says. “In order to build capacity, there has to be a cohesive connector, some form of method and machinery behind what mental health looks like on campus.”

Lost&Found brings the training, advocacy, and research services to help campuses build a community that supports their specific student population. The organization’s programs help college campuses identify consistent student mental health data, discover insights on student needs, and combine it with student-led outreach to fundamentally change campus policies, programs, and staffing for mental health.

“Often, what mental health looks like on campus is giving students the skills to solve problems. We help campuses build a community that supports their specific student population. The organization’s programs help college campuses identify consistent student mental health data, discover insights on student needs, and combine it with student-led outreach to fundamentally change campus policies, programs, and staffing for mental health.”

Lost&Found’s impact and reach are growing. Since Muckey’s involvement, the program has expanded from two to five schools in South Dakota, and the Lost&Found team has grown to four part-time staff, 10 volunteers who directly serve the nonprofit, and more than 75 volunteers leading Lost&Found programming on campuses. The organization also recently received a funding commitment from T. Danny Sanford that will match Lost&Found’s Campaign for Campus Mental Health, which will raise $100,000 each year for the next three years.

Muckey is preparing to transition from his part-time role to serving full-time as Lost&Found’s CEO starting this summer. In addition to continuing to establish the organization’s research footprint, strengthen student programs, and deepen partnerships, Muckey also plans to use his network to expand Lost&Found within South Dakota and into Minnesota.

Muckey says preliminary discussions between the Carlson School and Lost&Found are particularly exciting. “I am proud of where the Carlson School is heading and of the commitment across the University of Minnesota to mental health,” he says. “The support for Lost&Found from the Carlson School, The Sands Fellowship, the Holmes Center, and faculty and classmates has been incredible. I welcome the opportunity to take my own Carlson School experience and give back to the school in a meaningful way.”
Four Social Entrepreneurs Changing the World

BY CHRISY SORENSEN

These University of Minnesota alumni are creating transformative change on a global scale.

JOY MCBRIEN
FAIR ANITA

Joy McBrien’s mom, a first-grade teacher, ingrained this mantra in Joy at a young age: “A problem is a problem to solve. What’s your plan?”

For McBrien, ’11 BSB, the plan—create a world where women feel safe, valued, and respected—evolved from her own experience as a survivor of rape. For years, she was anxious, depressed, and “trapped inside her brain,” she says, reacting to the trauma. In an effort to repair and restore her healing, she channeled energy into addressing the bigger problem of sexual violence.

While at the Carlson School, she designed an international business study-abroad program in Peru—the country with the highest reported rate of domestic violence in the world. It was there, 4,000 miles from home, she says, “I found myself, both literally and figuratively.”

Part of this reawakening was inspired by Ana, aka Señora Anita—McBrien’s host mom and a beloved social worker in the town of Chimbote, Peru. Anita helped to reframe McBrien’s perspective, as did the resilient women she met while building a women’s shelter. The resounding refrain: Invest in women by providing economic and educational opportunities, creating safe spaces, and empowering women to be economically self-sufficient.

With a group of the problems firmly in hand, McBrien saw an opportunity to develop a longer-term, sustainable plan to empower female artisans around the globe.

“When women are included in a formalized workforce, entire economies grow. When women do better, communities do better.”

—JOY MCBRIEN

McBrien says. “When women are included in a formalized workforce, entire economies grow. When women do better, communities do better.” McBrien returned to the Carlson School three months later with a clear purpose—developing different iterations of Fair Anita, tweaking the products and the strategy. She credits academic advisor Amy Lu, professor Steve Spruth, and innovative and socially motivated classmates for helping her solidify her vision. Her business would sell affordable, trendy locally-sourced jewelry, apparel, and accessories handmade by female artisan partners. She would pay them double or triple the minimum wage and offer both health insurance and educational scholarships.

Fair Anita launched in January 2015 as one of the first public benefit corporations in Minnesota. McBrien explains that means Fair Anita is “mission-driven, in addition to our for-profit status, and we’re legally obligated to be working to provide economic opportunities to marginalized women.”

Seed funding came from the Colonial Bank, providing McBrien with the loan she needed to hit the ground running. And she ran, all right: Four years and multiple international trips later, Fair Anita hit a milestone of $1 million paid to thousands of artisans in nine countries (three in Latin America, three in Southeast Asia, three in Africa). Staff has grown to include a full-time operations manager and 10 part-time employees, with McBrien rolling up her sleeves and working alongside the team. Even after presenting a TEDx Talk and receiving numerous entrepreneurship awards, McBrien stayed grounded—never losing sight of the problem or the plan: “When we invest in one another, we rise together.”

Find Fair Anita products at the Womyn Art Museum, independent retailers, art fairs, pop-up shops, breweries, and online at fairanita.com.

