From the Dean
A message from Dean Sri Zaheer about collaboration.

Start-up
Read about the latest happenings from the Carlson School and beyond.

Executive Spotlight
A conversation with Land O’Lakes’ Chris Policinski.

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A focus on benefactor engagement and its impact.

Class Notes
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From the Dean

Collaboration

The 2007 Pixar film Ratatouille has a perfect visual shorthand for the power inherent in the blending of flavors. The film’s main character is Remy, a Parisian rat with a refined sense of taste. In one scene, he is shown holding a piece of cheese in one paw, and a strawberry in the other. As he tastes each morsel separately, he sees shapes and colors swirl all around him, signifying the sweet dance on his taste buds. Pleasant as these sensations are, he decides to take the next step by biting into both cheese and berry at once—and is nearly overcome by the sudden burst of fireworks.

This metaphor also can be applied to the University of Minnesota. Each of its colleges has expertise in its particular domain. Cutting-edge advancements in healthcare, technology, business, and many, many other fields are all found here. But as you start overlapping these areas—jointly offered programs, faculty collaborations, dual degrees—even greater intensities than Remy’s fireworks can be reached. The collective power of the University of Minnesota strengthens everyone.

In this issue, we will take a look at some of these cross-campus relationships. We will check in with classes and programs that address challenges facing society today and into the future. We will learn about several Carlson faculty members hard at work in other colleges opens up new avenues of impactful research. Looking to unleash the potential of such faculty collaboration, we have many faculty members with joint appointments throughout campus. We will see how working with their counterparts in other colleges opens up new avenues of impactful research. Looking to unleash the potential of such faculty collaboration, the University launched its Grand Challenges Research Initiative in 2016. Its goal is to promote interdisciplinary research to address challenges facing society today and into the future. We will learn about several Carlson faculty members hard at work right now with their campus colleagues on their Grand Challenges projects.

Finally, there is another form of collaboration that takes place solely outside the classroom: the myriad activities that are available on campus. Student clubs, athletics, volunteer organizations, they all provide students an opportunity to meet with others and grow from their experiences.

Now after all this talk about collaboration, I would like to take this time to pull back and focus solely on the Carlson School others and grow from their experiences.

A Meaningful Impact

Bryce Quesnel (back right), along with teammates (front row) Animesh Satyam, John Arul Selvam, (back row) Justin Hagstrom, and Kevin Sorenson used their business analytics skills to address the problem of eviction risks for vulnerable populations in Hennepin County.

Using Data Analytics as a Force for Good

BY WADE RUPARD

Bryce Quesnel wanted to change things for the better.

When the Carlson Analytics Lab brought in clients to pitch a semester-long project for a team of students to take on, he and a few of his Master of Science in Business Analytics classmates were drawn to one particular project.

Quesnel and his teammates worked alongside Hennepin County officials to try and better predict when evictions may occur and help the county make intervention techniques to prevent them. Homelessness can dramatically alter someone’s life, sometimes for years.

“Everybody in our group picked that project because it was meaningful,” Quesnel says. “None of us wanted to choose it just because it would look good on a resume. We wanted to do this project because, by the time we were done, we would have helped somebody.”

Using county data, the team tested 92 variables, such as income level, number of dependents, and education level, to determine if there was correlation between the combinations of those traits and renters being evicted. And by the end of the semester, he and his team were making the impact they had hoped, identifying attributes that could contribute to someone’s risk for eviction.

In front of a room full of nearly 100 county leaders and community advocacy members, Quesnel and his teammates presented their findings with a model that predicted who is most likely to be evicted. What followed was a nearly hour-long question-and-answer session that sparked a larger discussion on evictions throughout the country and the damage evictions do to families and communities.

“That Q&A showed that people legitimately cared about what we had done,” he says. “It was nice to see that the work is going to be continued to be looked at and worked through and that people found that work valuable.”

In Hennepin County, there were more than 6,000 eviction filings last year. As one of Quesnel’s teammates put it during their presentation, this project has the possibility to make a “life-saving difference.”

The Hennepin County assignment is one of several immersive projects organized by the Carlson Analytics Lab. Now in its fifth year, the lab pairs companies with teams of graduate students skilled in data visualization, machine learning, predictive analytics, and other data science methods. Over the course of 14 weeks, students act as analytics consultants and tackle real business problems using data for their client company.

Throughout the semester, students meet with their clients weekly to report on progress and get answers to questions. The lab works with client organizations of all sizes and from any industry sector. Currently, two of the projects aim to solve social issues around housing. “It’s nice to do something you just know is having an impact,” Quesnel says. “I feel a lot of times in the workplace you don’t know if what you’re doing is going to make a change and with this you definitely know this is going to help some people.”
5 Things I’ve Learned

1. Lead with gratitude.
   Thank you for taking the time to read this column. Relationships are key to getting things done in business, so there’s tremendous value in expressing gratitude to a colleague, customer, or business partner. Start your day with an appreciation email or call and you’ll brighten two people’s day—thiers and yours.

2. Give the gift of pleasantness.
   I had the opportunity to lead a finance team which served internal customers. Initially, our customers didn’t have a very high opinion of the team’s performance. After borrowing training from our customer service department, we started answering emails and calls with “how may I help you?” and actually became easier to work with. Not long after, the positive feedback came rolling in.

3. Stories are sticky.
   Conveying your messages via well-crafted stories is way more memorable to your audience. In an interview, a candidate not only told me they were a detail-oriented problem solver, but also brought that declaration to life through a series of brief stories that detailed what they did and the result. They got me excited about what they could do for my enterprise and got the job.

4. Activate your (alumni) network.
   Your professional network is like a gym membership—it works the best when you use it. Reach out to fellow alumni for coffee. Your professional network is like a gym membership—it works the best when you use it. Reach out to fellow alumni for coffee. Your professional network is like a gym membership—it works the best when you use it. Reach out to fellow alumni for coffee. Your professional network is like a gym membership—it works the best when you use it. Reach out to fellow alumni for coffee.

5. Set a moon shot goal and tell people about it.
   Once our daughter learned to ride a bicycle, she declared her “moon shot” goal was to ride to a local bunny sculpture, a three-mile round trip. We practiced riding around the block and she was initially unsuccessful before her father learned to walk again after his stroke. Will I be as successful in hitting that goal as our daughter? I am sure going to try and now have you to keep me accountable.

Celebrating 50 Years of MIS

By KEVIN MOE

Fifty years ago, three University of Minnesota professors pooled their individual areas of expertise to create a new discipline. From that small beginning, the discipline, Management Information Systems (MIS), has grown and matured to become a major academic field in business schools throughout the world and an integral component of companies’ day-to-day operations.

To mark its first half-century, more than 100 people gathered at the Carlson School May 31 to June 2 for a special celebration and academic conference. Among those in attendance were nearly 60 MIS professors—current, former, and retired; as well as PhD graduates, members of the department’s three advisory boards, local corporate partners, and other friends of the program.

While having time to reconnect with old friends and colleagues, conference goers were treated to seminars on the impact of MIS, current research findings, and what the future holds for the discipline.

“Welcome home,” said Professor Alok Gupta, the Curtis L. Carlson Schoolwide Chair in Information Management, at the keynote address to a packed auditorium. “It is my honor and privilege to welcome you to this golden jubilee celebration of the founding of this wonderful academic field.”

Gupta said there was no other way to begin the conference than by thanking those three individuals from 1968:

Professors Gordon Davis, Tom Hoffman, and Gary Dickson. Gupta set the stage: Davis, with an accounting background, was all about efficiency that could be found by using computers. Hoffman loved algorithms. And Dickson—who later founded and was first chief editor of MIS Quarterly, one of the top scholarly journals of the discipline—dreamed about humans with computers. As the three collaborated, they found they could combine their unique skillsets to create a new field of study. It was a true interdisciplinary endeavor.

Davis, who was attending the conference, was asked if he thought the field he helped found would be as groundbreaking as it has been. He said they knew it was going to resonate, because otherwise, why bother?

And it has resonated. Starting with 18 graduate students registered for the first MIS classes in 1968, the program currently has 378 undergraduates enrolled as majors and 93 as minors. A spin-off program launched in 2014, Master of Science in Business Analytics, has grown from 24 students in the inaugural class to 97 this year.

On the academic research side, 132 PhDs have graduated from MIS since 1971. In terms of research productivity, the Carlson School is leading the pack. According to “In Search of the Primary Suppliers of IS Research: Who Are They and Where Did They Come From,” published in Communications of the Association for Information Systems, the Carlson School has more average publications per graduate and per faculty/staff member than any other comparable school.

“I am happy to report that the state of the program is extremely healthy, we have significant presence in every major program the school offers, and the footprint is expanding,” Gupta said.
Carlson MBA students Elisha Friesema and Prachi Bawaskar teamed up with MD/MBA student Stephen Palmquist to spend a month interviewing law enforcement members, public health workers, government officials, politicians, and various professional associations. Their goal: Finding a solution to the country’s opioid epidemic.

