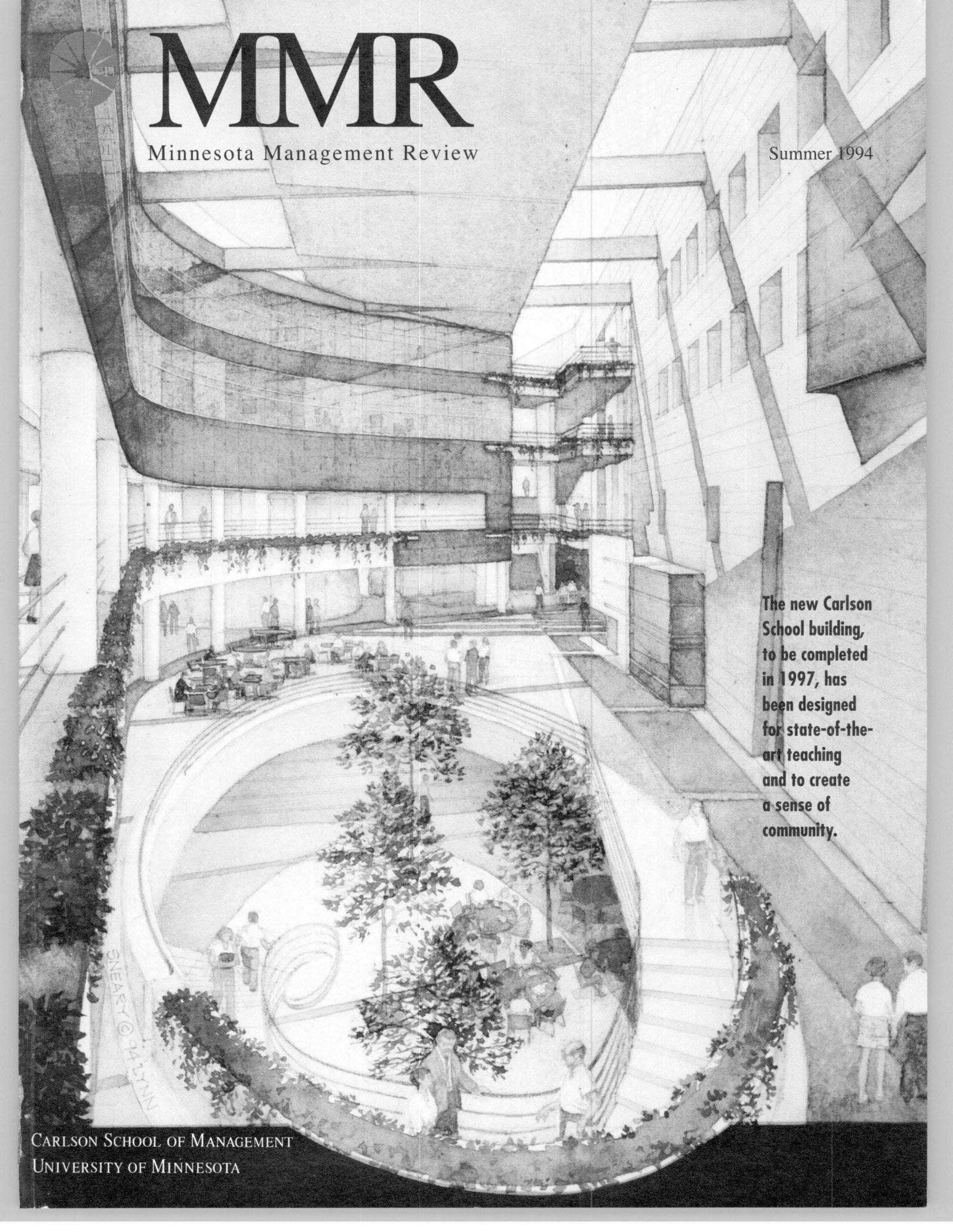




# MNR

Minnesota Management Review

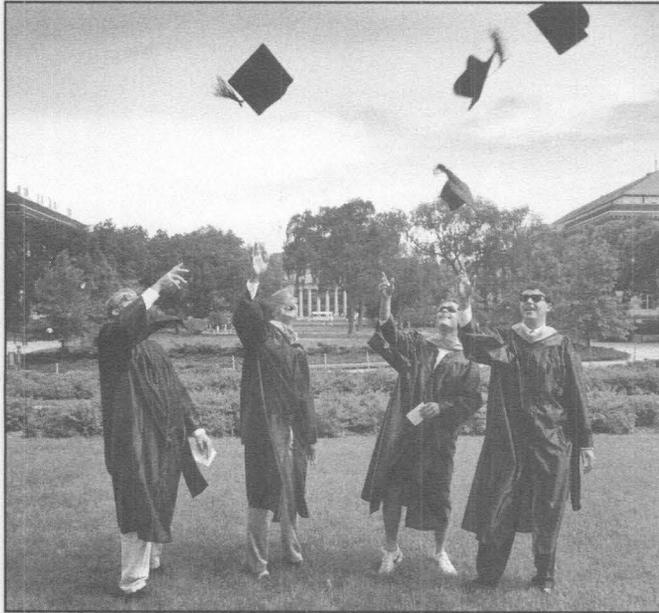
Summer 1994



The new Carlson School building, to be completed in 1997, has been designed for state-of-the-art teaching and to create a sense of community.

CARLSON SCHOOL OF MANAGEMENT  
UNIVERSITY OF MINNESOTA

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JIM HANSEN

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# MMR

Minnesota Management Review

Summer 1994

Vol. 13, No. 1



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See the inside back cover for a **CALENDAR** of upcoming events.

**On the cover:** The new Carlson School building features a central atrium that will be the focal point of all activities, creating a sense of community for students, faculty, staff and visiting professionals. (Illustration provided by Ellerbe Becket)

The Minnesota Management Review (MMR) is published for alumni and friends of the Carlson School of Management. Direct correspondence to: MMR, Office of the Dean, 271 19th Avenue South, Minneapolis, MN 55455, or call (612) 625-0843.

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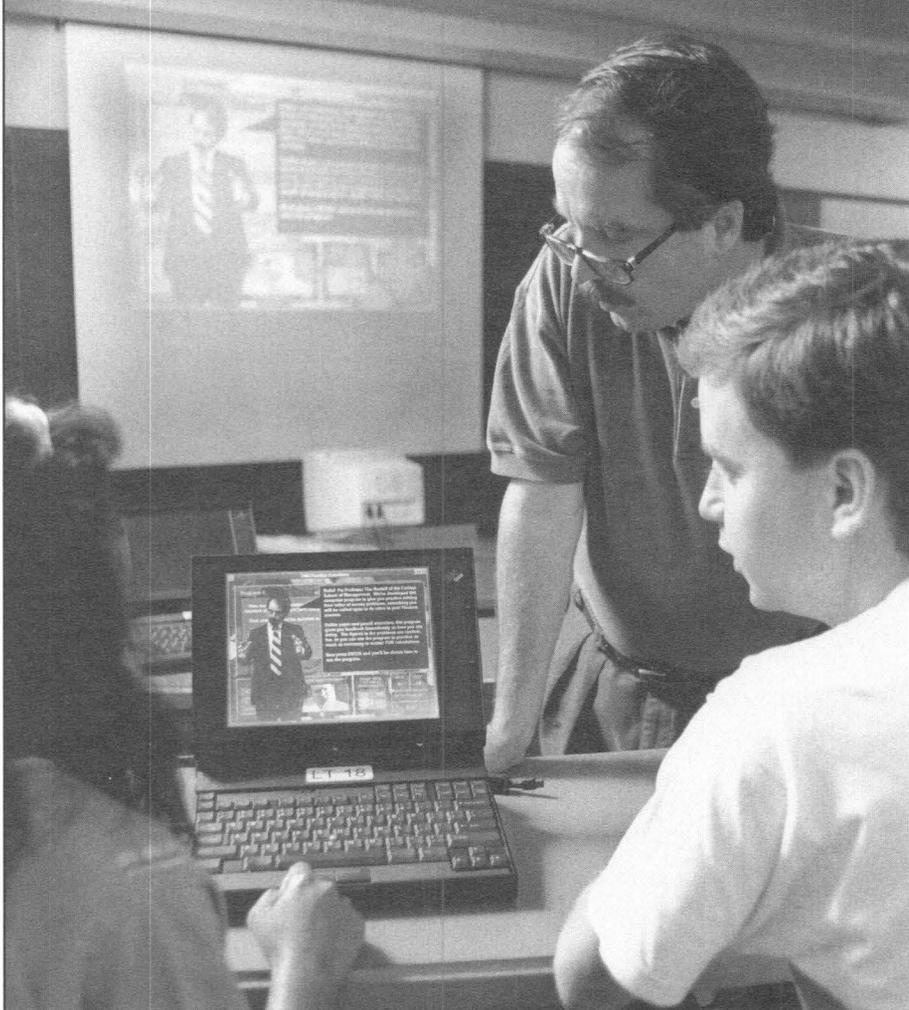
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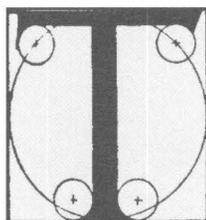
The new Carlson School building will allow faculty to use technologically advanced teaching methods in many more classes than is now possible. Interactive software programs, such as the one Professor Nantell uses in MBA finance classes, will be much more accessible to students and faculty. The students shown here are working on "The Time Value of Money," an interactive software program that won a Bronze Medal in the national *NewMedia* magazine INVISION Multimedia Awards competition.



JIM BARBOUR

# DESIGNED FOR TEACHING

*With full funding nearly in place for a new Carlson School building, the dream of creating an exciting new environment for learning and involvement with the business community will become a reality.*



The Carlson School is about to undergo one of the most dramatic changes in its 75-year history. Thanks to nearly \$45 million in public and private funding, the school is finalizing plans for a new, state-of-the-art management education facility that will propel it to the forefront of management education and fulfill the vision of a professional learning community.

When the current Management and Economics tower and Blegen Hall classroom buildings were built in 1963, chalk

and a chalkboard were a business professor's primary teaching tools; a pen, notepad and textbook were all that students needed to bring to class. The computer revolution, which changed the way America does business, has also changed the way business is taught—at the Carlson School and throughout the nation.