LESLEY GRUEBER
PEACE CORPS MOROCCO

Leslie Grueber, ’14 BSB, isn’t OK with the status quo.

After studying abroad in Switzerland, graduating from the Carlson School, and working in the real world for three years, she became more aware than ever of disparities in gender equity. Rather than taking a backseat, she took action.

“We wanted to make sure the women we were gaining skills and could participate and lead their own cooperative without relying on outside sources.”

—LESLEY GRUEBER

She also served as a volunteer committee chair for the Peace Corps Morocco Gender and Development Committee (GAD), working with Peace Corps volunteers and Moroccans to develop relevant strategies and resources for addressing gender issues. Living in Morocco allowed Grueber to see the complexities of the region—observations she would have missed had she not been immersed in the culture, which is why she advises others hoping to make a global impact to develop self-awareness and fully understand the issues before interacting themselves.

And don’t be afraid to take a risk, she says. She has no regrets about leaving a corporate job to live in a remote Moroccan village. She learned Arabic, tried local foods, and created meaningful bonds with coworkers and neighbors. “I couldn’t walk outside my house without being offered tea by someone,” she says. Most importantly, her Peace Corps experience showed her that—just like the Arabic saying of “schwiya b’ schwiya,” or little by little—change is possible.

Now that her 27-month Peace Corps commitment has ended, her goal is to pursue a master’s degree and continue working toward advancing the cause of financial inclusion for everyone. Gender equality isn’t a women’s issue, it’s a human issue, she says.

“Our goal should be that all humans, regardless of gender identity, are afforded equitable access to opportunity and agency over their own lives, and that societal structures are not
systematically stripping power from some and uplifting others based on any aspect—gender or otherwise—of a person’s identity,” she adds. “The issues we face are as multifaceted as our identities, so the solutions have to be, too.”

**SARAH PRITZKER**  
**ATLAS PROVISIONS**

To really experience a country, you need to experience its food. Sarah Pritzker, ’16 MBA, had enjoyed trying different foods throughout her travels in Europe and South America, but it was a flavorful seed from India that changed her life. “I’m sitting in this classroom [while studying international business through Carlson in Bihar, India]—it’s hot, I’m tired, I’m struggling to focus. My professor hands me a bowl of seeds. Instantly, I’m hooked,” she recalls. What she had tried was popped lotus seeds, also known as phal pinnalu, bbc nuts, or water lily seeds—kind of like popcorn, but without the hull to get stuck in your teeth. During the remainder of her study-abroad, the seeds—puffy, flavorful, and airy—became her go-to snack. During the remainder of her study-abroad, the seeds—puffy, flavorful, and airy—became her go-to snack.

In 2016, she co-founded a platform called Mobineo (moh-bin-NOH)—a digital land-surveying app, GPS, website, and database—as well as training and consulting. The end goal is to streamline the process by taking a digital approach to tracking proof-of-land ownership.

“We tried to take a complicated way it’s been done for generations, in harmony with the natural landscape. Efforts to mechanize the process have failed. There’s so much wisdom in those ancient methods,” Pritzker says. She also discovered a major flaw in the supply chain: The farmers have a pathway to lift above market rate—directly from the water-growing lotus flower, introduce an international food the farmers waiting to harvest seeds from the slow-growing lotus flower, patience is part of the process. Find Atlas Provisions online at atlaspromotions.co

**KATE KUEHL**  
**MOBINEO**

Outdated. Inaccurate. Nonexistent. Up until four years ago, those words could be used to describe the majority of land records in sub-Saharan Africa. Kate Kuehl, the 2018 Carlson School Gary S. Holmes Center for Entrepreneurship Student of the Year and 2020 Entrepreneur Student of the Year and 2020 Entrepreneur Student of the Year and 2020 Entrepreneur Student of the Year, was a business school student in Kenya when a simple conversation with a local farmer lit a spark—eventually shifting Kuehl’s entire career trajectory. The conversation was focused on investments—more specifically—why more farmers didn’t invest in their land. The woman, a widow, asked Kuehl, “Why would I invest in this land if I don’t own it?” It didn’t matter that she and her husband had farmed the land together for years. He had inherited the land through his family, and because her name wasn’t on the title, she had no legal right to keep it upon his death. The World Bank estimates that women own more than 70 percent of land in the world, yet only 50 percent of the land is documented. And according to estimates, only 5 percent of women in Kenya hold land titles in their own names, while only 5 percent own land jointly. Kuehl discovered that when title deeds did exist, it was through an antiquated paper system. If images were scanned, they weren’t uploaded into a searchable database.

“Land rights are fundamental to stimulating investment and economic growth,” Kuehl says. She started talking with Dave Okech, an entrepreneur from Kenya, about her idea to build a platform for surveyors, making it easier for them to do their jobs. Okech had the experience and skills to cultivate government relationships in Kenya; Kuehl had the coding knowledge to write software and the technical know-how to implement it.