At least, that was what they were tasked to do at the annual Business School Alliance for Health Management (BAHM) Case Competition. And their work paid off. Not only did the Carlson team take first place, their winning paper was to be submitted to the Surgeon General and the White House as well as being printed in the BAHM journal.

The case competition, which took place at the University of Miami on March 24, is another win for the Carlson team members. Representatives from the Carlson School took first place in 2014 and 2016, and second in 2013 and 2017—more placings than any other team in the history of the competition.

This year’s competition was of special interest to the Carlson team members. “Stephen and I began talking about our interest in the case as soon as we heard it was about the opioid epidemic,” says Friesema, ‘18 MBA.

The case, “Developing Solutions to the U.S. Opioid Crisis,” was far-ranging, as the crisis is a multi-dimensional problem with roots dating back to the 1990s. As an estimated 12.5 million people misused prescription opioids in 2015 and 33,000 had died from overdoses, President Trump declared the epidemic to be a public health emergency.

Case competition participants were asked to select a community, identify the extent of its opioid abuse, and create an integrated and comprehensive strategy to tackle the problem. The Carlson team chose Minnesota’s Hennepin and Ramsey counties. “The most significant unmet needs in these counties are the lack of community-based support to address the root cause of opioid use, controlling the spread of opioid use disorder, and meeting the most affected directly in their communities,” says Bawaskar, ‘18 MBA.

After the team conducted its interviews with various community stakeholders to get a grasp on the issue, it spent two weeks crafting its solution, writing a white paper, and preparing its presentation for the Miami event.

The team modeled its solution after Care Violence, a program designed to combat violence in Chicago. The Carlson’s innovative plan was christened Community Empowerment to Address the Substance-use Epidemic (CEASE).

“Critical to the Care Violence model was addressing violence as an epidemic, disease, meaning that the problem transmits and spreads based on exposure,” says Palmquist, MD/MBA class of ’19.

The CEASE model proposes that Hennepin and Ramsey counties provide targeted support to high-risk areas, attacking the epidemic in a manner similar to how public health officials would address and manage the spread of a contagious disease. By targeting many of the stressors associated with the social determinants of health, CEASE addresses the root causes of opioid dependence, resulting in a decrease in opioid-related mortalities and a net societal cost savings of more than $1.5 billion in its first year of implementation.

BAHM judges in Miami found great strengths in CEASE as they awarded the first-place prize to the Carlson School. The team is grateful for taking first and for the guidance of team advisors Mike Finch, Archelle Georgiou, and Jessica Haupt. Friesema, Bawaskar, and Palmquist are also hopeful that CEASE will be a template for the future in solving the country’s opioid crisis.
Last April, nine students traveled to the College of Food, Agricultural and Natural Resource Sciences’ (CFANS) dairy plant on the St. Paul campus to make ice cream. The students were from a startup company developed in the Carlson School’s Entrepreneurship in Action course.

The students developed and brought to market Musa, non-dairy and low-calorie banana-based frozen ice cream, and sold more than $3,000 of products during spring semester. The final production run was at the St. Paul dairy plant.

Could the company have been as successful if it didn’t have a production facility so readily available on campus? Perhaps, but the ease of access was surely a plus.

“We could not have gotten to the point we did without CFANS,” says Carlson student Anne Nelson, a co-CEO of Musa. “Every step of the way, the food plant staff were extremely helpful and did everything they could to help us be successful. They recommended recipe changes and helped us get certified with the state government for production licensing.”

The team itself also went through a recipe change. “We started with eight Carlson students and realized with no experience in food, we needed the help of a student with a food science background,” Nelson says. So, working with the U’s Food Science and Nutrition Club, the team brought in a CFANS junior majoring in nutrition.

Addressing Societal Challenges

Musa is just one example of the power cross-campus collaborations can have. In this instance, students harnessed its power to pick up valuable entrepreneurial experience in developing a new and successful product. In other cases, collaboration is used to alleviate challenges facing all of society.

Recently, University President Eric Kaler called the University of Minnesota a “remarkable college of people, ideas, and impact.” It was in this spirit that the U launched its Grand Challenges Research grants in 2016. Aggressively promoting interdisciplinary collaborations, the grants offer seed funding for projects addressing the critical issues of today.

“We could not have gotten to the point we did without CFANS,” says Anne Nelson.
Carlson’s Campus Connections

Several Carlson School faculty, teaming up with colleagues across campus, have received these grants and are currently working on their proposals. Professor Myles Shaver, the Pond Family Chair in the Teaching and Advancement of Free Enterprise Principles, is a Co-PI on a project to create a Shared Leadership Lab to study different forms of shared leadership to see which is most successful in various contexts. There are nearly 30 team members on the project, including Work and Organizations professor Aaron Sojourner. The other Co-PIs are from the Humphrey School and the School of Music. In total, the team received a $500,000 grant, with a $50,000 international enhancement award.

“Art Networks Key to Solving America’s Healthcare Crisis?” received a $50,000 grant. This project, examining how to deliver lower cost and higher quality healthcare, is being studied by Curtis L. Carlson’s Campus Connections

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Carlson across Campus

BY KEVIN MOE

Although his primary work is focused in the Department of Bioproducts and Biosystems Engineering on the St. Paul campus, Sustainable Systems Management Professor Tim Smith has been an important part of the Carlson Global Institute (CGI). For the past four years, he has taught IBUS 3080: Sustainability and Corporate Social Responsibility, an undergraduate global enrichment course that includes two weeks of hands-on work in Costa Rica. The class is one of the many ways CGI is taking a lead in globalizing the University outside of the Carlson School.

“It starts from the beginning of what is sustainable, what does it entail, and why would a company care about it, particularly if it is not necessarily regulated,” says Smith. “Then it moves into issues of environmental performance, social performance, and involvement in the community. Many large multinationals are invested in processes for better managing these for their stakeholders.”

The course begins in October and runs through the end of the semester in December. In January, the students travel to Costa Rica to apply the knowledge and concepts they’ve learned. “We tend to look at agricultural products, because that is a big part of Costa Rica’s GDP, as well as tourism,” Smith says.

Students engage in data collection for resort managers to prepare them for climate change issues in their region. “It is great for them, giving them real, hands-on experience talking with companies of varying sizes—small operators and large hotel chains,” Smith says.

Most of the students in the class are juniors or seniors and many have really not thought beyond profit function on why companies do certain things, Smith says, which stresses the importance of reaching beyond your home area of study. “Other issues, sustainability, risk management, all interact with each other in interesting and important ways for students to expand some of their thinking.”

“It is great for them, giving them real hands-on experience,” says Tim Smith.

In IBUS 3080, Carlson students get an up-close view of Costa Rican agriculture. The class is taught by Professor Tim Smith of the Department of Bioproducts and Biosystems Engineering. Transcending the boundaries of individual colleges is effective in tapping into the strengths of the entire University.
It helps them in the long run.”

Smith’s own collaboration with the Carlson School has even extended to his research, as he has two sabbaticals at Carlson’s partner school in Costa Rica, INCAE (Instituto Centroamericano de Administracion de Empresas) in Alajuela. His current area of study is a project funded by the Rockefeller Foundation in collaboration with Stanford, Coca-Cola, and other partners. Smith and his team have been looking at different sustainable modeling activities where certain agricultural products would grow better and have less of an impact on the environment, sugar in particular. “It’s to help make financial investments smarter, especially when there are multiple dimensions of performance,” he says.

Smith says it’s critical that faculty work across units, because the outside world doesn’t see the University in that way. “They don’t see a difference between the Institute or the University.” Smith says it’s critical that faculty work toward a future in which people and organizations can increase our impact while being wise stewards on funds invested in the University to benefit the common good.”

With a Little Help from the Enterprises

IonE, located on the St. Paul campus, was founded in 2007 to lead the way toward a future in which people and the environment prosper together. IonE supports interdisciplinary research, develops leaders, and builds cross-sector partnerships to identify and solve challenges that sprawl up at the intersection of society and the environment.

IonE is also the home of Ensia, an independent publication presenting new perspectives on environmental challenges and solutions to a global audience. “I reached out to the Carlson Brands Enterprise to see if they wanted to work with us to update our overall marketing plan, strengthen our online content strategy, and develop strategies to increase audience engagement,” says Todd Reubold, IonE’s director of communications and publisher of Ensia.

The number one recommendation from the Brands Enterprise team was that Ensia needed to focus on increasing audience engagement. “The team developed a comprehensive strategy that is still informing our work over a year after the project’s completion,” Reubold says. “We shifted our entire editorial strategy to focus on engagement and impact. This has allowed us to strengthen the Ensia brand and better engage with our target audience of environmental change makers.”

Reubold says he could tell the Carlson students he worked with were fully engaged and committed to the success of Ensia. “The expertise they brought to the project was invaluable,” he says. “I’m a huge supporter of cross-campus collaborations. There’s such an incredible breadth and depth of knowledge and expertise among faculty, students, staff, and others across the University of Minnesota. By working together, we can increase our impact while being wise stewards on funds invested in the University to benefit the common good.”

MILI

It’s impossible to discuss the Carlson School and campus collaboration without mentioning the Medical Industry Leadership Institute (MILI). Since 2005, MILI has been at the forefront of leadership education, research, and market development for the medical industry at the University.