The new building will make it possible for the school to continue to keep pace with business and student needs and to take a dramatic leap forward. Up-to-date technology, an enhanced teaching and learning environment, and space for community activities will be integral parts of the new Carlson School building

**BY KARA KORSGAARD ROSE**

## Features of the New Building

The new Carlson School building, scheduled to open in 1997, is designed to encourage interaction between students, faculty and business people, and will include the following elements:

- 29 classrooms
- Tiered, semi-circular classrooms
- Multimedia capabilities
- 25 break-out rooms for student group work
- 250-seat distance learning lecture hall
- Student study areas
- Computer labs
- Tele-interview rooms for recruiting
- Executive Development Center facilities
- 40-seat board room for community meetings
- Inter-disciplinary faculty office "clusters"
- Skyway to new parking ramp
- Dining facility with expanded hours of service
- Atrium commons area
- Built-in flexibility for future technology

and will have a dramatic impact on the school's ability to prepare professionals for the workforce.

Classrooms in the new building will include multimedia presentation and distance learning capabilities and will facilitate interaction between students and instructors. The entire building will be networked, linked via computers, to allow students and faculty to communicate with each other and with their mentors, teachers and peers throughout the university, the Twin Cities and the world.

The new building will also bring all faculty, staff and students under one roof for the first time since 1985, when the school outgrew the Management and Economics tower. It will include places for students to meet with professionals and interact with faculty outside the classroom; room for large gatherings; and space to meet and form bonds that extend beyond the classroom. Also, the fast-growing Executive Development Center will for the first time have adequate space on-campus.

"Without a doubt, this new building will provide a much more comfortable setting for students and will allow us to interact more effectively with each other and with the community," said Michael Houston, Associate Dean of Faculty and co-chair of the Building Program Advisory Committee. "That will pay off in

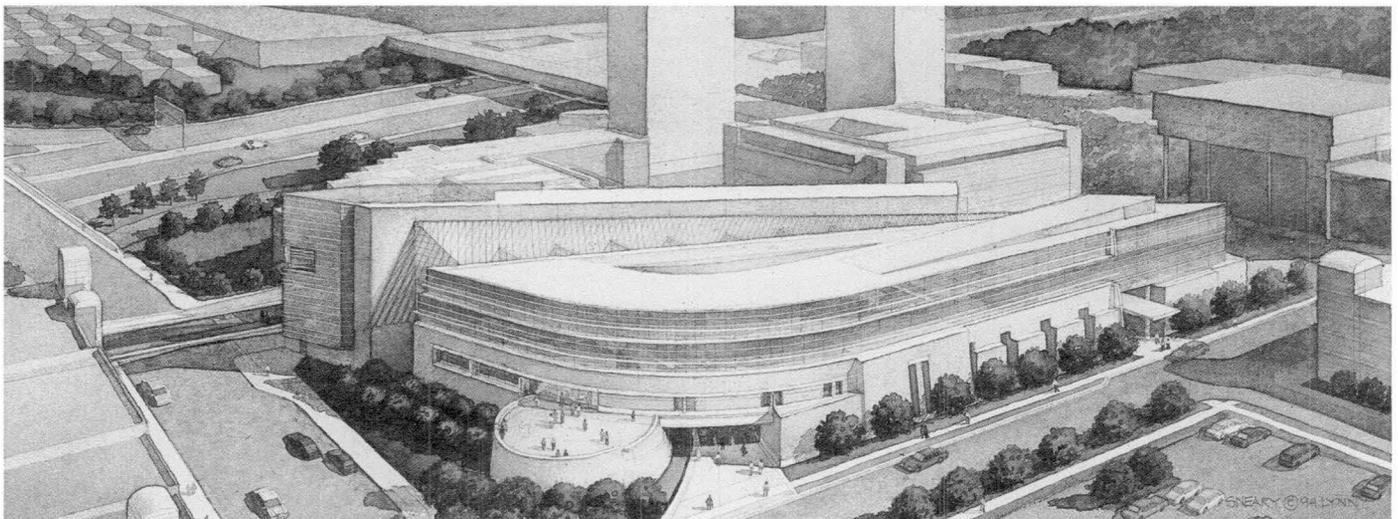
better trained professionals and the generation of more innovative ideas."

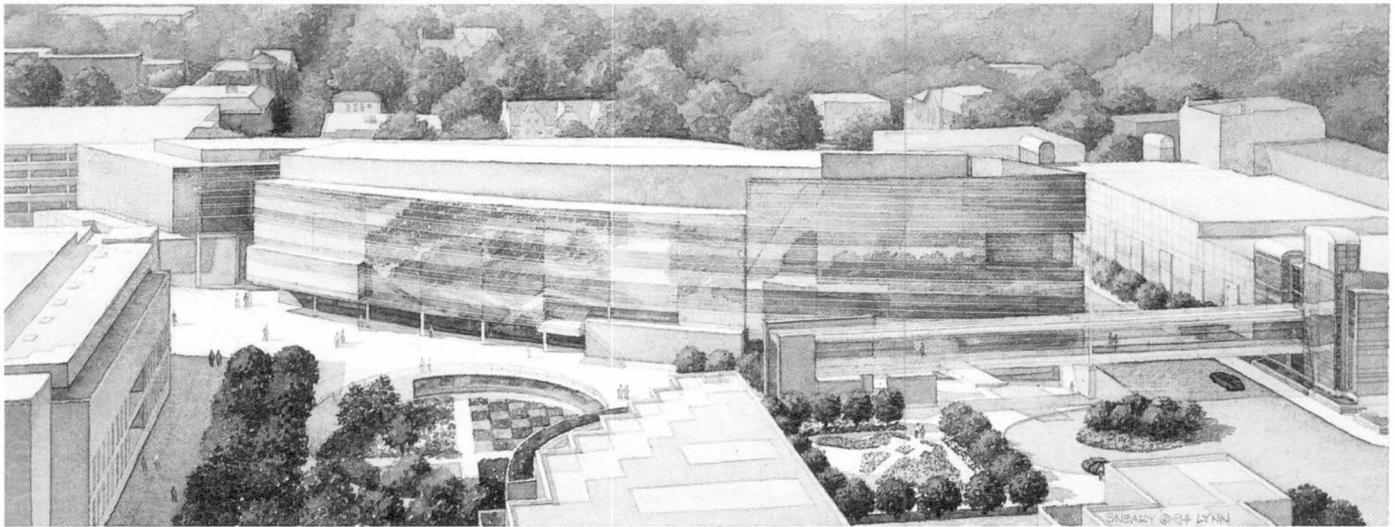
## TECHNOLOGY TO ENHANCE TEACHING

In the new Carlson School classrooms, faculty will have the opportunity to use advanced multimedia capabilities to augment their class presentations. At the touch of a button, they will access digitized audio video information. Robert Ruckert, Associate Professor of Marketing and Logistics, can already envision how he'll use this technology in his advertising class: "I'll pre-select commercials, call them up via computer, and present them on multiple monitors throughout the room. I'll have random access, like we have on our compact disk players at home, so if my students don't quite catch something, I can easily repeat the clip for them."

This capability will enhance classroom presentation and cut preparation time, freeing faculty to perform more challenging and creative work and to interact with their students more. "Currently faculty may have to spend up to 80 percent of their time finding information, and 20 percent of their time analyzing the data," commented Dennis Mulvey, project director at Ellerbe Becket, the architectural firm that is designing the building. "The new classroom technology will enable users to spend a sig-

**The new building will become the "gateway" to the University's West Bank campus. The entrance shown here faces the corner of 19th Avenue and 4th Street, with the large distance-learning auditorium directly to the left. The deck on the auditorium roof is right outside the second-floor master's lounge.**





**An enlarged sunken courtyard on the campus side of the building will create a quiet gathering area between the new Carlson School building, the Humphrey Center and Wilson Library, with views into the lower-level cafeteria and connecting glass-sided underground passageways.**

*(Illustrations provided by Ellerbe Becket)*

nificantly greater amount of their time on higher-level thinking—the kind of thinking that only people can do.”

These “high-tech” classrooms will also permit faculty to capitalize on students’ proficiency with computers by conducting decision simulations in class. Marketing Professor Kenneth Roering will use in-class simulations to help students explore how changing or modifying the features of a product, or changing a price level or advertising campaign could, in certain market conditions, affect a company’s success. “Using in-class computers, we can run a simulation and talk about the applicable theories immediately afterwards,” explained Roering. “We can run some simulations now, but students have to do their work in a computer lab and then submit their disk or a hard copy to me. That lag time really hampers the learning process.”

“This is really the next generation of the case-based teaching method,” said Orville Walker, the James D. Watkins Professor of Marketing. “Students can walk through a variety of situations in a short period of time, and can role play, run simulations, and crunch numbers right there in class.”

The possibilities for application of this technology are endless. Professor of Finance Timothy Nantell plans to use it to explain to students how decisions filter down to risks for stockholders. Using in-class computers, he’ll change the risk

in sales and then show instantaneously how it flows through. In Professor Walker’s sales management class, he will flash students’ work on the main screen for class discussion.

John Dickhaut, Professor of Accounting, already uses interactive technology to allow students to participate in market trading. “By relating accounting back to the real world of stock market data, you give students tangible examples that make the course more interesting,” remarked Dickhaut. Currently students must access the market from computer labs. In the new building, instructors and students will be able to use such innovative learning tools in class.

“We can make learning a lot more fun by making it hands-on and experiential; that’s what multimedia technology allows us to do. It gives us more opportunities to apply concepts in a variety of situations,” remarked Professor Walker. “We need to take better advantage of these educational tools, and the new building will make that possible.”

### **GLOBAL LINKS TO EXTEND LEARNING**

The new Carlson School building will also allow students and faculty to interact with their colleagues and mentors around the globe through distance learn-

ing opportunities. “Using this emerging technology, we’ll be able to interact with executives downtown and around the world,” said Professor Roering. Professor Ruckert added: “Classrooms can’t be isolated anymore; they must be linked with others outside.”

Plans call for one 250-seat lecture hall which will provide two-way audio conferencing in conjunction with two-way transmission of computer graphics. A second, 30-seat room in the Executive Development Center will be equipped to provide high-quality, fully interactive audio/video teleconferencing. As technology advances, there may also be a building-wide teleconferencing system available in every classroom.

### **SPACE DESIGNED FOR INTERACTION**

The new Carlson School building is all about interaction—partnerships between students, faculty and the professional community. Each element, including “U”-shaped, tiered classrooms and break-out rooms; computer networks and distance learning capabilities; and space for formal and informal gatherings is focused on this objective.