When she returned to the University, she took courses in preparation of running a business. She launched Mobineo in 2016. “We tried to take a complicated subject and make it straightforward,” she explains. So far, so good—even with a few funding hiccups.

As a student, Kuehl admired and respected entrepreneurs, inviting them to the University campus to speak, hosting workshops, and working with the Innovation Coalition to create more entrepreneur spaces on the East Bank. Now, she’s the one invited to speak.
Throughout last year, I traveled to cities around the United States and the world celebrating the Carlson School’s Centennial with alumni and friends. It was amazing to experience the Carlson School’s global alumni network firsthand. As one of the first business schools to require an international experience for students, the Carlson School has been fostering this global outlook for years. In fact, more than $2 million in philanthropy has been granted to support the School’s global initiatives, including program support, faculty research, fellowships, and scholarship. Students are graduating armed with the knowledge to take business as a force for good to their work, wherever in the world they end up after graduation.

From New York City to Shanghai, Vienna to San Francisco and beyond, the Carlson School has a truly global reach. With academic programs at partner institutions, students studying and interning abroad, and corporate partnerships that cross borders and cultures, our alumni can be found living and working in countries from Austria to Zimbabwe. From the Carlson School, your alumni network can take you anywhere.

Sincerely, 

Travis Smith, Assistant Dean 
Institutional Advancement

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### By the Numbers

| Support from alumni and friends during the Driven campaign has played a significant role in the Carlson School’s ascent toward global prominence. Here are a few figures that demonstrate the impact of these gifts and partnerships on the School’s global reach. |
|---|---|
| **$5M** | Gift from Eric Jing, ’05 MBA, in support of global initiatives—the largest gift ever from mainland China |
| **$10M** | Gift from the Carlson Family Foundation to expand the global reach of the Carlson School |
| **354** | Number of scholarships awarded annually for students studying abroad, a 140% increase since the beginning of the Driven campaign |
| **778** | Number of graduate students who have participated in one of the 40 global business consulting projects since 2006 |
| **129** | Number of international site visits and projects undertaken with Minnesota–based companies |

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### Global Alumni Network

**ENGAGEMENT & GIVING**

**NEWS & NOTES**

**ENGAGE**

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### First MBA Reunion Planned for May 1-2, 2020

The first-ever MBA Class Reunion will be held May 1 and 2 at the Carlson School. It will bring together classes celebrating milestone anniversaries, including the class of 1970 (50 years), the class of 1995 (25 years), the class of 2010 (10 years), the class of 2015 (5 years), and the class of 2019 (1 year).

The two-day event will feature opportunities to connect with fellow alumni, learn from faculty and influential thought leaders, and celebrate your success since graduation. Visit z.umn.edu/MBAReunion for more information and to register.

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### Carlson Achieves Give to the Max Day Record

Thanks to generous alumni and friends, the Carlson School raised over $250,000 on Give to the Max Day. More than 250 donors funded gifts of all sizes and unlocked a $100,000 matching gift from the Carlson School Board of Overseers.

This year’s Give to the Max Day effort supported the Dean’s Excellence Fund, which invests in meaningful student experiences, sponsors innovative faculty teaching and research, and supports student scholarships and fellowships.

Thank you to all who participated and ensured that Give to the Max Day 2019 was a rousing success!

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### Celebrate Carlson, Celebrate Your Success

**May 1-2, 2020**

For MBA Alumni in classes years ending in 1 and 6, mark your calendars for April 30 – May 1, 2021 for your reunion celebration.

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### Alumni Association Recognizes Valdrin Lluka’s International Leadership

Valdrin Lluka, ’09 MBA, was honored by the University of Minnesota Alumni Association with the 2019 Distinguished Leadership Award for Internationals. Currently the Minister of Economic Development for the Republic of Kosovo, he leads development of the energy, mining, and information and communications technology sectors. Before rising to prominent public service,
three decades ago, Mike Roman was drawn to work at 3M because of its culture of innovation.

Today, he’s leading it.

A few business leaders have their finger on the pulse of the world economy—quite like 3M CEO and Chairman of the Board Mike Roman. While consumers perhaps know 3M products as those found in the office-supply aisle at Target, the manufacturing giant has plants located across the globe, providing products in industries ranging from mobile phones to automobiles. This cross-country cross-industry reach gives Roman and his team a broad view of the world economy.

Roman sat down with the Carlson School to discuss said background, and how today’s grads can become tomorrow’s business leaders.

Many people know 3M as the company that creates Post-It Notes or Scotch Tape—consumer-facing products. But 3M is obviously more than that. How would you describe it?