As all MILI classes are open across campus, they have some of the highest non-Carlson student participation of any course offered here. As of summer 2018, there have been over 2,600 seats filled in MILI classes. Fourteen percent are non-MBA from 14 different colleges and over 50 programs.

“MILI functions as a convener as well as a catalyst for innovation and partner to advance business education in other colleges,” says Minnesota Insurance Industry Chair of Health Finance Stephen Parente, who served as MILI director from 2006 to 2017.

This advancement is done in a variety of ways, such as hosting U-wide seminars on research topics or engaging in joint program development for conferences with engineering and the law and medical schools. One of the most significant outlets for collaboration, however, has to be the Medical Valuation Lab.

Students in the lab conduct market assessments for new medical innovations—more than 1,000 have been thus far at a year, in fact. Eight schools at the University, as well as the Stockholm School of Entrepreneurship and the Swedish medical school Karolinska Institute through CGL, have an agreement with MILI for cooperation and student engagement in the lab.

“The Valuation Lab acknowledges that different schools bring different expertise and the Carlson School does not have a monopoly on that expertise,” Parente says. “It engenders mutual respect across the colleges.”

Coming up on its 10th year, the Valuation Lab has enroled more than 600 students from all across campus. Home-grown Carlson students benefit as well: “ MBA students getting a MILI specialization get exposure through the lab and other courses in a way unlike almost all other health MBA programs,” Parente says. The lab won top MBA innovation of the year in 2017 from the MBA Roundtable, a global association of business schools.

Reaching out to STEM Students

Another program that was purposefully designed to work with students from across campus is MIN-Corps, the University site of the National Science Foundation’s Innovation Corps. The program teaches scientists and engineers how to translate their lab-based innovations into products and services that benefit society and build the economy.

MIN-Corps was launched in 2014 as a joint initiative of the Holmes Center at the Carlson School, the College of Science and Engineering, and the Office for Technology Commercialization. Each of these groups recognized the synerges they could achieve by collaborating to accelerate the commercialization of U of M research-based technologies.

The program director of MIN-Corps is Carla Pavone. Working out of the Holmes Center, she designs and leads commercialization education and coaching programs for STEM students, post-docs, research staff, and faculty. “My job is an unending field trip,” she says. “Where I get to learn about amazing discoveries that can save lives, preserve the environment, and change the world.”

With the help of industry leaders and entrepreneurs who help to teach MIN-Corps courses and mentor its participants, her role is to educate innovators on how they can translate their technologies into financially viable business concepts.

The flagship program of MIN-Corps is MGMT 5102, also known as STARTUP: Customer Development and Testing, a two-credit, semester-long course open to students from across the U. “This class mixes together MIN-Corps scientists and engineers with students from Carlson, the arts, and the humanities,” Pavone says.

Over the semester, students develop their own personal business ideas through intensive customer outreach, incorporating that feedback to improve their product concepts and business models. “Each semester we offer a speed mentoring session, an afternoon of controlled chaos where a swarm of business experts—many of them Carlson grads—listen to student pitches, then circulate around the room to give top-of-mind feedback and identify who they might want to advise for the balance of the course,” Pavone says.

MIN-Corps is also working to increase the pipeline of science and engineering innovation developed by women. Last year, its annual Women Innovators Conference brought together more than 250 women students, faculty, and industry professionals to discuss innovation, entrepreneurship, and career development.

When it comes to cross-campus collaboration, MIN-Corps couldn’t function without it. “We bring Carlson School business expertise to scientists, engineers, and medical professionals in
Mixing Business and Engineering

One of the first-ever collaborative classes at the Carlson School was New Product Design and Business Development (NPDBD). It was an initiative than began with a set of faculty from the Carlson School and from the College of Science and Engineering.

The purpose of the class is to bring together business and engineering students to work on a project for a real-world client by conducting market research, developing product prototypes, and crafting business plans. Students get a great hands-on, applied learning experience, while at the same time gaining insights into other disciplines.

“The U divides itself into academic areas, but the industry doesn’t have those boundaries—they think in terms of products and markets,” says Strategic Management and Entrepreneurship Associate Professor Daniel Forbes, who is in his fourth year as one of the class instructors.

The class currently holds 36 students, 18 from Carlson and 18 from engineering.

“We deliberately try to observe that balance because the course works best from that mix,” Forbes says. “It’s a critical mass of business knowledge and mechanical knowledge.”

Enter the Engineer

Renato Conedera is in his second year in the mechanical engineering MS program. “Currently, I am a process engineer for a medical device company in the Twin Cities area. The goal of my degree is to gain more technical knowledge to manage other engineers and take the lead on development projects,” he says.

Conedera says his two biggest takeaways from the class were gaining project management experience and learning how to deal with a client. “Not all clients are perfect, and dealing with their asks, contradicting wants, and the way they operate was incredibly helpful,” he says. He also appreciated the student makeup of the class. “I wish there was more cross-campus collaboration where engineering students can work with design students, or business students could work with dental school students,” he says. “The value of knowing how to work with other disciplines and, more importantly, their roles and their value added to a project is critical.”

An MBA Perspective

Conedera’s classmate, Jessica Harren, agrees with his assessment. “I grew in appreciation for my colleagues who are in the engineering field and they grew in appreciation for those of us on the business side,” says the Class of 2020 MBA student.

She calls NPDBD a front row opportunity: “It’s one thing to read about new product design, but to actually apply it was really valuable,” she says. “You learn not only about the concept and the theory, but you get to experience firsthand the steps of developing a new product.”

And, classmates had the added bonus of each other’s diverse skill set. “In new product development, you’re often working on a cross-functional team and to this class forged an opportunity to operate in that type of environment,” she says. “You really start to understand how different functions are needed in order to do new product development well and I would say that was an invaluable learning from this class that you can’t really learn in any other way.”

MIN-Corps Facts

Since June 2014, MIN-Corps has included participants from 22 UMN colleges, fostered over 230 teams who were advised by over 80 business mentors, had 11 teams accepted to the I-Corps National Teams program, produced 9 venture competition semifinalists and prize winners, launched 14 startups still in operation, and resulted in 12 licenses of UMN intellectual property.

MIN-Corps worked with MIN-Corps students.

“At the end of the class, we see the results and it’s worth doing,” says pavone. “It’s a critical mass of business knowledge and mechanical knowledge.”

Diversity of Thought

Carlson’s Campus Connections

Jessica Harren says experiencing new product design firsthand was a valuable component of the class.

To view video, visit carlsonschoolmagazine.com.

Carlson’s Campus Connections

Management Skills

Gaining project management experience was one of the biggest takeaways for engineer Renato Conedera.

Carlson’s Campus Connections

Front Row Opportunity

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The ability of faculty, such as Professor Joel Waldfogel, to meet, converse, and collaborate with those of other disciplines, not only broadens their perspectives, but can lead to groundbreaking discoveries.

Scholarly Interactions

BY KEVIN MOE

Pinar Karaca-Mandic, associate professor of finance at the Carlson School and the academic director of the Medical Industry Leadership Institute, is also a core faculty member of the Institute for Health Informatics at the U’s Academic Health Center.

The institute’s primary work involves designing and evaluating information systems to support and improve healthcare. Its faculty run the gamut from nursing and medicine to computer science. Information and decision sciences is also represented, as Carlson School Professors Shawn Garley and Paul Johnson are also members.

“Healthcare itself sits at the intersection of very different disciplines,” Karaca-Mandic explains. “My background is in economics. I can look at it like that, but it’s not going to be the same as a clinician looks at it or a data scientist or someone from public health. It’s really important for me to become connected to not miss out on these other insights. It gives me exposure to some of the things that are going on in the academic world.”

A Community of Scholars

Karaca-Mandic has to travel to the East Bank to get to the Institute for Health Informatics, but the University’s Department of Economics is more closely connected to the Carlson School—by a skyway as a matter of fact.

A number of Carlson School faculty, such as Karaca-Mandic, Hengjie Ai, Maria Ana Vitorino, Aaron Sojourner, Song Yao, Joel Waldfogel, and others, often cross this skyway for meaningful scholarly interaction with members of the Economics Department, which is on the fourth floor of Hanson Hall.

“I think that the nearby presence of the Carlson School makes the Economics Department a more attractive and productive place, and, of course, vice versa,” Waldfogel says. “Minnesota does well in worldwide rankings of business and economics because there are top-notch scholars on both sides of the skyway. And the cross-fertilization of the communities is an important part of the story.”
Waldfogel, the Frederick R. Kappel Chair in Applied Economics in the Department of Strategic Management and Entrepreneurship, has two affiliated appointments at the U, one in economics and one at the Law School.

“I am an economist, and much of my research is divided between industrial organization—a branch of economics that is close to strategic management—and law and economics,” he says. “Methodologically, my research falls squarely within economics, so the fit with the Economics Department is quite natural.”

His role in the Economics Department is to advise PhD students, which in many cases turn into colleagues and coauthors. He also teaches a PhD course that attracts enrollment from both the Carlson School, from a variety of departments, and Economics Department students interested in applied microeconomics in general and industrial organization in particular.