The new classrooms will facilitate interaction between students and their instructors. “Give and take between fac-

ulty and students, and encouraging students to talk to each other is crucial," commented Professor Nantell.

"Most of our current classrooms are configured with the teacher in front and rows of students. That's good for lectures and the 'teacher as expert' style of education, but that's not the way we teach now," explained Professor Ruekert. In every subject area, students are expected to participate in class discussion and to break out into small groups to work on projects.

The majority of the 29 classrooms in the new building will feature tiered seating, which provides good sight lines for each person in class. Some will be adjacent to the 25 small break-out rooms for group work, which will be a huge improvement for students. "In our current facilities, trying to find a place where a group can sit down, uninterrupted—never mind plug in a laptop computer—is virtually impossible," complained Carlson School undergraduate Linda Thul. "Usually we end up sitting on the floor of a hallway."

The experiences of Carlson alumni underscore the importance of interaction and group work in modern management education. Alumna Melissa Lindholm, an analyst for Minnegasco's Industrial Marketing group, feels that one of the most important things she learned at the Carlson School was how to work in cross-functional teams. "Students need to learn how to identify and solve problems," she said. "The new building will be conducive to group work, classroom debates and discussions, and I think that's crucial to learning how to work well with people from other disciplines."

In the new building, students and faculty will enjoy an environment supportive to gathering and sharing ideas and interacting with the broader management community as part of the professional learning community.

"The Carlson School will quickly emerge as a national leader after the new building opens in 1997," asserted Dean David Kidwell. "The best and brightest faculty and students are attracted to, and thrive on, the kind of interaction and intellectual development that this building will make possible." **MMR**

## Corporate, Individual, and Public Generosity Supports Building

The \$45 million Carlson School building is being funded through a legislative appropriation of \$25 million and private contributions totalling \$20 million from the business community and Carlson School alumni. As of July 1994, more than \$18 million in private funding has been raised. We gratefully acknowledge the following donors:

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Elizabeth and James Watkins  
Randi S. N. Yoder

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The following individuals have provided extensive advice on the capital campaign and have volunteered valuable time. They have been crucial in making the campaign for a new Carlson School facility a success.

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WITH ALMOST \$2 MILLION IN PRIVATE FUNDING toward the new building left to raise, there is still an opportunity for you to participate in making the school's vision a reality. If you wish to contribute, please use the envelope enclosed in this issue, and designate your gift to the building campaign.

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 Carlson School faculty,  
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### Your Help Made the Difference!

Many Carlson School alumni and friends were instrumental this spring in achieving approval for the \$25 million request for funding from the state legislature for the new Carlson School building. Without the help of these individuals in contacting their legislators, the school would not have been successful. During this very contentious legislative session, the strong show of support from alumni and friends made a critical difference.

We at the Carlson School would like to extend our heartfelt gratitude to the following individuals who became involved on the school's behalf, as well as to the many others who supported the school anonymously.

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## Students Try to Solve the World's Problems

Eighty-six students and faculty members were charged with the responsibility of solving the world's problems during the World Game Diversity Workshop, held in April.

Workshop participants interacted on the world's largest and most accurate map of the Earth, the Fuller Projection, creating a microcosm of the condition of the world's people. The workshop is designed to allow participants to experience firsthand the challenges and benefits of trying to communicate, interact and reach mutual goals within a multicultural environment.

Each player was assigned to a continent as a representative of a percentage of that region's humanity. As players arrived, students native to different continents

answered questions about the history, geography, politics and economics of their region. As players gathered onto their assigned continent, it was clear that some would be much more crowded than others. For example, North America was occupied by only four players, while the Indian Subcontinent was so crowded, players were forced to spill over into the ocean.

Some players were assigned roles as representatives of the media, multinational corporations, financial institutions, UNESCO, the United Nations, and environmental and world health organizations. Each regional team had props that represented one percent of the food, energy, natural resources, technology and military capabilities for their region. The distribution of the world's bounty was painfully lacking in some areas and embarrassingly plentiful in others.

Sponsored by the Undergraduate Multicultural Advisory Board, and funded by the Carlson School Associates Program, University What's on Wednesdays, and the Undergraduate Studies Program, the workshop was a hands-on, interactive learning experience that involved students in a simulation of international and intercultural problem solving.

Business Board member Michelle Leick, a senior majoring in finance, coordinated the planning. Chuck Dingee and Dave Witten, from the World Game Institute based in Philadelphia, facilitated the workshop. The World Game was inspired by the pioneering work of Buckminster Fuller as a creative problem solving tool.

In the three rounds of the game, humanity representatives were responsible for assessing their situation, planning a strategy for meeting

their needs and then solving their problems by interacting with other teams, using their technology, resources and money. As in the real world, resources like food, money and technology were in limited supply, but Strategy Forms, like problems and solutions, were free and never ran out. The goals of feeding and educating one's people were complicated by outside factors, such as citations for disease, issued by the World Health Organization, United Nation's citations for violations of human rights and interest payments due to the World Bank.

Between rounds, everyone went back to their region to regroup, perform cultural traditions and evaluate progress toward their goals. Reporters gave a news report at the end of each round about newsworthy events. During the third round, players were required to cooperate, create treaties, and help each other achieve their goals.

At the close of the workshop, Dingee emptied buckets containing thousands of small red chips across the map. Each tiny chip represented a portion of a problem, such as hazardous waste, hunger, AIDS and war refugees. Dingee compared the problems to the once-dreaded disease smallpox, which killed thousands of people around the world. Efforts to control the disease failed until international cooperation succeeded in obliterating smallpox from existence, for the benefit of 100 percent of humanity.

As the students realized what was necessary to control the problems represented by the chips, they quietly began to pick them up. The point was well taken —with international cooperation, it is possible to solve the world's problems for all of humanity.

*(Tamra Schmalenberger)*

Using a huge world map spread out in the Humphrey Center atrium, students participated in the World Game Diversity Workshop. This hands-on learning experience gave them a realistic feel for the difficulties the world faces in solving its problems.



JIM BARBOUR



Former Federal Reserve Chair Paul Volcker with members of the Annual Event Planning Committee: (left to right) Mark Sheahan, '86 BSB; Tom Hauschild, '76 BSB, JD '81; Bob Osgood, '86 MBA (co-chair); Pat Murphy, '91 BSB; Paul Volcker; Edith Hersey, Director of Alumni Relations; Carol Rossman, '90 MBA (co-chair); Ross Olson, '90 MBA; and Greg Erickson, '82 BSB.

## Paul Volcker Speaks at Alumni Event

Paul Volcker, former Federal Reserve chairman and advisor to five presidents, was the featured speaker at the first Carlson School Annual Event for Alumni and Friends. He talked about the economy to a crowd of almost 800 people, and mingled afterwards over refreshments in the lobby.

The school's intent is to host a major event each year featuring a speaker of international renown to provide an opportunity for alumni and friends to gather and share in the spirit of learning and collegiality. A committee of alumni took on the challenge to launch the event and set the standard for years to come. Dain Bosworth was the corporate sponsor.

Congratulations to all on a very successful outcome!

## Awards & Honors

### Tomato Can Loving Cup Awarded Posthumously

Undergraduate student Hau Phan, who passed away last September, was posthumously awarded the Tomato Can Loving Cup Award during commencement. Her family was present to accept the award. Before her death, Phan was a vital member of the Carlson community.

Her many accomplishments included serving as president of the Business Board, vice president of the Business Association of Minorities, a Carlson Advantage Scholarship recipient, participant in the Undergraduate Mentorship Program, a member of the Undergraduate Multicultural Advisory Board, a volunteer for the Good Samaritan Nursing Home, and a member of the Undergraduate Honors Association. She would have graduated with academic distinction. This is the first time that the Tomato Can Loving Cup, awarded every year since 1929 in recognition of outstanding service to the school, has been awarded posthumously.

### Teaching, Student and Staff Awards Presented

This year's teaching awards, presented at Business Day on April 14, honored Professor Bruce Erickson, strategic management & organization, as MBA Teacher of the Year; and Assistant Professor Jane Saly, accounting, as Undergraduate Teacher

of the Year. This year's "Herbie Award," for excellence in teaching in the Industrial Relations Center, went to Assistant Professor John Budd, and the Curtis Cup, for excellence in teaching in CEMBA, went to Associate Professor of Finance Jim Gahlon.

Awards were also presented at Business Day to George Winter, of Managerial Communications, as MBA Support Person of the Year; and to Terry Middendorf, of the Career Services Center, as Undergraduate Support Person of the Year. Student-of-the-year awards were presented to MBA student Mimi Wong, and Undergraduate Sarah Ranney. The Recruiter-of-the-Year Award went to Frank Flett, of Ernst & Young.

### Faculty Promotions and New Appointments

Faculty receiving promotion and tenure include Chandra Kandodia, accounting, to professor; Srinivasan Balakrishnan, strategic management, to associate professor with tenure; and Akshay Rao, marketing, to associate professor with tenure.

Bala Chakravarthy, who is returning to the school after a two-year leave at INSEAD, in France, has been named the Edson W. Spencer Land Grant Chair in Technological Leadership. Earlier this year Ravi Jagannathan was named the Piper Jaffray Professor of Finance; and Paul Sackett was named the Carlson Professor of Industrial Relations.

Professor John Fossum has been elected director of the Industrial Relations Center. He replaces Mario Bognanno, who has accepted an appointment as associate to University President Nils Hasselmo.

# Opening Doors to the Real World

STEMMING BACK TO 1961, THE Carlson School has the oldest required field project of any business school in the nation, and thus an academic tradition steeped in experiential learning. Now, as part of the newly revised MBA curriculum, which began last fall, the Carlson MBA today offers six hands-on learning opportunities that provide an even deeper level of learning for students.

For first-year students, this year saw an expanded orientation program, an Executive Mentor Program, and a live case study that increases dialogue with business leaders. Second-year students now take a Top Management Perspectives course, and have the opportunity to participate in a new entrepreneurial field

also developed memorable two-minute commercials about their “product.”

A presentation by Jack Eugster, Chairman & CEO of Musicland Group, Inc. and Carlson School Board of Overseers member, was the students’ first of many opportunities during the year to interact with business leaders. He sparked up orientation with “It Ain’t Just Rock ’n Roll,” a discussion of the challenges Musicland is currently facing in the marketplace, and his presentation formed the basis for a discussion of business trends and challenges throughout the year.