While its consumer products are a great part of our story, they don’t provide the whole picture of what we do. We would start with our vision. We take our technology and help advance every company; we take our products and enhance every home; we take our innovation and improve life. For 117 years, we’ve found customers seeking out our products and enhance every home; we take our innovation and improve life. For 117 years, we’ve found customers seeking to solve problems and improve every company. Our core competencies are unique. You just don’t see many companies that end up in as many markets as we are and yet have synergy across them. Our core competencies are technology and manufacturing, which has enabled us to enter markets as diverse as healthcare, retail, electronics, transportation, and general industry.

Where does 3M see opportunities for growth or expansion?

There’s a lot to be positive about. Retail spending is strong and GDP looks good relative to industrial production. Because of that, we’re seeing opportunities in our consumer business. Markets such as healthcare are seeing good growth, especially specific areas such as wound care, where we are strong. We’re also always looking for spaces where innovation can play a big role. Take, for example, automotive electrification. As powertrains become electric, you’re going to greatly increase the number of electronics required in vehicles—some of which haven’t even been developed yet. That’s great for us, because it allows us to drive growth through new solutions.

What makes the Twin Cities a good place to do business?

The Twin Cities has been our headquarters for 100 years—it’s our home base, and we take full advantage of it. Because of our strong reputation, we are able to draw people in.

Where does 3M see opportunities for growth or expansion?

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What advice do you have for students looking for a dream job to one day lead a business?

Look for a company where you can build relevant skills that are useful both to you and the organization. If you have a business degree and you want to start off in marketing, find a company where you can build your marketing skills. If you want to run a business, you’ll need to get a broader set of skills over time, which means finding companies that give you the opportunity to delve into many different areas. You might not find the perfect fit in your first or second job, but if you’re building relevant skills, it can still be an incredibly valuable experience. 

BY ANDRE EGGERT
When Lauren Stoneberg was 18, she faced a personal dilemma. Her family had a long history of attending the University of Minnesota, but she also wanted to be independent and create her own path.

Ultimately, she enrolled, drawn to its size—which let her build an experience unique to herself—and the Carlson School’s excellent reputation. That experience included rigorous coursework, building relationships with other students, and international study in Italy where she learned life with other students, and international coursework, building relationships.

“Building relationships with other students from around the globe, I got out of it several years later,” she says. “Building relationships with other students and, and create her own path.

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Steadfast Partner

Best Buy renews its commitment to the Carlson School through support for students interested in technology.

Carlson School students pursuing business careers in tech-reliant fields could soon get a boost, thanks to a new gift from Best Buy.

In October 2019, the electronics retailer announced the $2.5 million Best Buy Scholarship, which will provide financial support for up to 10 students per year, starting fall 2020. It’s one of Best Buy’s largest education endowment gifts—ever.

“We are thrilled to team up with the Carlson School of Management for this scholarship that supports teens who want to pursue a post-secondary education,” says Andrea Wood, head of social impact at Best Buy. “We know that jobs in management within the tech industry are increasing, so the need to diversify and expand talent is extremely important. This scholarship is just one more way Best Buy is preparing teens for these jobs of the future.”

Recipients of the Best Buy Scholarship will get more than just financial assistance. Each recipient will also have opportunities within the company, including a mentor in their field of interest, a summer internship and the ability to participate in job shadowing, career panels, career fairs, and campus tours.

“We know that jobs in management within the tech industry are increasing, so the need to diversify and expand talent is extremely important. This scholarship is just one more way Best Buy is preparing teens for these jobs of the future.”

— Andrea Wood

“We look forward to realizing the connections Best Buy is committed to making, supporting teens as they pursue higher education opportunities and build their careers in this community.”

Best Buy’s financial support of the Carlson School goes back more than a quarter century. Since 1994, the company has generously donated more than $4.1 million.

Best Buy’s commitment goes well beyond money. Hundreds of Carlson School alumni proudly call Best Buy their employer, including Whit Alexander, who serves as chief transformation officer. Dozens of employees have continued their education over the past five years by enrolling in the school’s MBA and specialty masters programs.

Best Buy also provides critical support through its participation on the Carlson School Advisory Board, leadership, Enterprise Projects, case study competitions, corporate site visits, and the Corporate Alumni Club. Since 2003, they have provided 43 mentors and 109 classroom speakers.

“We are grateful for the continued support of Best Buy,” says Travis Smith, assistant dean of Institutional Advancement at the Carlson School.

“The future of business education is brighter because of their generosity.”

CREATE YOUR LEGACY AT THE CARLSON SCHOOL

A gift of any size in your will or trust is a meaningful way to support the the school beyond your lifetime. You can also name the Carlson School as a beneficiary of a retirement plan, life insurance policy, or other account.

Contact us today at 612-624-333 or visit give.umn.edu/waystogive to learn more.

Already included the Carlson School in your plans? Let us know how you want your gift used: z.umn.edu/futuregift.