“The benefit of my relationship with the Economics Department is an enormous complement to my strong relationships with Carlson faculty,” he says. “With Carlson faculty, I share an interest in a common set of questions. My economics colleagues, and the PhD students, give me a community of scholars who share approaches to answering those questions.”

Broadens and Enriches Understanding

Like Waldfogel, Work and Organizations Professor Arner Ben-Ner spends some of his time at the Law School. As an adjunct professor there, he has lately been collaborating with a colleague, Professor Claire Hill, on their common interest in questions related to identity and ethics, cultural, and other forms of diversity.

“Professor Hill has been working on legal angles, and I have researched organizational interactions,” he says. “We combined our specialized skills and started studying how to use law and public policies to ameliorate some of the undesirable effects of diversity and to enhance the beneficial ones.”

Hill says that law and business both need an understanding of personal and group dynamics as they affect what people do as well as how they perceive the world.

Currently, Ben-Ner and Hill are writing a paper for a law journal concerning the legal treatment of nonprofit organizations.

Through his collaboration, Ben-Ner has become involved in some activities at the Law School and has presented at conferences on corporate governance, how to increase trust in society, and more. “Through these interactions, I learn to look at various issues of research and teaching interests to me from additional perspectives, to which I am not exposed in my regular interactions with colleagues at the Carlson School,” he says. “I present in Law School classes and my law colleagues present in my classes.”

Ben-Ner adds that attending seminars and conferences at the Law School exposes him to other ways of thinking and broadens and enriches his understanding of business phenomena. “This influences my research and teaching,” he says. “Academics are specialized in narrow fields, but many questions cannot be answered from a narrow perspective. So, cross-disciplinary interactions benefit our research.”

Since the legal profession is at the intersection of many fields and disciplines, such as politics, economics, and history, the Law School encourages involvement by faculty members from other parts of the University.

“We tell our students that their clients will not present them with a ‘start problem’ or a ‘contract problem,’” says Hill. “The same is true of the broader academic endeavor. We are all trying to understand what makes the world tick, and how it can work better. That requires skills from many disciplines.”

Collaboration Makes a Healthy Diet

Marketing Professor Joseph Redden has been combining his skills with colleagues across the University on a series of projects that explore how to encourage elementary schoolchildren to eat more vegetables. “We’ve been doing this research in willing elementary school cafeterias to really test our ideas,” says Redden, who holds the Board of Overseers Professorship in Marketing. “That is, can you actually get the child to ultimately eat more vegetables?”

Redden has been working with Professors Zata Vickers and Marla Reicks from the Department of Food Science and Nutrition, Professor Ira Mann of the Psychology Department, and Associate Professor Elton Mykerezi from the Department of Applied Economics.

The relationships with these various professors originated from a mixture of ways. For Vickers, Redden went to a presentation she gave on hunger and satiety. “After the talk, we were discussing some of our overlapping research interests,” he says. A few days later, she saw a posting NASA had for some food satiety studies, and we’ve been off working together since then.”

As for Mann, Redden knew that she was doing a lot of work on dietary and healthier eating, so he and Vickers contacted her to see if she was interested in joining the group. “For Marla Reicks, I first got involved with her after I served on a committee for a master’s student in the Food Science and Nutrition Department,” Redden says. “So, as you can see, there is no one way. Our connections just seem to keep growing in this organic way.”

For its research into healthy consumption among schoolchildren, the group has found several successful strategies. “One of the most robust is serving vegetables first in isolation, either in a cup handed to them while they wait in line or waiting for them at their table,” Redden says.

There are several reasons why this strategy works: children are most hungry before their meal, people have a natural tendency to eat a food when it is placed in front of them, vegetables look unattractive when placed next to a tasty entree on a plate, and there is a social norm to accept the “gift” of a vegetable beforehand, among others.

Although Redden and his fellow researchers all share a common interest in doing high-quality, impactful work, what is great about this collaboration is that each person brings something unique to help that goal. “Zata really drove our relationship with the school cafeterias and did a great job developing a research mindset and flexibility with the school personnel,” Redden says. “Ira has a great ability to identify interesting questions and then design simple, elegant ways to test and discuss them. And Elton has a great skill set for analyzing data, which has been useful in dealing with some of the tricky aspects of field data.”

And Redden’s contribution? “As a consumer researcher in marketing, I am often thinking about how do we help customers see the value of what is offered,” he says. “This includes how we communicate our messages to persuade people. So, one of my contributions has been bringing some of these consumer frameworks to our projects, especially in the areas of judgment and decision making.”

Redden says that this cross-campus collaboration has been so valuable, that it is safe to say these projects wouldn’t have been completed without each person doing his or her part. “The great value in my case was also that we all shared this common goal of healthier eating in schools, yet we each were coming at it from a different theoretical angle,” he says.
At Your Service

There’s more to being a faculty member than teaching and research. In Marketing Professor and Carlson Foundation Chair Vlad Griskevicius’ case, it also entails membership on various University-wide committees.

“These types of committees exemplify ‘thankless’ work that’s done by faculty at the University,” he says. “There is no compensation for these kinds of committees and there is no prestige associated with doing this kind of work. Faculty serve on these kinds of committees because they are important in keeping a world-class university running—and for keeping the University of Minnesota a world-class university.”

Griskevicius currently serves on three committees: the Provost’s Grand Challenges Committee, the McKnight Land-Grant Professorship Committee, and the Liberal Education Redesign Committee.

The Grand Challenges Committee consists of about 20 University faculty from a wide array of disciplines. The purpose of the committee is to review collaborative research proposals and determine which ones merit funding. Each year, this process takes about 20 hours of individual pre-work and another 10 hours of group discussion.

“The committee is important because it helps allocate scarce resources to the most deserving parties,” Griskevicius says. “It is important that the committee represent diverse and varied perspectives, including the Carlson School. This ensures fairness in the process of selecting the most deserving proposals.”

The McKnight Land-Grant Committee was established to help retain the best young faculty at the University. “The goal of the program is to retain the best minds in the world and compel them to stay in Minnesota, instead of leaving for places like Harvard or Stanford,” Griskevicius says.

Every year, each department at the University can nominate one young faculty member for the McKnight Land-Grant Professorship. It is a highly prestigious professorship that is worth around $100,000 in research money to the faculty member and comes with a prestigious title.

The committee consists of about 15 faculty, many of whom were past recipients of the professorship. “The job of the committee is to review all of the nomination packets and select the most deserving candidates,” Griskevicius says.

He says it is essential that Carlson School faculty be on this committee to ensure fairness and diversity as well as help young faculty at Carlson compete for this prestigious professorship.

The Liberal Education Redesign Committee is looking at the general education requirements that must be completed by all undergraduate students.

The committee consists of 20 faculty from all parts of the University. There are many different opinions and perspectives on the matter of liberal education and the topic is both ideological and political.

“It is extremely challenging for a group of 20 faculty to agree on one plan for a huge university like the U of M,” Griskevicius says.

Like Griskevicius, Strategic Management and Entrepreneurship Professor Mary Benner is a member of the redesign committee.

Benner also sits on the Research Committee of the Provost’s Council on Student Mental Health. The committee is undertaking research into how instructors can design courses to avoid creating unnecessary and unintended challenges for students’ mental health. “Again, this is part of using the rich knowledge and experience we have around the University to improve the solutions and educational experiences for all students,” she says.

Benner says that in addition to the value these committees have in addressing University-wide issues, they also draw faculty out of their narrower, relatively specialized worlds to engage with colleagues in different schools. “I think these cross-college and cross-departmental connections help us understand differences in ways of thinking, and also how to communicate and find common ground,” she says. “We are all committed to educating our students, and working together makes the U a stronger place.”

International Advancement

As experts in international education, Associate Dean of Global Initiatives Michael Houston and Assistant Dean of Global Initiatives Anne D’Angelo work across campus with various organizations devoted to global issues. They are both members of the International Programs Council, which is charged with shaping the policies and processes that affect global programs and activities throughout the University. The council is made up of representatives of nearly every collegiate unit and is organized by the Global Programs and Strategy (GPS) Alliance, the central international office for the entire University system.

“It is rewarding to work closely with colleagues committed to internationalization across campus and system-wide,” D’Angelo says. “We learn from each other, engage in cross-campus and campus issues and initiatives, and enhance policy and practice in support of our students, faculty, staff, and partners here and around the world.”

Houston, the Ecolab-Dierson M. Griese Chair in International Marketing, also is a member of the China Center Advisory Council, which seeks to build bridges among the U’s China Center and academic units throughout campus as well as strengthening connections between the University and the community. Located on the East Bank, the China Center has supported international research, outreach, and teaching for nearly 40 years.

In a similar capacity, Houston is on the board of the Center for Austrian Studies (CAS) in the Social Sciences Building on the West Bank. CAS is the oldest research center in the Western Hemisphere that focuses on the past, present, and future of Austria.