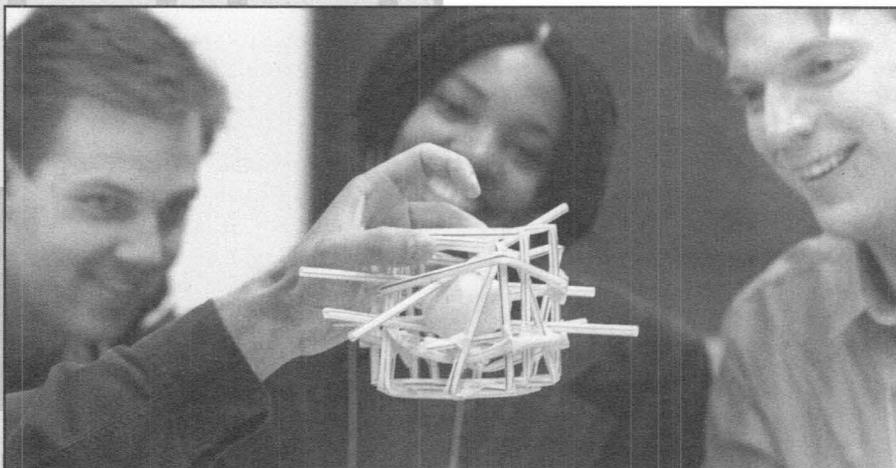
During orientation, students also attended workshops to assess their computer and communication skills.

## Mentoring

Personally involving the business community in the lives of MBA students took a giant leap this year with the advent of the MBA Executive Mentor Program, which involved 40 of the region’s top corporate leaders. Participants included chairmen, CEOs and presidents from Rollerblade, NSP, Musicland, H.B. Fuller, Jostens, Piper Capital Management, NWNL, the Federal Reserve Bank, BBDO, St. Croix Management, Phillips Beverage—and Curt Carlson himself.

At informal gatherings throughout the year, mentors shared their own career experiences and current business challenges with students.

“It’s not every day that you have an opportunity to rub elbows with the head of a billion-dollar company,” said Duluth native Gene Kalligher of his mentor relationship with H.B. Fuller’s Chairman and CEO Anthony Anderson. Kalligher and one other student met and went out to dinner with Anderson seven times. Their mentor brought a different officer from the company each time to explain the inner workings of H.B. Fuller, giving the students insight into the workings of one of the region’s most successful businesses. What the students took away was even more basic than that. “I really learned about who Tony Anderson is, and saw that he’s a human being,” said Kalligher.



JIM BARBOUR

*Six experiential learning features of the new MBA program and a student-initiated volunteer consulting group make it one of the most “hands-on” programs nationally.*

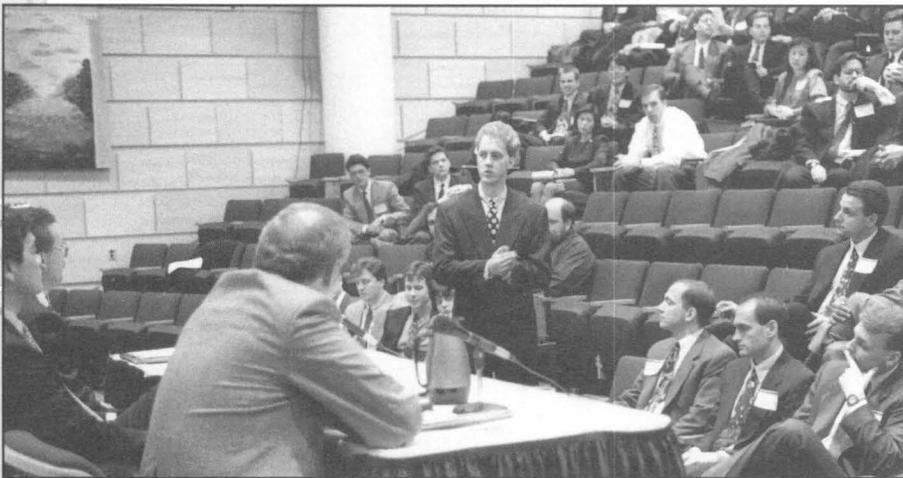
**Developing teamwork skills was the goal of the “egg-drop exercise” in which first-year MBA students took part during orientation. Teams developed a variety of solutions to the problem of how to keep an egg from breaking when it is dropped.**

project. All students attend a ProSeminar Series on contemporary issues. Never before have Carlson School students had the level of corporate community contact that they had this year.

## Expanded Orientation

Teamwork got off to a fast start for first-year students during orientation, when groups of students were challenged to develop innovative protective crash-guards using straws and masking tape in which an egg could be successfully dropped without being damaged. Teams

BY JOSHUA KOHNSTAMM



First-year MBA student Jan Hostvedt presented part of his team's case before IDS executives and students during the live case study at the end of the Functional Core, which is taught winter quarter under the new MBA program.

## Live Case Study

Heightened exposure to business leaders and the challenges they face became even more prominent during the live case study that wrapped up the Functional Core taught during winter quarter. The case featured an in-depth look at IDS and the reorganization of its financial planning services—a core business component of that corporation.

Sixteen student teams evaluated current information regarding IDS. Of those, two teams were selected to present their recommendations before three top officers of the company: Board Chairman Jeffrey Stiefler, President & CEO David Hubers, and Senior Vice President & Assistant General Sales Manager Steve Kumagai—not to mention 200 fellow students.

The students rose to the occasion. "The ideas they generated were sound," said Kumagai, who is a 1972 MAIR graduate. "They were not pipe dreams, and were developed on a very short timeline—we were impressed with that—and most were ideas we're really using at IDS. It was an extraordinary learning experience."

## Top Management Perspectives

Second-year students are now offered a particularly close look at business issues by coming face-to-face with recognized leaders through the new Top Manage-

ment Perspectives course. This year Richard McCormick, president and chairman of U S West, presented an inside look at the information highway and the multi-billion dollar partnerships being created in telecommunications. Bruce Hendry, chairman & CEO of Minnesota Brewing Company, spoke about business ethics and decision-making.

Hendry, who is a 1964 graduate, was energized by the opportunity. "This gives students an opportunity to understand business first-hand," he said. "That's exactly what you want to accomplish as a business school."

## ProSeminar Series

The new ProSeminar Series features managers from the business community who are wrestling with emerging issues not specifically covered in the curriculum. Francine Reilly, GTE Corporation's director of College Relations, spoke about changing demands in the workplace. Frances Hesselbein, president and CEO of the Peter F. Drucker Foundation for Nonprofit Management, spoke about organizational transformation.

The Pro-Seminar Series and Top Management Perspectives have been funded in part by Ecolab.

## Expanded Field Projects

This year, the new curriculum saw the addition of an entrepreneurial field project option (see next story) in which stu-

dents develop business plans for emerging technology by working with scientists and researchers at the Office of Research and Technology Transfer Administration (ORTTA). The unique program—linking science and business through entrepreneurship—was featured this spring in a profile of the new MBA program on CNN's "Business News."

## Volunteer Consultants

Responding to the spirit of incorporating real-world experiences into their education, a group of students organized a volunteer initiative in which students provide strategic business advice to non-profit organizations. Organizations benefiting from the students' extracurricular goodwill included: Farmers' Legal Action, The Playwright's Center, Anishinabe Council of Job Developers, Ethnic Dance Theater, Compatible Technology, Inc. and The Minnesota Daily.

## Is It Working?

What difference are the new experiential learning opportunities making for the school's MBA graduates? Some of the results have been swift.

The student team that won this year's Big Ten MBA Case Competition said the elevated levels of experiential learning in the curriculum helped them win.

"Experiential learning provides you with breadth and the big picture, while helping you to focus on the unique solution and the practical," said team member John Donovan. "Ours was the only group which focused 80 percent on implementation and only 20 percent on the solution itself—the reverse from all the other groups. I felt like I went in with a tremendous amount of prior practical experience."

Emerging from the new curriculum, students feel that they are working harder for their MBA degree, but are also reaping its benefits. Categorizing the first graduates exposed to the new curriculum now entering the workforce, MBA Program Director Don Bell states it simply. "This is the most positive class in the seven years I've been here." **MMR**



## Bringing technology to market

The heart of the business experience is taking a good idea and making it grow to its full potential. This year, a new entrepreneurial field project option gave Carlson MBA students unprecedented access to this experience by allowing them to take part in the process of developing com-



JIM BARBOUR

**Under the new entrepreneurial field project option, a team of MBA students joined up with Mechanical Engineering Professor Emil Pfender, inventor of a new process for producing diamond-coated materials, to explore the market potential of the invention. Shown here is team member Don Smith, '94 MBA, with Professor Pfender in his lab.**

mercial applications for emerging technologies.

The Entrepreneurship and Technology Transfer Field Project brings students together with University scientists through its Office of Research and Technology Transfer Administration (ORTTA), with exciting results.

A team of four MBA students joined up with Mechanical Engineering Professor Emil Pfender, inventor of a new process which produces a diamond coating of great durability, shock-resistance and smoothness. The product appeared to be a promising prospect for introduction into the industrial marketplace, but it had never been examined from a business standpoint for commercial potential.

Enter Dennis Nolan, Jonathan Parshall, Don Smith, and Fred Zarembka, a team of second-year

students charged with figuring out how to bring this new technology to market. Could the diamond-coating technology help form the start of a new company? How does it stack up against competition? What kinds of companies would be most interested? In the midst of the scientific process, these basic business questions had never been addressed.

Within weeks, the student team painstakingly completed both technology and market overviews, and a comprehensive commercialization strategy. The research effort included extensive database and literature searches, including the review of material from trade associations and companies, interviews with diamond coated product vendors and customers, and conversations with the inventor.

Professor Pfender's process is aimed at meeting the needs of the two largest segments of the diamond-coated market: machine tools and semiconductor manufacturing, where diamond coatings help to make high-power chips.

The technology overview confirmed that Pfender's process resulted in a unique product that offers an advancement in diamond-coating technology by depositing an extremely tough film with high durability and low maintenance.

The market overview examined the \$100-million market, half of which is concentrated on the machine tool segment for which Pfender's process is ideally suited. The team dissected the machine tool market and the worldwide growth rates of various tools. They also did a value analysis, determining the worth of a product with the properties exhibited by the process.