The U of M Foundation does not give tax or legal advice. Please consult your professional advisor before making a gift.

The $2.5 million Best Buy Scholarship is one of the company’s largest education gifts ever.

A Steadfast Partner...
Land O’Lakes Chapter
University of Minnesota alumni at Land O’Lakes partnered with the company’s University of Wisconsin alumni group for a Random Acts of Kindness Competition in advance of the Gophers vs. Badgers football game on November 30. The teams competed to pack the most meals for donation to The Food Group, a nonprofit serving 32 counties in Minnesota and Wisconsin. Unlike the football game, the Gophers beat the Badgers—80 meals to 72.

3M Chapter
Senior Lecturer Sijeftana Madzar spoke to a packed room of 3M employees about leading global teams. At the event hosted by the 3M Alumni Chapter, Madzar spoke of the challenges of teamwork across borders and time zones. She provided tangible takeaways for 3M employees to apply to their work in leading effective teams.

The Way We Work
Carlson School alumni participated in two This Way We Work events this fall—one on leveraging an agile workforce and the other on the changing demographics of Minnesota’s talent pool. The Way We Work is a quarterly event series co-hosted by Carlson Alumni Relations, Carlson Graduate Business Career Center, and Antenna, a marketing consulting agency founded by Brendan Schrader, ’01 MBA.

Cargill Chapter
The Cargill Alumni Chapter held a speaker event in October with more than 50 attendees. Professor and Academic Director for the Carlson Analytics Lab Ravi Bapna spoke on the topic of “Demystifying Artificial Intelligence/Machine Learning and Analytics: The Four Pillars Framework for Generating Business Value.”

LGBTQ+ Alumni Reunion
More than 100 alumni, students, and friends celebrated the 3rd annual LGBTQ+ Alumni Reunion at McNamara Alumni Center, hosted by Compass Undergraduate Student Organization. Speakers included Carlson School Senior Lecturer Clayton Forester, 1st-year MBA student Samantha Clark, and Carlson School Campaign Steering Committee Co-chair and Board of Overseers Member Wendy Nelson.

Women, Wine, and Wisdom
More than 100 women connected to the Carlson School gathered on November 21 to hear three powerful female speakers discuss the important decisions that defined their careers. The speakers included Jeminne McGee, ’90 MBA, senior vice president, enterprise implementation and operational risk assessment at Ameriprise; Angie Bastian, founder of Angie’s BOOMCHICKAPOP; and Kirsten Gorsuch, chief communications officer for UnitedHealth Group.

Homecoming Parade Watch Party
Alumni and families gathered on the Armoory Lawn on October 4 to kick off Homecoming weekend with a bang at the annual Homecoming Parade Watch Party. Children—and adults—enjoyed face painting and a balloon artist, and everyone cheered on Carlson School students and Dean Sri Zaheer as they marched in the parade. Save the date for Homecoming 2020: September 20-26.

Vienna Centennial
Carlson School Vienna Executive MBA (VEMBA) alumni and students gathered in late October in Vienna for the VEMBA program at the Vienna University of Economics and Business (WU), WU Executive Academy Dean Barbara Stittelinger welcomed the crowd and awarded Carlson School Professor Mike Houston with the Vienna University of Economics and Business Executive Academy’s inaugural Lifetime Deanship Award.

Warsaw Centennial
Warsaw Executive MBA (WEMBA) alumni and friends gathered in Warsaw to celebrate the Carlson School turning 100. The WEMBA program ran from 1995 to 2012 and graduated almost 500 alumni. Professor Vlad Griskevicius presented his fascinating research on the power of social norms, and the group celebrated a Gopher football win over Penn State during the reception.

San Francisco Centennial
Carlson School Board of Overseers and Campaign Steering Committee member Bob Duffy, ’88 BSB, welcomed a festive group of alumni in San Francisco to celebrate the Carlson School Centennial in October. Dean Sri Zaheer recalled the first alumni event in San Francisco 25 years earlier and remarked on the power of the growing Carlson School alumni network in the Bay Area.

Seattle Centennial
Alumni and friends gathered in late October in Seattle to celebrate the Carlson School’s Centennial year. Jim Weber, ’92 BSB and CEO of Brooks Running, hosted the group at the company’s headquarters. Weber welcomed the group, along with Dean Sri Zaheer, which was followed by a presentation on AI and the future of work by Associate Dean Alok Gupta.

Dallas Centennial
In October, alumni and Carlson School Board of Overseers member Judd Nystrom, ’96 BSB, hosted Dallas-area alumni and friends for a celebration of the school’s Centennial. Alumni enjoyed the camaraderie and a presentation by Professor Mark Bergen on pricing.