“We keep in close contact with our partners at the Vienna University of Economics and Business and our multiple partnerships in China, involvement with the China Center and the Center for Austrian Studies is valuable in that it keeps us tuned in to the activities related to Austria and China of other university units on campus,” Houston says. “We are also able to keep these centers informed about our activities. The result is mutual benefits to all involved.”

From 2010-15, D’Angelo served on the inaugural U of M metrics committee on internationalization, a task force established by the Associate Vice President and Dean of GPS Alliance, Meredith McQuaid, to create the first metrics model for internationalization used by colleagues across the U of M system.

“The collaboration of colleagues from the Provost’s Office, GPS Alliance, the Carlson School, and other colleges and campuses across the University of Minnesota resulted in an innovative and comprehensive model that serves as a tool to capture key data associated with efforts to globalize the U of M’s teaching, learning, research, and engagement,” she says. “The Carlson School is the first college to implement a metrics process based upon the University model.”

Creating a Metrics Model

Assistant Dean of Global Initiatives Anne D’Angelo served on a task force to create a metrics model for internationalization to be used by the University.
Extracurricular Engagements

As the president of the Rooter Club, Matthew Rowley is able to combine two of his passions—sports and leading people to success. “I embrace every moment of this experience because I know that I am lucky to have found such a unique opportunity,” he says.

The Rooter Club is the official student section of Golden Gophers Football. The club exists to bring school spirit to football games and across campus and there are more than 150 members involved in the club throughout the season.

Rowley, a double major in supply chain and operations management and management information systems with a minor in business analytics, initially became involved with the Rooter Club in his first year when he was selected to be the Freshman Officer of the club.

Through his continued involvement, he was named vice president in his sophomore year before his appointment to president.

“As president, I am tasked with working with Gopher Sports Marketing to coordinate promotional activities, organize watch parties, and plan member engagement events with my executive boards,” he says. “In addition, my board and I arrive three hours before kick-off to assist in the setup of any game-time needs.”

Rowley says cross-campus activities such as the Rooter Club offer students a way to not silo themselves to a particular major or school. “I know too many students in Carlson who barely ever leave because that is where they go to school, work, participate in club activities, and sometimes even live,” he says.

Cross-campus activities also provide students a more diverse outlook that can benefit them in their own personal and career development. “I have met some amazing people through my experience who have had a major impact on shaping who I am today,” Rowley says.

He’s Got Spirit, How About You?

To view an expanded version of this story, visit carlsonschoolmagazine.com
Easing the Tax Burden

Also having an impact is the Volunteer Tax Assistance Program (VTAP). Initially starting as a course within the Carlson School, VTAP has since grown by leaps and bounds. It is now a nonprofit student organization that operates as an IRS-supported Volunteer Income Tax Assistance (VITA) site.

“We prepare taxes for lower-income individuals to relieve some of the stress about such a complex topic,” says co-director Victoria Anderson, a Carlson School senior hoping to earn her CPA and go to work for one of the big four after graduation.

Together, VTAP’s 90-plus volunteers group helped about 440 resident and 700 nonresident taxpayers during a recent tax season.

“Volunteers gets hands-on experience with preparing taxes, which is beneficial both as a life skill and for preparing for their career, especially accountants,” Anderson says. “For volunteers who are not business majors, they get student experience that is hard to get elsewhere due to the diversity of people we prepare returns for.”

One such volunteer is Matthew Boehne, who is in his senior year studying chemical engineering with a minor in chemistry. His goal is to work as an engineer in R&D for a Fortune 500 company in the Twin Cities. Volunteering with VTAP was a way of branching out.

During the last tax season, he was a quality reviewer, which meant he was in charge of verifying that the already filled-out tax returns were correct. “Currently as one of the new co-directors of the organization, I have been involved with applying for grants and securing corporate sponsorships,” he says. “My role has been to ensure that we have the funds to help members of our community.”

Boehne says he has learned a tremendous amount. “As an engineer, I feel like I have missed out on a lot of business-related topics,” he says. “I believe VTAP has been a unique experience in that I have had the opportunity to learn about taxes, client interactions, and leadership.”

Having student groups that accept students from across the entire campus is critical to success, as is how the real world operates, Boehne says. “Within VTAP, we have a wide array of majors and, because of that, I think everyone has learned something new from someone else,” he says. “It is very cool to see so many people interested in taxes who do not plan on making it their profession. I think it is a testament to the strength of the organization, especially seeing how many people become invested in helping out the community after learning a valuable skill.”

For more information about VTAP, email vtap@umn.edu.

She Has Design on Her Mind

What senior Roohi Kataraya loves the most about her major in product design is that it is extremely interdisciplinary. “I get to take classes in business, engineering, and design,” she says. “When I graduate, I hope to start out as a product design consultant, pursue an MBA, and eventually open my own design firm.”

She also is one of the executive directors of Design U, a student-led design consultancy whose mission is to provide members with hands-on, real-world experience. The organization started in the College of Science and Engineering, but now encompasses students from the College of Design and the Carlson School as well.

Currently there are about 60 students in the organization. They partner with startups and nonprofits around the Twin Cities area and offer services in research and strategy, digital design, and prototyping. Each of these divisions is composed of three to four teams of five students from a variety of backgrounds, majors, skillsets, and ages. “We work with an equal amount of diverse clients, from early-stage startups like Guide & Seek to more established firms like HOM Furniture,” Kataraya says.

Design U’s purpose is to bring together diverse students as well. “It’s so important to have different perspectives, not only does it emulate a real-world experience of working in industry, the diversity of students helps push forward the best products and solutions for the clients we serve,” Kataraya says. “Every team member brings a valuable and unique insight from their respective discipline and are able to apply it in a tangible, meaningful way.”

As an executive director, Kataraya oversees six branches of an executive board, including Business Development, Marketing, Outreach, Event Planning, Finance, and HR. “At a high level, my role is focused on client outreach and relations, member recruitment, planning, marketing our major events, and securing grants and external sponsorships,” she says.

From a professional as well as a personal standpoint, Design U has been the most impactful and influential experience of Kataraya’s college career, she says. “I have gained skills in leadership, project management, and critical thinking that I would not have gained anywhere else,” she says. “This group has taught me how to apply a growth mindset and effectively communicate with students, clients, and University leaders and has provided me with a network of mentors and industry professionals.”

More information about Design U can be found at design-u.umn.org.

Record-Breaking Runner

A former walk-on for the Gophers’ track team, Emerald Egwim, ’18 BS, became an accomplished athlete while at the U of M. She broke four indoor and outdoor school records, won a Big Ten championship title individually and three as part of a team, and competed for Nigeria at the 2017 World Athletics Championships.

She did all this while majoring in management information systems and minoring in business law at the Carlson School.

“I do not remember a time in my education that I was only going to school. I have always been involved in a sport and often times more extra-curricular activities, but the collegiate D1 level is different,” she says. “It can be challenging at times, but support, effective communication, and advocating for myself helped me tremendously.”

Student-athletes and students who are highly involved in school have to employ great time management skills in order to simply stay on top of everything, she says. Communication skills, organization, efficiency, patience, and perseverance are also qualities that are obtained from being highly involved.

While at the Carlson School, she took part in IBUS 3999, a self-designed option through the Carlson Global Institute, to complete her international experience requirement. She went to Kuala Lumpur in Malaysia to work for KPMG as an IT audit and attestation intern, finding this experience to also be a feast of insight.

“Complete immersion in a culture different from your own allows you to expand your thinking and challenge your beliefs in a way that the classroom cannot,” she says. “We are a culmination of the experiences that have shaped us. As business students and as global citizens, it is important that we understand and celebrate cross-cultural differences.”

It is also important to remember that oftentimes there are more similarities than differences, too. “I have a different appreciation for South-East Asia and the cultures within and for the way business is conducted in that region as well,” she says. “I could not have obtained those experiences elsewhere.”

Earlier this year, Egwim was selected as one of Poets & Quants’ 2018 Best and Brightest. She credits many things for her successes, including cross-campus activities. “I believe they can help build communities with the campus,” she says.
For several years, you had been a member of the Carlson School’s Board of Overseers, now an emeritus member. What motivated you to donate your time and talent to the school in this way?

I didn’t grow up in Minneapolis-St. Paul, but realized right away when I moved here what a special place it is—18 Fortune 500 companies don’t cluster in a Midwestern city for no reason. I believe one of the main drivers of their interest in the area is the University of Minnesota. I wanted to support the school and become engaged in its talent development for the region to help build for the future.

Executive Spotlight is a forum where we sit down with some of the top leaders in their industries to leverage their wisdom on some of the important issues facing businesses today.

This issue’s guest is Chris Policinski, the recently retired president and CEO of Land O’Lakes, Inc. Policinski has more than 35 years of experience in the food industry. He joined Land O’Lakes, Inc. in 1997 and was appointed president and CEO in 2005. Prior to joining Land O’Lakes, Inc., he held leadership positions with Kraft General Foods, Bristol-Myers Squibb, and The Pillsbury Company. He also is an emeritus member of the Carlson School Board of Overseers.
Board of Overseers members help guide the direction of the school. What are your thoughts about the future of the school and what are you particularly excited about?