The team's research showed that the value of the process stemmed from achieving durability at a lower

cost and thus making its products competitive with others made of carbide, cubic boron, ceramic and steel. "Value creation is the real key," said student team member Don Smith. "Half the value is identifying exactly who the technology might benefit, then matching potential users who will find a high degree of value in what you have."

Dr. James Severson, associate director of ORTTA's Patents and Technology Marketing Division, said scientists don't necessarily have their eye on commercial potential first, so the partnership with MBA students is ideal in moving break-through technology forward. "This is a good example of how ORTTA and the Carlson School can help each other," said Severson. "The commercialization strategy developed by the group was very thorough. They concluded that this was not a startup but rather a licensing opportunity and went on to identify the best players and the companies we should talk to."

The students warned that, due to competition, the lifespan of the technology is unlikely to be more than a few years. Therefore there's an urgency to bring it to market to retain its value. Their report also stated that the university has "an excellent opportunity to capitalize" on the process, which offers improvements in a crucial area of the fast-moving diamond tool market, and recommended a royalty or joint venture agreement in structuring the business deal.

"The entrepreneurial field project option gives students the opportune vantage point to see how new products and firms are created," said Dean David Kidwell. "The result is that we have better graduates who are more conversant with the entire entrepreneurial process."

*(by Josh Kohnstamm)*

## Building a better mousetrap

Financial managers from thriving corporations such as 3M and Microsoft know that each decision they make—whether to launch a new product line or invest in cutting-edge technology—is a risk. Make the right move and profits will soar, jobs will be secure and the company's image will grow; make the wrong one and stock values will fall, shareholders will revolt and the company will be weakened.

Such financial risk-takers are born, not made, and they depend on a good deal of gut instinct in their work. But in addition, many credit their success to the use of cash flow models that tell them when and how to take the plunge into a new investment. Using formulas that measure the 'hurdle rate' for each individual project, company leaders determine the expected return on capital investment and decide whether or not that ratio is high enough to make the endeavor profitable.

In an effort to bolster the data available to financial managers, Ravi Jagannathan, Piper Jaffray Professor of Finance at the Carlson School, is conducting research into the relationship between beta—simply defined as asset riskiness—and expected return on capital. The ongoing study, which Jagannathan hopes to finish by early next year, seeks to refine the existing capital asset pricing model (CAPM) by adjusting its mathematical premises to allow for changes that occur over the business cycle and the worth of human capital.

When CAPM was designed by William Sharpe, John Lintner and Jan Mossin back in 1964, it became one of the standards for investors to assess cost of capital and average

return. One study performed by a group at the Kellogg School found that more than half of U.S. companies use CAPM to measure hurdle rates for capital budgeting. But a 1992 report by Fama and French found it to be an ineffective tool for measuring return.

The Fama and French study encouraged businesses to abandon the model because, they said, it resulted in a flat relationship between average return and beta. Their findings showed that CAPM did not assign higher average return values to riskier ventures—directly contradicting the basic financial theory that greater risk will yield a greater potential profit.

Experiences in the field already had proved that smaller companies consistently had a larger cost of capital than was predicted by CAPM. By late last year, the capital asset pricing model had taken quite a beating and financial experts seemed ready to abandon it.

But what Jagannathan and his associate, Zhenyu Wang, have determined is that CAPM still is a sound mechanism for predicting the viability of corporate investment decisions. Their work in progress, entitled "The CAPM is Alive and Well," details the modifications they have made to this pricing model.

First, Jagannathan cautions, CAPM must be seen for what it is: an abstraction of reality, and therefore always an imperfect measure of actual data. Further, CAPM originally was developed for a one-period economy in which business interests and risks remained fairly static. It was this realization which led Jagannathan to experiment with beta stability as an added component in the CAPM formulas; instead of using one standard risk factor in

order to evaluate a project, he allowed for beta variability over a company's business cycle.

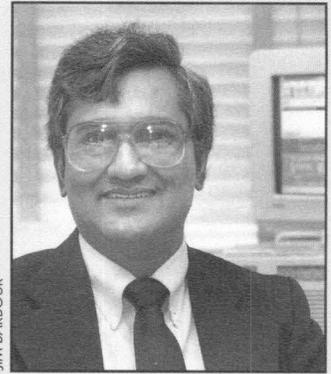
Jagannathan also adjusted the quantity known as aggregate wealth (against which beta is computed) by including human capital. (Aggregate wealth historically has been defined as the total value of all stocks traded in major stock exchanges.) Pointing out that two-thirds of all non-government assets are owned by households, Jagannathan says that both physical assets as well as the present value of expected future wages earned by private citizens ought to be included when the wealth of any community is measured.

"Take the case of two high school graduates from a small farm town," Jagannathan explained. "One plans to work as a tomato picker in California; the other has been accepted in an engineering program at Cal Tech. These two people may have the same wealth right now, but their potentials for income are vastly different."

It is this human quotient, plus the variability of beta over business cycles, that Jagannathan added to CAPM. And according to the latest trials performed by independent researchers, Jagannathan and Wang have succeeded in raising the relationship between average return and beta by 57 percent.

When asked about the future of his augmented CAPM theory Jagannathan simply smiles. "We know now that our new model performs well in the research," he says. "But only time will tell if this model will exceed all the others."

*(Ann M. Bauer)*



**Finance Professor Ravi Jagannathan is involved in research that seeks to improve the capital asset pricing model (CAPM).**



## C L A S S N O T E S

### '30s

**Carl Warmington, '30 BSB**, retired from the American City Corp., a division of the Rouse Co. in Columbia, Md., in 1972. He writes, "my health has been good so I have been able to participate in many retirement activities. I try to keep a balance in my affairs with the aid of my 'Senior Life Guide,' a score sheet I designed in 1983. I'm still blowing my trombone in a Dixieland jazz group and playing tennis in regional and national senior tournaments (85+ age division). My National Singles U.S. Tennis Association ranking for 1992 was 8."

**Mary Fazendin Dotson, '31 BSB**, writes, "This year I reach 85! Grateful to be active and having good times with our 14 grandchildren. Following graduation from the University, I was fortunate to have positions with Metropolitan Life, Lockheed, Boeing, and Howard Hughes, after which my husband, Jerry, and I enjoyed raising our four boys and a girl. Our company has been in the family for 70 years and I became board chairman following Jerry's death 1978. The School of Business gave me the opportunity for a successful business career, after which I felt more than satisfied to be at home with our family."

### '40s

**Howard Guthmann, '43 BSB**, Wilkerson, Guthmann & Johnson, Ltd., is chairman of the Port Authority of St. Paul, secretary and director, Ramsey Health Care, Inc. and Ramsey Medical Center, a member of Region 4 Health Care Coordinating Board, president and director, St. Paul Technical College Foundation, and director at the Minn. Institute for Talented Youth. Howard and his wife, Elizabeth, have four children and six grandchildren. Their interests include travel, gardening, golf, and reading.

**Dick Wildung, '43 BSB**, former Gopher All-American tackle, has been inducted into the Gopher Sports Hall of Fame. He was a member of the national championship football teams of 1940 and 1941, and captain of the team in 1942. Dick is also a member of the College Football and Green Bay Packers halls of fame. He and his wife, Muggs, have four children and six grandchildren. Dick sold equipment and machinery for Borchert-

Ingersoll Inc. for 25 years. In 1983 he joined Valley Oldsmobile Pontiac, and retired in Dec.

### '50s

**John A. Knutson, '51 MBA**, retired in 1992 from John A. Knutson & Co., CPAs, Minneapolis.

**Gerald Mitchell, '52 BSB**, was inducted into the 1993 Gopher Sports Hall of Fame for his achievements in football and basketball and was honored with the Lifetime Achievement Award, which recognizes accomplishments outside of sports. He is vice chairman at Cargill, Inc. and is a member of the Carlson School's Board of Overseers.

Turning 70 gave **Gerald Brower, '47 BBA**, a new way to contribute. "I didn't even think about secondary education until the GI Bill gave me the chance to go to the university," commented Brower. "When I got out of the service I didn't have any business skills. "Education gives you a better shot at life." Brower's education gave him a successful career which culminated as vice president for tax and insurance at Pillsbury. Upon retirement, Brower organized "The Golden Ambassadors," Pillsbury retirees who volunteer throughout the community. He remains active in the organization and is a board member of the Children's Home Society.

Because Brower recently reached age 70 1/2, he must take a minimum 5 percent distribution on his IRA. "If you've been able to sit on your IRA, the minimum distribution is new money you can afford to share," commented Brower. He is sharing the distribution with several non-profits, including the Carlson School. While the

**Clinton Schroeder, '55 BSB**, has been named chairman of the Minneapolis Foundation Board of Trustees. He is an attorney at Gray, Plant, Mooty, Mooty and Bennett, Minneapolis.

**LeRoy "Lee" Kopp, '56 BSB**, spoke to MBA students at the Carlson School this spring regarding his firm Kopp Investment Advisors. Founded in 1990, Kopp Investment Advisor's assets have grown from \$20 million to nearly \$1 billion.

### '60s

**Tom Sherman, '60 BSB, '63 MBA**, partner, Coopers & Lybrand, was included in a Saint Paul Pioneer Press article featuring the liability issue facing

amount of his gift each year is modest in his eyes, it will add up in the long run. "When you look at the millions being raised, my gift seems inconsequential," said Brower. "But I came to the realization that whatever little I can do, I'll add to the pot."

It is possible to enjoy a comfortable retirement, meet family needs, and make charitable contributions. Several gift planning vehicles are available which can provide income for life and tax advantages. For information without obligation, contact Don Taylor, director of Individual Giving, at 612-626-7104.



Helping Gerald Brower (center) celebrate his 70th birthday are friends Bob Dillan, a 1948 university graduate (left) and Bob Schomer (right), a former IRS agent.

public accountants. Tom is leading a group of Minn. CPAs in discussing potential changes to decrease liability exposure.

**C. David Jones, '61 BSB, '70 MBA**, has been promoted to general manager for Career Management Services at Personnel Decisions, Inc., Minneapolis.

**Rod Wilson, '63 BSB**, has left his position as Carlson Companies Inc. CFO and board member and Carlson family investment advisor, to become president of the Baywood Foundation, the family trust for the founders of the Andersen Window Corp.

**John Golle, '67 BSB**, is the CEO of Education Alternatives Inc., Bloomington, Minn., a public school management consulting firm that has \$30 million in sales.

**Jerry Noyce, '67 BSB**, was inducted into the 1993 Gopher Sports Hall of Fame for his university achievements in tennis.