Military & Veteran Alumni Celebration
On November 14, more than 100 Carlson School alumni, students, and friends gathered together in Minneapolis for the 4th Annual Military and Veterans Celebration. Connected through the bonds of military service and a Carlson School education, they spent the evening sharing stories about deployments and their time in the classroom. Those gathered were also able to raise a toast to alumna Bill Walter, ’72 MBA, who is a leader in supporting the Veterans Fellowship, an effort that has contributed to the Carlson School ranking as the number-one military-friendly business school in the country.

Gopher Gratitude
More than 600 students attended Gopher Gratitude, an event that recognizes the many ways that philanthropy impacts Carlson School students and the community. Students wrote thank-you notes to the many donors who support the Carlson School each year and expressed their gratitude for the scholarship opportunities, global learning experiences, and world-class faculty that Carlson School benefactors help fund.
Let your classmates know what you’ve been up to since graduation. Submit a Class Note for publication at the Carlson School of Management at carlsonschool.umn.edu/share.

**Faculty News**

Professor Emeritus Ross Azavedo died January 2020. He spent more than 35 years teaching and researching labor markets, compensation, and collective bargaining. After retiring in 2010, he remained a strong presence within the Carlson School and will be remembered and missed by many.

**1950s**

Frederick Dahl, ’50 BSB, died July 30, 2019. Fred was a WWII veteran, active in the community, and spent most of his career running a women's clothing store chain, The Dahl House, with his late wife, Lee.


**1970s**

Joel Schleicher, ’74 BSB, was appointed chair of the Florida Talent Development Council as of September 2019. The council advises Florida's top government officials on how to best cultivate the talent needed for the state's workforce.

Dr. Medan Saluja, ’76 MA-HRIR, was honored with an award from Lake Superior State University’s Lakeland School of Business for his 50-year teaching career there.

Bonnie Russ, ’77 MBA, was inducted into NAWSO's Minnesota Women Business Owners Hall of Fame for her work in the founding and growth of her CPA firm, Mahaney, Ulbrich, Christiansen and Russ.

**1980s**

Todd Chaffee, ’82 BSB, was named a Top 100 Venture Capitalist in the United States by Value

Mike Wier, ’82 BSB and ’86 MBA, is now senior vice president, Institutional Fixed Income at Minneapolis-based Oak Ridge Financial.

David Youland, ’82 BSB and ’83 MBA, retired from a 35-year career in B2B marketing and is now a professor of business at Southwestern College in Winfield, Kansas.

Victor Assaad, ’88 MA-IR, is the author of the recently published book August Recruiting. Drawing from Assaad's more than 30 years of human resources leadership experience, the book outlines how companies can utilize digital tools to build employer brands, streamline recruiting processes, and hire faster.

Vailbah Sambamurthy, ’89 PhD, was appointed the Albert O. Nichols Dean of the Wisconsin Business School at the University of Wisconsin—Madison.

Mike Zechmeister, ’89 BSB, is the new chief financial officer at Eden Prairie–based C.H. Robinson.

Dr. Chad Boult, ’89 MPH (SPH) and ’05 MBA, is now director of Medical Education for the Saint Alphonsus Health System in Boise, Idaho.

Pamela Murphy, ’89 MBA, is an ethics and compliance director at Abbott.

**1990s**

Conrad Leifur, ’92 MBA, Charles Kummeth, ’93 MBA, and Ben Rasmussen, ’99 MBA, were each selected as a “Person to Know in 2000” by Twin Cities Business. Leifur is CEO and owner of Vestlamm Hospitality, Kummeth is president and CEO of Bio-Techne Corp., and Rasmussen is partner at the Twin Ignition incubator.


Mayada El-Zogbi, ’90 BSB, is the new managing director of the Center for Financial Inclusion at Accion.

Jim Gilbertson, ’91 MBA, is now chief financial officer of BBHQ Holdings, inc., the corporate entity that owns the Famous Dave’s Bar-B-Que chain.

Andrew Lack, ’92 BSB and ’96 MBA, is now the chief financial officer at ChirpCorp.

Mark Schindale, ’92 BSB, was promoted to chief of stores at Target.

Kyle Rolfing, ’94 MBA, joined the Wellbeats Board of Directors.

W. Thomas Stanley, ’96 MBA, was featured in an article in U.S. Black Engineer that focused on his experience working in STEM and his skills for students and recent grads.

Leslie McDonnell, ’96 BSB and ’11 MBA, is now president and CEO of RADIMED Corporation.

Judd Nystrom, ’96 BSB, was appointed chief financial officer of Caliber Collision.

Darrell Johnson, ’97 MBA, is now the chief marketing officer at Cerner Corporation.

Andy Nowinski, ’97 BSB and ’06 MBA, joined D.A. Davidson Research's Investment Banking team.

Mike West, ’01 MBA, is now the chief financial officer at Tenfold Capital.