It’s probably not fair to say “everything.” But I’m going to say it anyway. I am truly excited about the future of the school and the direction it’s heading.

The University of Minnesota as a whole and the Carlson School in particular have received ongoing support from Land O’Lakes over the years, including a $25 million gift to the U in 2014. Why does Land O’Lakes place such high value on its relationship with the University?

Our headquarters is less than 10 miles from the University of Minnesota campus and 20 percent of our employees came out of the University. Land O’Lakes is a growth company in a growth industry and we need talent to fuel that growth. It’s simply a good strategic marriage.

In 2014, Land O’Lakes launched the Global Food Challenge Emerging Leaders for Food Security fellowship, an internship and development program for 10 students at five universities. What have been the results so far?

We are thrilled with the program and we’ve learned a lot and have been evolving its next generation. We have access to the best and brightest undergraduate students from a variety of backgrounds and interests and are able to engage them—and their faculty advisors—in addressing food and agriculture’s greatest challenges from a variety of perspectives.

The theme of this issue deals with the Carlson School’s relationship with other colleges at the University, such as dual-degree programs and faculty collaborations. What value does Land O’Lakes place on cross-disciplinary experiences?

Speaking of your company’s University connections, you recently spoke at the U’s College of Food, Agricultural and Natural Resource Sciences to celebrate the naming of the Land O’Lakes Collaboration Center in Borlaug Hall. What are some of the key takeaways that you would want people to remember from your speech?

I talked about the opportunity of feeding the booming global population, the challenge of having to do so with diminishing resources and tools, and the obligation of telling the great story of American agriculture. And, most importantly, I told the graduates I knew they were prepared and I believed they could do it.

I would say the highest value possible. We see cross-disciplinary backgrounds as key to success in high-teaming companies like Land O’Lakes. We look for multi-career experience, with disparate functional and educational backgrounds. We want the most well-rounded employees.

For Land O’Lakes and similar companies, what do you believe will be some of the major challenges it will face in upcoming years and how are you preparing to meet them?

The future is no longer linear. Companies are going to have to learn to deal with change in real time using teams from different backgrounds.

What do you consider are the defining characteristics of business leaders, especially at Land O’Lakes and how do you see these characteristics evolving with changes in the business landscape?

I’m probably going to start getting redundant here, but leaders in business increasingly need multi-disciplinary backgrounds. We look for our leaders to diversify across business units and geographies. I like to say that more tools in the tool kit enable agility in the leader.

What do business schools and business students need to do to prepare for those evolving leadership roles?

That’s easy—be comfortable working in teams.

We’ve spent some time talking about advice you would give others. For yourself, what has been the best piece of advice you’ve received?

The best advice I ever received was “your career success depends on the number of tools in your tool kit—get as many as you can.”
A Global Decade

BY WADE RUPARD

After 10 years of having an international experience as an integral part of its curriculum, the Carlson School remains at the forefront of global education.

Grateful for the Experience

Undergraduate student Elise Hartwig offers a thank you for the opportunity to study in Buenos Aires this past spring. Each year, more than 750 Carlson School students travel abroad for their international experience.

Today, more than 750 Carlson School students study internationally at top universities in nearly 40 countries around the world. These once-in-a-lifetime experiences have a profound impact on students and how they see business.

Now, CGI will build on the successful framework it has established. Since the expectation was established 10 years ago, CGI staff have worked tirelessly to forge strong partnerships both across campus and around the world. Because of this, CGI is poised to remain a leader in global education.

“We couldn’t do what we do without the current and past leadership at the school and University benefactors, advisors, and other stakeholders,” says Michael Houston, associate dean of global initiatives and Ecobal-Pierson M. Grieve Chair in International Marketing. “What you see from the outside is only a fraction of what goes on throughout the year to make sure each student has an outstanding and rewarding international experience.”

A NEW INITIATIVE

Upon her arrival as the new dean of the Carlson School in 2006, Alison Davis-Blake asked a group of external faculty to evaluate both the school as well as its curriculum and programming.

This academic year marks 10 years since the Carlson School incorporated an international experience into the curriculum for all of its undergraduate students. To this day, this is one reason why the Carlson School stands out as a worldwide leader in global education.

And that leadership will continue into future decades thanks to a transformational $10 million donation from the Carlson Family Foundation this past July. This new investment in the Carlson School will help the school expand and enhance the work it does through CGI and help cement Carlson’s position as a leading business school with a global reach for years to come.

For Patrick McGinnis, ’03 MBA and vice president of merchandising at Best Buy, the Carlson School has one product that really makes it stand out from other top business schools—the Carlson International Experience.

“For me, the signature of a Carlson School degree is this international experience requirement,” says McGinnis, who chairs the Carlson Global Institute’s (CGI) Capital Campaign Committee. “It is something that is unique among business education programs out there, and it is very progressive. For me, it’s what stands out as being a key reason why students come to the Carlson School.”

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GREAT BRANDS ALL HAVE GREAT SIGNATURE PRODUCTS

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Global Learning

To accomplish this, CGI works closely with a wide array of stakeholders to ensure everything works smoothly. CGI in itself is unique because few business schools have a dedicated office focused on leading schoolwide global initiatives.

One example of this is the advising process. With plentiful options, it is important students understand all the different ways they can study abroad in order to meet their goals.

“When the requirement came to be, we immediately worked closely with our undergraduate academic advisors to make communication with students as seamless as possible,” D’Angelo says. “How do we ensure every student plans ahead and integrates the international experience into his or her own learning goals? Together we want to ensure that the experience is relevant for each and every student.”

Advising also has helped CGI provide the proper support for groups of students they didn’t originally consider, such as athletes, because of their oftentimes hectic schedule. Now, CGI staff works closely with athletes and coaches to ensure they take part in an experience that supports their extracurricular activities.

CGI also collaborates with corporate partners and the broader community in order to make these experiences robust and relevant to each and every student.

“It has been a widespread, meaningful collaboration across the Carlson School, the University, and the local and global community,” D’Angelo says. “We anticipated some things but we couldn’t see everything coming when you begin such a bold initiative.”

In the coming years, CGI will build on its partnerships and usher in more programs and initiatives that will continue to make the Carlson School one of the top business schools in the world.

Dave Irlam, along with CGI leadership, worked together to make international education and global leadership that signature brand for the Carlson School. School leadership developed a plan to incorporate an international experience into the curriculum for all undergraduate students. With the business world becoming more global, this seemed like a clear opportunity to contribute to and leverage the assets of the school.

Today, under the leadership of Dean Sri Zaheer, the Carlson School’s international experience has become a resounding success, and one looked up to by peer institutions around the world. An early teacher in the Carlson Executive MBA-China Program, Zaheer has brought a global research

In 2017, CGI conducted a survey with alumni who graduated three, five, and 10 years ago to better understand connections between international education and their postgraduate professional experiences, as well as their intercultural motivations and abilities. In at least one job since graduation, 32 percent of respondents have worked with personnel whose backgrounds are culturally different from their own and 71 percent have worked on projects with an international component. Additionally, 76 percent of respondents are working virtually with people in another part of the world.

Britta Savre, a University Honors student who is a finance and HRIR double major, learned vital skills she will carry with her for years. While overseas, she took the class sustainability and Corporate Social Responsibility in Costa Rica. That class opened her eyes to the importance of investing in projects and initiatives that benefit others.

“My study abroad experience influenced my future in many ways,” she says. “The first being that I am more open and ready for new experiences and am willing to be put somewhere that may make me uncomfortable. Also, I have a better understanding of sustainability and how it interacts with business. I hope to bring this knowledge into my future career and show the company I work for how important these sustainability concepts are.”

Skills that Savre acquired in her international experience are much sought after in today’s world. And those skills can be traced to that signature decision the Carlson School made 10 years ago.

To provide international experiences both across campus and around the world.”

FINDING PARTNERSHIPS

The CGI staff soon determined there was no one-size-fits-all solution to providing international experiences. They continued to work with students individually to assure their readiness to travel and study abroad.

After the international experience came to be, the school expanded its already numerous global offerings. Along with the traditional semester-long study abroad courses, the school also offers Carlson faculty-led courses between semesters and during the summer, as well as independent studies for students to design their own program unique to their academic interest.

“No matter where they go or what they study, we want to make sure every student has a robust, transformative experience in a safe and unique way,” says Anne D’Angelo, assistant dean of global initiatives.

Sri Zaheer, the Carlson School’s Executive MBA-China Program, has brought a global research

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UNIVERSITY OF MINNESOTA

Engagement and Giving

The West Bank is NOT an Island

Travis M. Smith, Assistant Dean, Institutional Advancement

One of the great joys of working in higher education entails the countless opportunities to collaborate with colleagues across the University of Minnesota. We see it manifest itself daily among our faculty and students with benefits far and wide. For example, Carlson School faculty have long been known as terrific collaborators and have worked closely with counterparts from other disciplines to produce important research addressing the University’s Grand Challenges. Our Holmes Center for Entrepreneurship has been at the forefront of innovation commercialization and cross-campus partnerships with the incredible MIN-Corps program. And, thankfully, Carlson School students seemingly don’t know the meaning of boundaries or walls (or rivers!), often partnering with students from other disciplines across the U to drive ideation and create solutions for a better tomorrow.