**Frederick H. Gravelle, '68 BSB**, was elected president of NBD Trust Company of Florida, headquartered in North Palm Beach. Its primary focus is providing personal investment, trust and estate planning and settlement services.

**Kenneth A. Richard, '68 BSB**, operates Kenneth A. Richard & Associates, a financial services provider, and is a lecturer and writer. Ken also is the managing executive and owner of the Royal Alliance Associates, Inc., Minneapolis, a subsidiary of Sun America/Broad, Inc., a New York Stock Exchange Company.

## '70s

**David M. Smith, '73 BSB**, is an assistant professor of accounting, Metropolitan State Univ. He was previously a faculty member at Metro State, and a lecturer at the Carlson School from 1977-91. David is also a self-employed certified public accountant.

**James Trenda, '73 BSB**, is a partner in the Minneapolis office of Larson Allen Weishair & Company law firm.

**Richard Holtmeier, '74 BSB, '76 MBA**, is president of Berdy Medical Systems, Inc., Rochelle Park, N.J., a new venture that combines medical and technological expertise to satisfy clinical information systems needs in healthcare. Berdy's first product is SmartCard, a personal, portable medical record, the size of a credit card, and the software to use SmartCard in hospitals and clinics.

## Becky Malkerson, '76 MBA

### *Finding intersections in life and work*

In both her professional life as a senior vice president of corporate relations for First Bank System, Inc., and her private life as community organizer, mother, wife, friend and more, Elizabeth Malkerson—Becky to her friends and almost everyone else—seeks out intersections. “It’s been extremely important to me,” she says clearly, “to find organizations beyond work where I can give back and not get paid for it. And so I look for opportunities that will match my skills.” Currently her roster of public-service work includes serving on the boards of The Citizens League, the University of Minnesota Health System Board of Governors, the Minnesota Chamber of Commerce, the Public Affairs Council in Washington, D. C., Planned Parenthood of Minnesota and the Carlson School.

Malkerson’s ability to find new ways to use her skills also applies to her long and varied career at First Bank System. The corporate relations function she heads includes media relations, internal communications, shareholder communications, government relations, community relations, the FBS Foundation and video productions. To some observers, this amalgamation of responsibilities seems overwhelming, but Malkerson likes the challenge.

After graduating from the University of California (Berkeley) with a B.A. in psychology, Malkerson completed an MBA in marketing at the Carlson School. She joined First Bank System in 1975 as a market research analyst. In 1978 the bank promoted her to officer and product manager. In 1982 the bank named her an assistant vice president, in 1985, vice president, and in 1990 it rewarded her with her current position as senior vice president of Corporate Relations.

“I’ve found that, despite the area I’ve moved into, it has required common skills built around analyzing, creating, communicating and selling your product or position on an issue,” Malkerson says. “The key is to learn the subtle differences and survive the baptism by fire.”

Malkerson makes it clear that she eschews the “Lone Ranger” philosophy so common to many executives. That style enables her to maximize her own energies and strengths by building on the power of others. She seeks out people with the knowledge she needs to tackle a new assignment and asks for their input. When it comes to her own staff, she seeks cooperation and partnership. “My style of management,” she explains, “is to find the best people and give them autonomy and responsibility. Then I am free to work with them strategically. I think that if you have excellent people around you, you ought to call on them.”

Malkerson says it’s an interesting time to be in banking. “It is a time of change where nothing is static,” she explains. That change includes “massive restructuring, new technology, product innovation, rapid consolidation in the industry, doing more with less . . . and there is no question we are much more productive for it.”

Like many others in our modern society, Malkerson admits to being “time poor.” She concentrates nonworking hours on her family. She enjoys travel, especially fishing in Alaska, skiing and running every day with friends. She also reserves time for reading, a pastime she has loved since childhood, but which too often is sacrificed these days. In work and leisure, she weaves a seam among the many facets of her life.



JIM BARBOUR

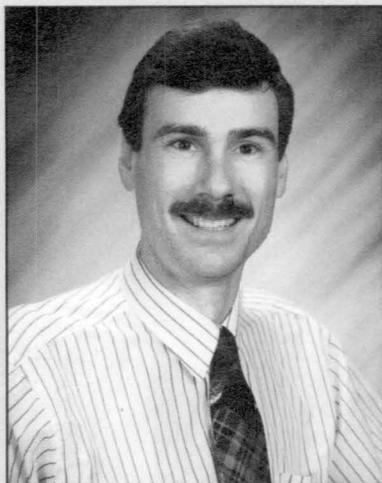
**Becky Malkerson's job as senior vice president of Corporate Relations for First Bank System and her volunteer work for many non-profit organizations require drawing on common skills in analyzing, creating, communicating and marketing.**

(Marcia Appel)

## John Mattson, '73 BSB

*Providing news and advertising to northwestern Minnesota*

John Mattson, BSB, MBA, JD, and CPA, is a small-town newspaper man and he loves it. Publisher of the Thief River Falls *Times*, Mattson was raised in the business, but it wasn't always obvious that newspapers were his calling.



**John Mattson, '73 BSB, is publisher of the Thief River Falls Times. Mattson represents the fourth generation of his family to be involved in the newspaper business.**

A native of Warren, Minn., Mattson earned degrees in business and law from the University of Minnesota. After seven years in the Twin Cities, he longed to return to a rural environment. "I wanted to get back to where I could be closer to the outdoors," remembered Mattson, who enjoys hunting, fishing and gardening. Mattson practiced law in Ada and Roseau, Minnesota, for nearly five years. In 1981, when farming and other area industries hit a severe financial downturn, and Mattson was laid off, he embarked on a successful banking career in trust administration and investments, which took him to Burlington, Iowa, and Muncie, Indiana.

"About then my dad called me," remembered Mattson. "He said, 'You know, Clarence and Bob (Mattson's second cousins) are going to sell the *Times*. If you're at all interested in becoming an

owner or publisher, think about it."

In July 1986, Mattson became co-owner of the *Times* with his parents, who remain silent partners. The *Times* employs 28 people and has revenues of \$1.7 million and a circulation of 6,000. The declining rural population presents a constant challenge: In the last census, the area's population was down 14 percent. "It's a management frustration," said Mattson, "We're losing our rural population, but communities out here need newspaper coverage. To stay profitable, we've reduced our expenses and tried to raise advertising and subscription rates gradually."

A community leader and father of two teenage daughters, Mattson is a member and past president of the Lions Club, board member and president of the Concert Association, which brings entertainment to the area, and a member of the Pennington County Fair Board and Chamber of Commerce. "I live and breathe Thief River Falls and Pennington County," explained Mattson.

In addition to the *Times*, Mattson publishes the *Northern Watch*, a regional news and advertising weekly distributed free to 21,500 northwestern Minnesota households. Mattson also offers commercial printing of posters, stationery, pamphlets, and tickets in a highly competitive market.

Mattson, whose first love is business and managing finances, enjoys the variety and challenges of his work, though the deadlines never go away. "I compare this business to owning a herd of dairy cattle that you have to milk twice a day," philosophized Mattson. "Come heck or high water, you've got to put out the newspaper twice a week. People expect to get their paper, so you deal with each situation, produce your product, and get it out there."

*(Kara Korsgaard Rose)*

**Terrance Carlson, '75 BSB**, is vice president and general counsel at AlliedSignal Aerospace in Torrance, Calif. He was previously a partner in Gibson, Dunn & Crutcher in Los Angeles, London and Hong Kong. He was also an adjunct professor of law at the University of Notre Dame and at Pepperdine Univ. AlliedSignal manufactures aerospace and automotive products, chemicals, fibers, plastics and advanced materials.

**Stephen Carr, '75 BSB**, is currently serving as deputy director for Aviation Logistics Information Systems, at Naval Air Systems Command in Arlington, Va.

**Charles Hansen, '75 BSB**, is finance director of the City of Brooklyn Center, Minn.

**John (Jack) Grunewald, '76 MBA**, joined Polaris Industries L.P., Minneapolis, as executive v.p. of finance and administration.

**Jeffery Golden, '77 BSB, '78 MBA**, works at the U.S. Tax Court in Washington, D.C.

**Mark A. Zorko, '77 MBA**, is vice president and CFO for Comptronix Corporation, Huntsville, Ala., a contract manufacturer in the electronics industry. Mark also serves on the Board of Directors of Intellimedia Corp., a Michigan based high technology start-up company.

**James M. Curnow, '79 MBA**, is an engineering director at 3M in St. Paul.

**Steven LaPorte, '79 MBA**, has been appointed vice president and general manager of Medtronic's CardioRhythm subsidiary in San Jose, Calif. He had been v.p. of operations for Medtronic's neurological business since 1988. He joined Medtronic in 1978 as a project manager in Corporate Information Services and has also served as director.

**Steven Larson, '79 BSB**, is an investment representative for Edward D. Jones & Co., Richfield, Minn.

**John Shannon, Jr., '79 MBA**, is president and CEO of Everest Medical Corporation, Minneapolis. Prior to Everest, he was president & CEO of Eoen Tec Corporation, a medical device company located in Eden Prairie, Minn.

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## '80s

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**John Masters, '80 MBA**, is senior vice president and regional manager for Bank of America in Chicago. He has responsibility for all wholesale banking and corporate finance for the 12-state Midwest Region. John, his wife Jennifer, and their daughters Sarah, 6, Hillary, 3, and Carolyn, 6 months, live in Deerfield, Ill.

**Patricia Napoli McFarlane, '81 MAIR**, has started a human resource consulting business called Compensation Alternatives, in Minneapolis, which focuses on compensation design and analysis.

**Richard M. Miller, '81 BSB**, retired this spring after 36 years with the U.S. Immigration Service at Fort Snelling, Minn.

**Kathleen V. Moseman Rosenow, '81 BSB**, had an eventful year in 1993. She was promoted to director of Quality Management at Cincinnati Bell Information Systems in July, and in Sept., daughter Taylor Margaret was born.

**John T. Barber, '82 BSB**, has recently been promoted to general manager of Riverside Market of California, Pepsi-Cola Company of North America. Previous to John's 8 years with Pepsi, he worked for 3 years at Procter & Gamble.

**Milind Bhat, '82 MBA**, is the Director of Education and Professional Development at St. Cloud Hospital. Milind writes that he would like to hear from other alumni in the St. Cloud area.