Jessica Phillips, ’09 MBA, joined Fulcrum Partners as senior managing director.

Brad Paine, ’01 MBA, is now the chief digital officer at CSC ServiceWorks, Inc.

Mike Wood, ’07 MA-HRIR, is now managing director and CEO of the National Association of Corporate Directors.

Tim Mayer, ’04 MA-HRIR, was promoted to vice president, supply chain partner at Carlson Rezidor Travel.

Todd Geese, ’09 BSB, recently joined AudConex as vice president of finance.

Sylvia Strobel, ’09 MBA, is the new president of Twin Cities Public Television. Strobel was also recently elected to the NPR Board of Directors.

Cathy Schmidt, ’03 MBA, is now director of business development at PCL Construction Services.

**2000s**

Michele Ramirez, ’00 AM-HRIR, recently joined Shyke as a senior HR business partner.

Brian Slippka, ’00 BSB, was named co-founder and president of Business Brokerage Investment Corporation's Minneapolis headquarters. He was also accepted into the Forbes Finance Council.

Brian Fischer, ’01 MA-HRIR, is now vice president of HR—Greater Asia Region at Intel Corporation.

Dan Greenfield, ’01 MBA, is appointed the Albert O. Nicholas Dean at the Carlson School.

Donna Tulsky, ’01 MBA, is now senior vice president at United Properties. Lorenz is partner at KPMG.

Brian Hanke, ’05 BSB, recently joined the Minnesota Public Radio Board of Trustees.

Mike Moh, ’05 MBA, played Bruce Lee in the July 2019 Quentin Tarantino film Once Upon a Time in Hollywood.

Jeff More, ’05 MBA, retired from a 35-year career in fixed income at Minneapolis-based Oak Ridge Financial.

Janet Chaffee, ’05 MBA, is now the chief financial officer at BigIron Resources.

Erica Diefen, ’07 MA-HRIR and ’13 PhD-HRIR, was recently promoted to associate professor, management department, at the University of St. Thomas.

Erik Magnuson, ’07 BSB, was hired in a newly created role: vice president of air distribution capabilities at CWT.

Jeremy Stimpson, ’07 MBA, was promoted to vice president, general manager of Great Northern Corporation’s Racine, Wisconsin facility.

Kayla Anderson, ’08 BSB, is now head of business development & strategic partnerships at BackKey.

Kendal Carlson, ’08 MBA, started a new position as B2B strategy & program management at Wayfair.

Alvin Schexnider, ’08 MA-HRIR, is operations framework project manager at the Illinois Department of Human Services.

Frey Haldorsson, ’08 PhD-HRIR, is now an assistant professor at Ryukyu University.

Lisa Breed, ’09 MA-HRIR, is director of corporate HR at TMK-IPSCO.

David Bryant, ’08 MA-HRIR, is owner of DHB Change Advisors.

Jake Chen, ’09 BSB, started a new position as strategy & business operations at Waymo.
2010s

Kamran Ayub, ’10 BSB, is now a lead engineer at Target. He is also an educator, speaking at technical conferences and a course author for the Pluralsight learning platform, where he teaches software development skills.

Matthew Hanszik, ’10 BSB, is now vice president, global diversity & inclusion at Nielsen.

Moreshed Ahmed, ’10 MA-HRIR, is now senior vice president and chief financial officer of Eucum.

Joel Martell, ’10 MA-HRIR, is an HR program manager, MBA, at Amazon.

Ina Budnik, ’11 BSB, is currently pursuing her MBA at London Business School while interning at feminine care startup Callaly in finance & strategy.

James Evans, ’11 MA-HRIR, joined Medtronic as a learning and development manager.

Amrit Kachna, ’12 MBA, is now vice president, financial at Medtronic.

Steven Lottes, ’12 MA-HRIR, is senior HR manager at Frito Lay.

Anant Patel, ’12 BSB, started a new role as senior program manager at Amazon Web Services.

Michael Stanfield, ’12 MA-HRIR, started a new position as human resources generalist at pressure scheduler at Kellogg Company.

Jingnan (Nen) Zhang, ’12 MBA, is now an international sales manager at JBS USA.

Vincent Phan, ’13 BSB, is now manager, price and policy strategy at Salesforce.

Garrett Blumme, ’13 BSB, has a new position at Securian Financial as senior strategic sourcing manager.

Courtney Sutherland, ’13 BSB, was promoted to senior account manager at IAPs in North America.

Tom Garretson, ’13 BSB, is now director of human resources at McDonald’s.

Vu Nguyen, ’14 MA-HRIR, is an assistant vice president at Synchrone.

Caleb Moore, ’14 MBA-HRIR, was named senior human resources business partner at Workday.

Allison Ash, ’15 BSB, was promoted to senior account manager at Insight Global.