We also see the benefits of collaboration when it comes to philanthropy. We recognize our donors care deeply about areas beyond the Carlson School and this drives our commitment to working closely with our advancement colleagues around the University to fulfill donor passions. Some of the most incredible gifts the Carlson School has received in this campaign have been blended gifts benefiting other areas of the U. These gifts make us all better and, in many cases, reflect why giving to the University of Minnesota is such an important and worthwhile investment for our collective future.

Thank you for your continued generous support of the Carlson School and U!

NEW MEMBERS JOIN ALUMNI BOARD

The Carlson School recently named five new members to its Alumni Board. Steve Gottlieb, ’86 BB, ’98 MBA; Steve Silvera, ’04 BB; Winnie Steffenson, ’01 MBA; Vanessa Tennyson, ’91 BB; and Emily Wedekam, ’05 BB, ’12 MBA, will begin their service on the board this fall. The Gophers Of the Last Decade (GOLD) board also named several new members. New members include Jahyun Kwon, ’17 BB; Vincent Phan, ’13 BB; Justin Schiltz, ’14 BB; and Lauren Sheidley, ’16 BB.

SARAH VATER NAMED GLOBAL FOOD CHALLENGE EMERGING LEADER

Carlson School junior Sarah Vater, from Osceola, Wisconsin, earned a coveted spot in the cohort of Global Food Challenge Emerging Leaders made possible by Land O’Lakes $3.5M gift to the U. She headed to Africa this summer to work with Land O’Lakes and a team made up of 10 students from a variety of colleges around the U.S. to find new ways to meet the challenge of feeding nine billion people by 2050.

Vater was able to put her supply chain and operations major to work in the real world. “This was a valuable chance to tackle big global supply chain issues, problem-solve, and empower people in a real-world context,” she says. “We were able to see firsthand how one cow can change a family’s life, how crucial access to financing is to subsistence farmers wanting to expand, and the importance of trade. It’s one thing to learn about what is going on in the world in the classroom, and it’s another thing to actually see it for yourself. I have a feeling last summer, especially the time spent in Africa, will play a huge part in the rest of my life.”

CARLSON HAS THE NATION’S BEST MILITARY FRIENDLY MBA PROGRAM

Military Friendly has ranked the Carlson School MBA Programs as the best in the nation in its listing of graduate school programs. Military Friendly has surveyed thousands of institutions and assembled lists that capture best practices in recruitment and retention of military employees, students, and franchises.

The Carlson School was measured in three primary areas: engaging the prospective military student in a recruiting environment, educating the military student once he or she is part of the school, and enabling the military student in finding meaningful employment. This program was made possible by alumni gifts totaling $10M.

FUNDRAISING YEAR

This past fiscal year, Carlson School donors came together to raise a record-breaking $38 million to support student scholarships and the Holmes Center for Entrepreneurship.

Thank you for your continued generous support of the Carlson School and U!

FALL 2018 | CARLSON SCHOOL OF MANAGEMENT
Students Make an Impact with Class Gifts

Every year, Carlson students show their school spirit by contributing to their respective class gift campaigns. These campaigns give graduating students an opportunity to give back and leave a legacy at the school.

Undergraduate

The 2018 Undergraduate Class Gift Campaign raised $3,907 from 133 donors, representing 57 percent of the class. There was also an additional $2,550 raised from staff and alumni. Sixteen of the 58 donors established monthly gift plans and 18 made an Investors Circle-level gift.

“We really wanted to go about this campaign from a community perspective,” says Jacob Stalsberg, ‘18 BSB and chair of the Senior Class Gift Committee. “The goal was to bring the Carlson senior community together, and through that, raise money to leave our legacy on the Carlson School.”

The funds raised will go toward the Dean’s Excellence Fund, which helps support undergraduate students at the Carlson School. “We’re excited to see the money we raised be put toward scholarships, as we know that is one of the biggest needs at the University,” says Stalsberg. “And as students, we wanted to make sure our money went toward supporting future students, in order for them to have the same opportunities that we had.”

Full-Time MBA

For the Full-Time MBA class of 2018, $12,242 was raised from 58 donors, representing 27 percent of the class. The funds raised will go toward the MA-HRIR Excellence Fund. As vice president of external relations for the MBA Association, Ashley Ver Burg Soukup, ‘18 MBA, was responsible for leading the class gift campaign.

“As someone who has benefited from the generosity of donors to the Carlson School, I was passionate about shaping the culture around our class campaign to pay it forward and give back,” she says. The raised funds will be used to establish a new MBA student scholarship. The committee also has a five-year vision to endow the fund.

Ver Burg Soukup says she was especially inspired by one of her classmates who gave $1,000 to the class gift. “When I heard the news, I was blown away by the generosity shown by a graduating student,” she says. “When you know and feel all the reasons why it’s so important to give back, to see someone else make such an inspiring leadership gift, it’s truly moving.”

MA-HRIR

The 2018 MA-HRIR Class Gift Campaign raised $1,000 from 23 donors, which was 27 percent of the class, plus an additional $600 from members of the MA-HRIR Alumni Board. To help raise the funds, volunteer Angela Gao, ’18 MA-HRIR, worked with a gift committee. “I made flyers and we held two pizza parties to create awareness of the campaign,” she says.

The funds will be used for MA-HRIR General Fellowships, which support future MA-HRIR students. “Most people in the cohort are under the pressure of job searching and relocating, but still we received gifts from a lot of them,” Gao says. “Giving back financially is one of the most important ways to support the program.”

Looking to Grow a Legacy

For Nii Quaye, ’92 MBA, giving back to support organizations that have helped him grow feels right and thus most of his giving is to support educational advancement in general.

“Creating an opportunity for one person has the potential to be the first link in a long chain, and value created in that chain will outline the seed donor,” he says. “In that sense, I think of it as a legacy that can grow no matter how small or large the gift is.”

Like many others, Quaye was attracted to the Carlson School because of its location near so many Fortune 500 companies headquartered nearby. “I was looking for a top business school in a vibrant metropolitan setting that could provide long-term career opportunities,” he says.

Since graduating, he has worked in finance and marketing at Guidant, strategy and business development at Cargill, and corporate development at ADC Telecommunications (now part of Tyco Electronics). Now, he’s the senior vice president of strategy, mergers, and acquisitions at Pentair.

Quaye says he was at the Carlson School, there were perhaps six to eight students of color out of the total population of nearly 180 graduate students. “As I look around the Twin Cities, I see many companies looking to attract and retain talent,” he says. “It has been difficult for companies in the Twin Cities to attract and retain people of color. If we at the Carlson School can help solve that problem by expanding the pool of diverse talent, we become a more valued partner to the local business community.”

Quaye’s dedication to the Carlson School actually goes way back. “In the early years, I was an active recruiter for Guidant and Cargill,” he says. “Later I participated by giving talks to classes and student groups.” Now, he serves as a member of the Carlson School Board of Overseers.

The University of Minnesota is a huge growth and value creation engine for the state of Minnesota alongside the business community, Quaye says. “I am grateful for the opportunities that have come from attending the Carlson School and being a part of this vibrant business community. I think it would be great if more people like me came here because they believed it could be a catalyst for them as well,” he says. “And I would also hope that giving back inspires other alumnia to contribute in whatever way they can to the Carlson School.”
Recruiting:

When it comes to a strong bond between a company and the University of Minnesota, 3M is one of the giants. For more than 90 years, these two entities—two of the state’s largest—have worked together to better the economy, education, and the community at large. In the summer of 2017, 3M committed to a 14-year, $11.2 million sponsorship of Gopher Athletics, which included naming rights to Mariucci Arena. The hockey facility will now be called the 3M Arena at Mariucci. Other areas in the Athletic Village that will be supported by 3M’s gift include an expanded and modernized academic center, a nutrition education and dining space, and a leadership center devoted to helping student athletes develop the skills needed to transition into successful careers.

Most recently, 3M has made a $26 million investment in the University’s Drive campaign launched last fall. The goal of this major investment is to benefit the next generation of scientists, engineers, and leaders, as well as programs that engage emerging business minds.

“Investing in our students today ensures a solid foundation for our scientists, business leaders, and community of the future,” says Kim Price, president of the 3M Foundation. “This gift reflects our ongoing commitment to the University of Minnesota, and STEM and business education,” says Graduate Business Career Center Director Maggie Tomas. “In 2016, 3M was the MBA recruiter of the year.”

Aside from the sheer number of students 3M hires, Carlson School 3M alumni are strong school advocates and show support through mentorship, hosting regular site visits, and assistance in interview and resume preparation. “The support we receive from our alumni at 3M is a huge reason our students land sought-after roles at 3M and we are so grateful,” Tomas says.

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3M’s current investment to the University brings the company’s lifetime total to nearly $120 million in both cash and products. Through these investments, 3M has positively impacted the lives of thousands of students through mentorships, merit-based scholarships and investments in state-of-the-art facilities. Support has been greatest for the Carlson School and the College of Science and Engineering.