**Glen Parchmann, '82 MBA**, is director of sales at Preferred Systems, Inc., Conn., which develops and sells software for Novell file servers.

**Tom Anderson, '83 MBA**, is a sales manager with Dougherty Systems, a software consulting firm based in St. Louis, Mo.

**John Douglass, '83 MBA**, is president of Douglass Consulting, Inc., a new affiliate of Corporate Alliance, Bloomington, Minn., an association of independent management consultants. It provides service in strategic planning, management development, mergers and acquisitions, and human resources.

**Sally Schmidt, '83 MBA**, president of Sally Schmidt Consulting, Burnsville, was the keynote speaker at an Australian law firm marketing symposium.

**Paul Gam, '84 BSB**, was one of five recipients of Minneapolis' International Citizen's Award, honoring him for building the city's ties to the international community. He is senior vice president of U.S. Directives Corp., Minneapolis.

**Mark Golenzner, '84 BSB**, of Fort Wayne, Ind., has been appointed second vice president to the board of Lincoln National Investment Management Co. He was previously a senior hotel analyst for Prudential Realty in Chicago.

**Kevin McCarthy, '84 MBA**, is manager of Distribution Services at C.H. Robinson, Eden Prairie, Minn. He and his wife, Cindee (Prust), '84 MBA, had their second child in May.

## Senator Gene Merriam, '67

### *Making a difference*

When Gene Merriam ('67) began his political career, he found that precious few people get involved, and those that do can make a difference. He decided to take a few years out from his career as a CPA to pursue his interest in politics and current events. Twenty years later, as one of Minnesota's most respected senators, Merriam helps bridge the distance between business and government and puts his Carlson School education to work at the state capitol.

Merriam (DFL-Coon Rapids) was first elected senator in 1974, after serving as a member of the Coon Rapids City Council for two years. As a legislator, he often calls on his early training as an accountant: "My education has a direct application as Finance Committee chair, and before that as a member of the Tax Committee," he said. "It's helped me develop a critical analysis of state budgeting."

"One of the most difficult things is to get people to look at the state's budget as something that is dynamic, not static," he continued. "There's so much attention to balancing the budget for a period of time, rather than maintaining an equilibrium of revenue and expenditure streams." In government, as in business, Merriam sees a real need for critical, analytical thinking, which education helps develop.

As a Carlson School alumnus and donor, Merriam appreciates the importance of a strong business school to Minnesota. "The number of alumni involved in the commerce of the state proves that the school is important to the state's economic climate," commented Merriam.

A hunter, fisher, and outdoorsman, Minnesota's natural resources are one of Merriam's great loves, and he marks the 1983 Superfund Law as one of his most significant legislative achievements. Merriam is also a strong proponent of a unicameral (single body) legislature, and draws on his business background to make his point: "If you had a company, would you have two boards of directors to make sure that they checked the work of one another? We have two groups of elected officials representing the same group of people; it's duplicative without serving the system of checks and balances."

Merriam notes that the 1994 session was the toughest in which he's been involved in 20 years. "It was contentious right from the start," he said. Merriam cites the public's increased cynicism and a jam-packed agenda for the short, even-year session as contributing factors.

Though Senator Merriam is widely respected by his colleagues and constituents, he admits that the public circumspection of politicians is sometimes troubling. "It's not a glamorous position; people are automatically suspicious, and that takes its toll," said Merriam. "Many times I feel like I'm banging my head against the wall, but other times, I feel like I make a difference by being involved . . . I'm proud of having developed a reputation as someone who's pretty good at what he does and works pretty hard at it."



**Senator Gene Merriam, '67, DFL-Coon Rapids, has served in the state legislature since 1974. He says his early training as an accountant helped him "develop a critical analysis of state budgeting."**

*(Kara Korsgaard Rose)*

**Mark Patzloff, '84 MBA**, is a senior airline analyst with McDonnell-Douglas, Long Beach, Calif.

**Alan C. Roline, '84 MBA**, was recently appointed instructor of business law at the Univ. of Minn.-Duluth. He previously was corporate counsel at Minnesota Power in Duluth, and a tax specialist at Coopers & Lybrand in Minneapolis.

**Mitchell Duckler, '85 BSB**, earned an MBA from the Univ. of Michigan in 1991 and is an assistant brand manager with Helene Curtis in Chicago.

**Michael Murtaugh, '85 BSB**, is a member service advisor for Freeborn-Mower Electric Cooperative in Albert Lea, Minn. He is responsible for all member-related services and activities.

**David C. Wasdahl, '85 BSB**, has been promoted from manager of Market Research, to director, Marketing Analysis, at Time Life, Inc., Alexandria, Va.

**Debora Holt Dziadosz, '86 MBA**, has earned the Chartered Financial Analyst designation. She is working as a financial analyst at Wisconsin Physicians Service Insurance Company in Madison.

**H. Brandon Guest, '86 MBA**, was recently elected chief of the Hamel Volunteer Fire Department. He is responsible for the management of a 35 member department delivering contract fire fighting, rescue and hazardous materials services to the communities of Medina and Corcoran, Minn. Brandon is a software engineer at Empros Power Systems Control Division, Siemens Energy and Automation in Plymouth, Minn.

**Lisa Pope, '86 MBA**, senior marketing manager, transferred to Minneapolis with her company, May Printing. She had been based in San Francisco.

**Paul Bernstein, '87 BSB**, earned an MBA from the Kellogg School in 1993 and is a unit sales manager at Procter & Gamble in Chicago.

**Debra A. Ganske, '87 CEMBA**, is assistant vice president at the Federal Reserve Bank of Minneapolis, with responsibility for the accounting department.

**Linda DeWitte Gordon, '87 BSB**, was married to Tim Gordon in May 1993. Mary has returned to the Carlson School to earn an MBA.

**Mary (Molly) C. Murphy Moroney, '87 BSB**, is currently a marketing representative at First Commonwealth, Inc., a dental HMO in Chicago. In Sept. 1993 she married John Moroney IV, a lawyer at Bollinger, Ruberry & Garvey.

**Patricia Hessburg Hellmuth, '88 BSB**, is enrolled in the Univ. of Minn. School of Education master's program and will pursue a career in elementary education. She was a sales associate at Eastman Kodak Company. Patty and her husband David, '88 BSB, live in Edina, Minn.

**Ernest Johnson, '88 CEMBA**, is a participant in a massive internal process re-engineering effort at U S West Communications. He is regional manager of Eastern Region Business Office operations.

**Lori (Smith) Peterson, '88 BSB**, began working on a master's degree in Human Resource Development in March 1993, and intends to start doctoral studies this year. Lori also works as a training consultant to Twin Cities firms through Manpower International.

**John Kossett, '89 MBA**, general manager at Reell Precision Manufacturing, has moved to The Netherlands to start up their initial foreign manufacturing operation. He and his family live near Maastricht, home of the Maastricht Treaty.

**Vinod Padhye, '89 CEMBA**, designed the Young Scientist Roundtable through the Community Education Services at the Wayzata Public Schools. This program is designed for individuals, grades one through twelve, who have a broad interest in science. Key scientists from the business community and education come together and discuss timely technical topics with the students.

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## '90s

**Jonathan C. Chase, '90 BSB**, is controller at Valley Interior Products, Inc., Minneapolis.

**Nancy Johnson, '90 MBA**, of Minneapolis, has been awarded a Fulbright grant to consult and to conduct seminars in management information systems for the National Institute of Public Administration in Kuala Lumpur, Malaysia. She is an assistant professor in management information systems at Metropolitan State University.

**Melissa Lindholm, '90 MBA**, announces the birth of a daughter, Alexandra A. Lindholm.

**Susan K. Vaughan, '90 CEMBA**, is director of Special Services and Assessment for the Shakopee School District.

**James F. Ennis, '91 MBA**, is an associate marketing manager at the Clorox Company in the Professional Products Division in Calif.

**Mark Beffel, '92 CEMBA**, has been promoted to director of Manufacturing at Hoffman Engineering in Anoka, Minn.

**Mark Emslie, '92 MBA**, is a regional sales manager at Chipcom Corp., Minneapolis.

**Jim Fitzgerald, '92**, is the president of Fitzgerald Group, a strategic management consulting and marketing organization also involved in investment real estate. In addition, Jim has discovered network marketing and has established partners from Amsterdam to Mexico City.

**Matthew Johnson, '92 MBA**, founded his own firm, Restoration Systems, Inc., from a business plan he developed in Bill Rudelius' class.

**Greg Widen, '92 MOT**, has been named specialist for 3M's Hard Goods and Electronics Support Division, Maplewood, Minn.

**Mary Mead, '93 CEMBA**, and her husband Perry have both taken a leave of absence from their jobs and have recently moved to Hawaii. While in Hawaii they plan to search for new business opportunities.

**Bob Buehler, '94 CEMBA**, and **Pat Gruber, CEMBA**, were featured in the September 1993 edition of the Cargill News for their involvement with the EcoPLA project. EcoPLA is a degradable plastic developed by Cargill that promises to be an exciting business opportunity for the company. Pat helped invent an economical manufacturing process for the material and Bob is the marketing manager.

## DECEASED

**Ronald D. Baker, '36 BSB**, died Feb. 16, 1993.

**Lloyd W. Klingman, '27 BSB**, died in December 1992.

**Gregory Liemandt, '67 MBA**, former chairman of UCCEL Corp., in Dallas, died of cancer in November 1993. He is widely credited for spurring the emergence of independent systems software market. Previous to UCCEL, he held a management position with 3M, and worked at ITT Corp., and was a strategic planner and general manager of General Electric's battery business, and then operated GE's information services unit.