Lindsey Kolling, ’15 BSB, started a new position as marketing executive – events & partnerships at SlabMinder.

Laura Studer, ’15 BSB, started a new position as internal audit consultant – IT ICFR Governance at UnitedHealth Group.

Aleksandre Sambelashvili, ’16 MBA, passed away on August 23, 2019. He is remembered as an accomplished researcher scientist at Medtronic and a loving family man.

Tom Voobek, ’17 BSB, started a new position as associate at Area Management Corporation.

Kalra Anderson, ’18 MBA, is currently serving on the Young Professionals Board at Special Olympics Minnesota and has recently started a new position as a marketing associate at Post Consumer Brands.

Zachary Hofeld, ’18 MBA, joined Knaven + Ford as a junior trial attorney.

Madison Schwartz, ’19 BSB, received the Tomak Can Loving Cup Award for her outstanding leadership beyond the classroom. She has worked to promote student mental health by giving numerous speeches and serving with numerous organizations supporting the cause.

Maddie is now working for Minneapolis–based Boom Lab, which provides recent college graduates with additional training in technical and communicative skills.

Santiago Strasser, ’12 BSB and ’19 MSBA, is now a global consumer insights associate at General Mills.

Stijie Cheng, ’12 BSB, started a new position as senior program manager at Amazon.

Bryce Chilton, ’12 BSB, was promoted to vice president—private equity at The Carlyle Group.

Brittany (Holmquist) Heyboer, ’12 MA-HRIR, recently joined General Mills as a learning and development manager.

Corey Walther, ’11 MBA, is now senior director of total rewards at Sufi.

Mindy (Empey) Schwanbauer, ’11 MA-HRIR, is now vice president, global diversity & inclusion at Nielsen.

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Santiago Strasser, ’12 BSB and ’19 MSBA, is now a global consumer insights associate at General Mills.

His memory will live on through all the initiatives he started at the Carlson School that continue to make an impact.

Dean Sri Zaheer

In the classroom, Kidwell was influential in helping launch what is now known as the Funds Enterprise. Originally known as the Financial Community Partnership Fund in 2003. Today, the Funds Enterprise is one of the largest student-managed funds in the world. The Funds Enterprise is now one of the leading finance journals and wrote numerous speeches and serving with numerous organizations supporting the cause.

He also taught at the Krannert Graduate School of Management at Purdue University. Kidwell helped elevate the school to the world-class institution it is today, leaving an unforgettable legacy. The Carlson School honors him and is grateful for the many lasting contributions.
Jody Gunderson, ’86 BSB

As a managing principal and member of the investment committee for CarVal Investors, Gunderson manages investments in asset-backed securities globally, including residential mortgage-backed securities, commercial mortgage-backed securities, and collateralized loan obligations. CarVal Investors is a leading global alternative investment manager focused on distressed and credit-intensive assets and market inefficiencies.

For her “5 Things I’ve Learned,” Gunderson shared credit-intensive assets and market inefficiencies.

1. Leverage Your Personal Brand

Discover your unique way of contributing and leverage those strengths as a brand. It’s a way to carve out a space and be known for something. Since people grow and develop over time, it’s important to keep your personal brand up to date and reflective of your current capabilities and special ways of creating value. Having a strong brand will make you a go-to person.

2. Have A Growth Mindset

This is the notion that our basic abilities—how smart we are, our talents—can be developed through hard work and perseverance. In other words, our intelligence and abilities aren’t fixed at some innate level. When people have a growth mindset, they tend to enjoy learning and adopt the resilience necessary to power ahead. The ability to power ahead in this way is inspiring and critical to the success of individuals and an organization.

3. Work on Your Emotional IQ (EIQ)

I got a call from a headhunter a few years ago who said he could find all kinds of talented investment professionals with a high IQ, that was easy. What he struggled to find was talented investment professionals that also had a strong EIQ to fill leadership roles at asset management firms. Be deliberate about developing your EIQ as it can be a major competitive advantage.

4. Be Open, Objective, and Humble

In a risk-taking environment, there are obvious penalties for being too pessimistic and too optimistic. Regardless of one’s natural inclination on the spectrum, it’s constructive for good decision-making to try to appreciate the range of views and outcomes, to take them seriously, and to be objective. And it’s important to be open to being wrong. No one knows what is going to happen in the future so being humble is a good foundation.

5. Consider Servant Leadership

This type of leadership, where leaders find success in the growth of others, allows an organization to achieve results while building a strong sense of community. The key principles of a servant leader are to serve, persuade, and empower. While it may sound less powerful than transformational leadership or charismatic leadership, incorporating elements of servant leadership can have a tremendous impact on people’s careers and lives and, by extension, the success of an organization.

When people have a growth mindset, they tend to enjoy learning and adopt the resilience necessary to power ahead.
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