“3M is an incredible recruiting partner and hires across programs from undergrad, MBA, MA-HRIR, and most recently in our Masters in Business Analytics program,” says Graduate Business Career Center Director Maggie Tomas. “In 2016, 3M was the MBA recruiter of the year.”

Nearly 700 Employees are Carlson School Alumni

Including...Jon T. Lindekugel, ’88 MBA, EVP Supply Chain, Nicholas C. Gangestad, ’91 MBA, SVP and CFO, and Matt Ginter, ’85 BS, ’93 MBA, Treasurer and VR Investor Relations

91 New hires

63 Interns since 2010

3M Employees:

154 in graduate education programs 2007-17

112 in Executive Education programs 2009-17

11 engaged on advisory boards in 2017-2018

128 classroom speakers

4 MN Cup judges since 2003

+ Active Corporate Alumni Club
Alumni Happenings

With more than 55,000 alumni in 102 countries around the world, the Carlson School truly has a global footprint. And as a member of our alumni network, you have access to resources and services that support you wherever you are around the globe and at all stages of your career.

Visit carlsonschool.umn.edu/alumni for more information and to stay connected.

1. CHICAGO ALUMNI SOCIAL
   Our Chicago area alumni met again this summer for the Chicago Alumni Social, hosted by Beth and John Hartmann, ’84 BSB and ’87 JD. The group of alumni and current students gathered to welcome incoming freshmen from the Chicago area to the Carlson School’s class of 2022.

2. NEW YORK ALUMNI SOCIAL
   Carlson School alumni, current students, and friends in the New York City area gathered at the historic Lotos Club for our annual D.C. Alumni Social. This past March at the National Press Club in Washington, D.C., alumni from across the globe and a<br>

3. DALLAS-FORT WORTH ALUMNI SOCIAL
   At Home Group, Inc. CFO Judd Nystrom, ’96 BSB, graciously hosted the first-ever Carlson School Alumni Social in Dallas. Alumni from the area gathered at Mesero to reconnect with the Carlson School community and hear remarks from Dean Sri Zaheer.

4. DC ALUMNI SOCIAL
   Alumni in Washington, D.C., gathered this past March at the National Press Club for our annual D.C. Alumni Social. They enjoyed an evening of socializing and networking with the Carlson School community and heard remarks from Assistant Dean of MBA and MS Programs Phil Miller, ’97 MBA.

5. INVESTORS CIRCLE RECEPTION
   The annual Investors Circle Reception was held at Orchestra Hall on May 4. Investors Circle members gathered to celebrate their support for the Carlson School. Guests heard school updates and inspiring testimonials from featured speakers Dean Sri Zaheer, Wendy Nelson, and Ashley Ver Burg Soukup, ’08 MBA, before attending the Minnesota Orchestra’s performance of American Voices: Copland, Bernstein, and Barber.

6. REAL ESTATE NETWORKING SOCIAL
   On June 19, the Carlson School, in partnership with Alumni Board President Brian Milovich, ’00 BSB, and Board of Overseers member Bill Walter, ’71 MBA, hosted the first Real Estate Networking Social. This event brought together the talents of alumni from across the industry and provided an opportunity for attendees to share their personal journeys and experiences as a Twin Cities real estate professional.

7. THRIVING AS A PROFESSIONAL OF COLOR IN THE TWIN CITIES
   This year, the Carlson School hosted a new event in partnership with MOSAIC, an MBA student organization aimed at advancing the presence and awareness of diverse professionals in the business community. The event, Thriving as a Professional of Color in the Twin Cities, featured a panel of alumni, including Jeninne McGee, ’90 MBA; Nii Quaye, ’92 MBA; and Joffrey Wilson, ’99 BSB, who each spoke about their experience being a person of color in the professional world.

8. SEATTLE ALUMNI SOCIAL
   Alumni in Seattle gathered at the beginning of August to hear remarks from Dean Sri Zaheer at the treasured MOHAI (Museum of History and Industry). Guests mingled while celebrating summer in the city with unbeatable views of Lake Union.

9. UNITEDHEALTH GROUP CHAPTER
   On May 17, alumna and executive coach Roshini Rajkumar, ’97 JD, spoke to members of the U of M and Carlson alumni network at UnitedHealth Group/Optum on tips from her book Communicate That! Your Toolbox for Powerful Presence.

10. CARLSON WOMEN CONNECT
    On June 20, fellow women in the Carlson School community celebrated the fourth year of Carlson Women Connect at the Minneapolis Event Centers. Over 60 alumni kicked off the first day of summer while growing their networks and conversing around meaningful discussion topics.

11. 3M CHAPTER
    On May 9, the 3M Corporate Chapter kicked off its second-annual Carlson School Day at a 3M faculty symposium. This half-day event included presentations from renowned Carlson faculty and leaders. 3M employees and alumni were able to take part in discussions on analytics, innovation, and decision making, and learn about what exciting new initiatives are ahead for the Carlson School.

12. BEST BUY CHAPTER
Class Notes

1950s
After many years of teaching finance at the University of Washington and Willamette University in Oregon, Stephen Archer, ’58 PhD, retired in 1996, recently published a book titled The Mind and the Stock Market.

1960s
Louis Nanne, ’53 BSB, was honored by Minnesota Business Magazine as one of its (Real) Power 50 of 2018, recognizing him for getting things done and being a leader in the Minnesota business world through his work at ABC Wealth Management.

1970s
The President and CEO of Chicago-based Via Strategy Group, Jim Treleaven, ’73 MBA, wrote X-Formation: Transforming Business through Interim Executive Leadership. X-Formation is the first comprehensive guide to the dynamic field of interim executive leadership.

1980s
Ter Guimaraes, ’86 PhD, was awarded the Excellence in Research Award 2016-17 for his outstanding contributions to Tennessee Tech University’s College of Business.

1990s
Molly Jungbauer, ’88 BSB, was among Minnesota Business Magazine’s (Real) Power 50 of 2018, honoring members for being trailblazers in their companies and leaders in their industries. Jungbauer was recognized for her outstanding work at Hollstadt Consulting.

2000s
The co-founder of Penny’s Coffee, Dean Phillips, ’00 MBA, was recognized by Twin Cities Business as one of The TCB 100. People to Know in 2018. Phillips was recognized for being a pioneer in the Minnesota community, from his time working at Phillips Distilling, to becoming chairman at Talenti Gelato, and finally founding Penny’s.

Frank Schultz, ’01 PhD, was recently named a distinguished teaching fellow at the Haas School of Business, University of California-Berkeley.

MA-HRIR Alumni Dinner
On May 32, a group of MA-HRIR alumni gathered for dinner in Princeton, New Jersey. Alumni in attendance were (left to right) James Parker, ’05 MA-HRIR; Julie Fraunhoffer, ’92 BSB; Gary, S. Holman Center for Entrepreneurship Gary Holmes, ’69 BSB, was honored by the Northern Star Council as the recipient of its Community Builder Award. The award recognized Holman’s commitment to making our community a better place.

Submit a Class Note
Notes and photos can be submitted to Carlsonschoolumn.mn.edu/notes.
Heather Daniels Cariveau, ‘06 MA-HRIR, is senior vice president of global HR at AngioDynamics in New York.

Former Carlson Digital Marketing Executive Alissa Montbriand, ‘08 MBA, purchased Pacifi, the homegrown baby boutique with four Twin Cities locations. She says she plans to expand the retailer’s digital presence and broaden product categories.

Eric Jing, ‘05 MBA, received the University of Minnesota Outstanding Achievement Award (OAA). The OAA is the highest honor the University gives to graduates who have achieved extraordinary distinction in their field, and have demonstrated exceptional achievement and leadership on a community, state, national, or international level. Jing was honored for his exceptional work as CEO of Ant Financial Services Group.

Theodore R. Rosenberg, ‘76 BSB, received the Achievement Award at the U of M Foundation’s annual gala in June 2018. Rosenberg is an attorney specializing in technology and intellectual property litigation. He has been a partner and managing shareholder at the Minneapolis law firm of Schaefer Halleen.

Yunyan Zhang, ‘15 MA-HRIR, is APAC human resources analytics and HRIS projects leader at Air Liquide in Shanghai City, China.

Mia Johansen, ‘16 MA-HRIR, is a human resources business partner at Hertz in Minneapolis.

Create your legacy at the U
A gift of any size in your will or trust is a meaningful way to support the U beyond your lifetime. You can also name the U as a beneficiary of a retirement plan, life insurance policy, or other account. Please consult your professional advisor before making a gift.

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

Carlson School faculty are international thought leaders, investigating relevant topics that matter to companies and policymakers alike. Your support helps professors like Jason produce informative research while also inspiring students.

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To learn more and make a gift, visit driven.carlsonschool.umn.edu

Driven.
The Campaign for the Carlson School of Management

JASON CHAN
Assistant Professor, Information and Decision Sciences, Poets & Quants Best 40 Under 40 Business Professor, and recipient of the Mary and Jim Lawrence Fellowship