**Sally J. Manson, '81 BSB**, passed away.

**Edward Van Housen, '43 BSB**, passed away in March.



## CALENDAR

### SEPTEMBER

- 6 Carlson First Tuesday Luncheon.** Sponsored by the Carlson School Alumni Council. 11:30 a.m.-1:00 p.m. Radisson Hotel Metrodome. \$15 includes parking. (626-9634)
- 7 Managing Mergers and Acquisitions.** Sponsored by the Strategic Management Research Center, this discussion group is open to practitioners who are interested in attending regularly. (624-0226)
- 16 Breakfast with the Experts,** sponsored by the Employer Education Service of the Industrial Relations Center. 8:00-9:15 a.m. Humphrey Dining Room, \$12. (624-5525)
- 18-23 Minnesota Executive Program, Module I.** Sponsored by the Executive Development Center, MEP is designed for senior executives. The five-week program is scheduled over a six-month period and focuses on corporate strategy. (624-2545)
- 21 Advantage Scholarship Reception.** Alumni of the program are invited to this annual event to recognize students in the Advantage Scholarship Program. 5:30 p.m. (624-5062)
- 28 Dain Bosworth Alumni Reception.** Carlson School and University of Minnesota alumni who are employed at Dain Bosworth are invited. 7:30- 9:00 a.m. (625-1556)
- 29 Undergraduate Mentor Program Reception.** Alumni are invited. 4:00 p.m., West Bank Auditorium. (624-5062)

### OCTOBER

- 4 Carlson First Tuesday Luncheon.** Sponsored by the Carlson School Alumni Council. 11:30 a.m.-1:00 p.m. Radisson Hotel Metrodome. \$15 includes parking. (626-9634)
- 6 Norwest Alumni Reception.** Carlson School and University of Minnesota alumni who are employed at Norwest Corporation are invited. 7:30-9:00 a.m. (625-1556)
- 12 Managing Mergers and Acquisitions.** Sponsored by the Strategic Management Research Center, this discussion group is open to practitioners who are interested in attending regularly. (624-0226)
- 13 Undergraduate Career Fair.** Companies interested in participating should contact the Career Services Center. (624-0011)
- 14 Breakfast with the Experts,** sponsored by the Employer Education Service of the Industrial Relations Center. 8:00-9:15 a.m. Humphrey Dining Room, \$12. (624-5525)
- 14-16 Reunion/Homecoming Activities.** Activities for this weekend are being planned. Please call 625-1556 for more information.
- 20 Undergraduate Honors Association Dinner and Recognition of Scholarship Recipients.** Alumni of the Honors Association and sponsors are invited. (624-5062)
- 23-28 Minnesota Management Academy.** Sponsored by the Executive Development Center, the MMA is designed to focus on front-line management skills and principles. (624-2545)

### NOVEMBER

- 12 Chicago Area Alumni Reception.** Watch for more information. (625-1556)
- 15 3M Alumni Reception.** Carlson School alumni who are employed at 3M are invited to attend. 7:30-9:00 a.m. (625-1556)

### DECEMBER

- 5-7 Strategic Marketing Program,** sponsored by the Executive Development Center for executives with responsibility for marketing strategy. This exciting new program addresses leading-edge marketing concepts and strategies essential to competing in today's complex and dynamic markets. (624-2545)

# THE ADVANTAGE PROGRAM

## RECHARGE YOUR MBA

ADVANTAGE IS EXCLUSIVELY for people with an MBA degree and several years of business experience. Participants are middle- to upper-level executives who want to accelerate their business education and prepare for the challenges they will face.

### OBJECTIVES:

- Update your MBA in functional areas, such as strategy, finance, marketing and operations.
- Examine emerging topics, including leadership, team development, ethics, change management and global strategy.
- Strengthen your confidence and ability to make strategic and tactical decisions.
- Create strong, lasting business networks.

#### MODULE ONE

November 3-5, 1994

#### MODULE TWO

December 8-10, 1994

*"I found this program to be refreshing and reflective of 'real world' needs by integrating theory with pragmatism. It's a stimulating program that I would recommend to other MBA graduates."*

—SID SCOTT, 1993 PARTICIPANT

### For further information contact:

**Executive Development Center**  
Carlson School of Management  
University of Minnesota  
280 HHH, 271-19th Ave. South  
Minneapolis, Minnesota 55455  
Phone: (612) 624-2545  
Fax: (612) 626-9264

## Carlson School Team Wins Big 10 MBA Case Competition



JIM BARBOUR

**A** Carlson School team of second-year MBA students beat six other business schools for first place in this year's Big 10 MBA Case Competition, which was held at the Ohio State University and was sponsored by Andersen Consulting's Columbus office.

At the competition, each team was given 24 hours to develop recommendations on a strategic business problem and present them to a panel of judges acting as the company's board of directors. This year's case was on the Great Atlantic and Pacific Tea Co. (A&P) corporate strategy. Teams are completely isolated while they prepare their cases and must therefore use the analytic, communications and creative skills that they have developed as MBA students.

Carlson School team members John Donovan, Mimi Wong Shimizu and Richard Tully credit the MBA coursework and co-curricular opportunities for helping them win the tournament. "We felt this was a real test of our MBA training because of how well prepared we were to handle a completely new, complex problem in a short time frame," said Tully.

The students were chosen to represent the Carlson School by winning the Deloitte & Touche Consulting Challenge held at the school last November.

They are shown here, proudly displaying the first-place trophies they brought home. With them is Mary Nichols, Associate Dean for Academic Programs, who served as advisor and accompanied the team.

# MMR

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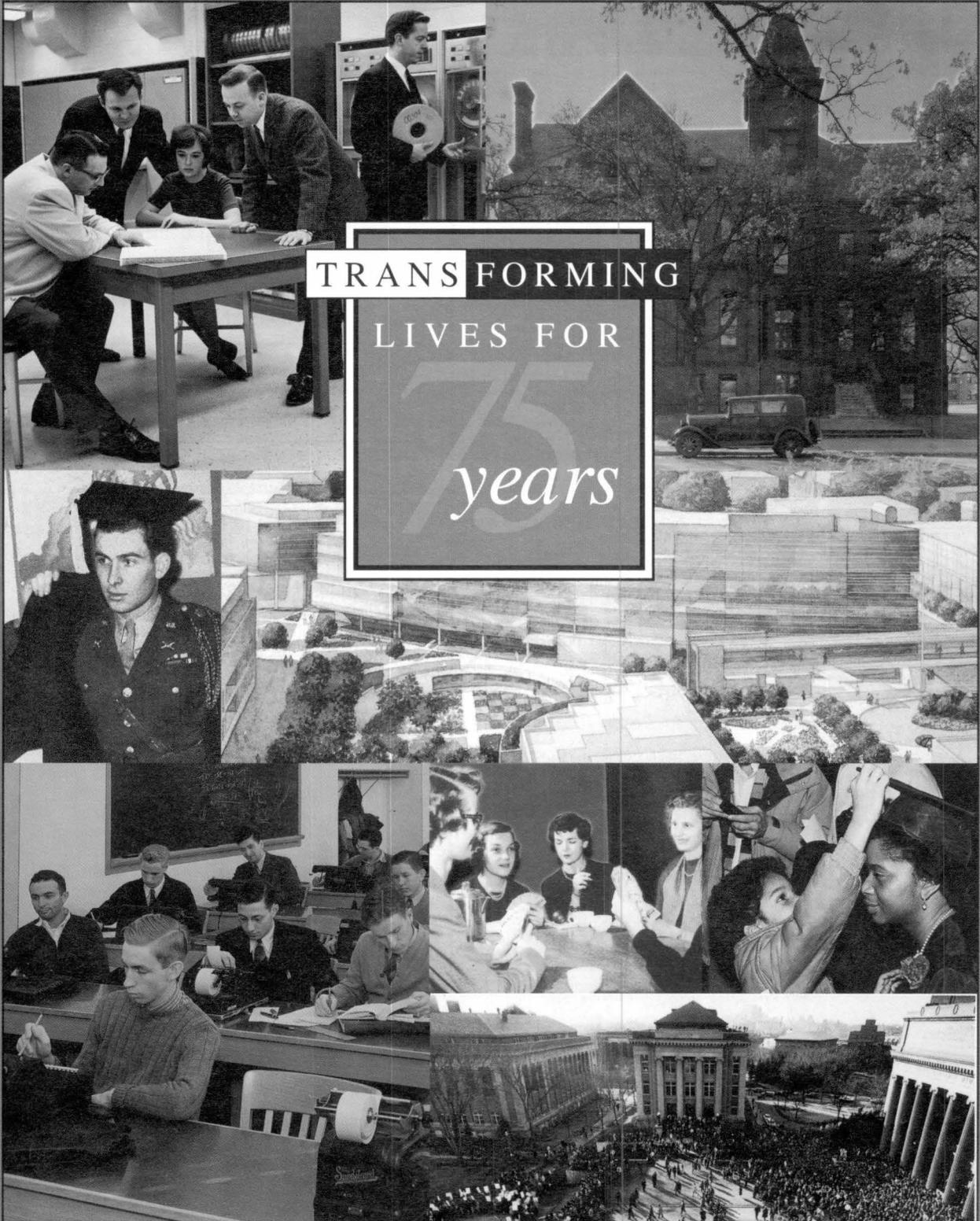


CARLSON  
SCHOOL

# MNR

Minnesota Management Review

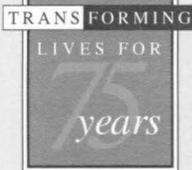
Fall 1994



TRANSFORMING  
LIVES FOR  
*75*  
years

Special  
Anniversary  
Issue with a  
75-Year  
Timeline of  
the School's  
History

CARLSON SCHOOL OF MANAGEMENT  
UNIVERSITY OF MINNESOTA



**1919**

Carlson School (School of Business) founded in response to the local business community's need for trained business executives. Programs offered through the day program were Accounting, Advertising and Selling, Banking, Commerce and Merchandising, Foreign Trade, Insurance, and Secretarial Work.

★ 18th Amendment to the Constitution (prohibition) ratified.

School became one of first 20 schools to be accredited by American Assembly of Collegiate Schools of Business (AACSB).

# 1920's

**1920**

Business School graduated its first class of 14.



George Dowrie was the first dean of the Business School, 1919-1926.

**1921**

U of M chapter of Beta Gamma Sigma, a national honorary business fraternity, established.

Business School Alumni Association organized to weld a link between the business and school worlds: First President was Ben Black, '21. Other officers, Kenneth Butler, Dorothy Barlow, and Max Stevens, were also 1921 graduates.

★ End of WWI.

**1922**

Alpha Eta Chapter of Alpha Kappa Psi, now a professional and social fraternity for male and female business students, founded at the University of Minnesota.



1924 members of Beta Gamma Sigma, a national honorary business fraternity, which was originally open to men only. By 1940, both men and women students were eligible. The U of M chapter dissolved in the 1960s. Front row: Leslie Colfix, Carl Tett, Glen Harold. Back row: Chelcie Borland, Herrmann Wiecking, Ralph Cornelison, Arthur Borak, Eldon Borland.

**1924**

U of M Chapter of Delta Sigma Pi established. Today, this international professional business fraternity for men and women offers professional events and is active in community service, intramural athletics, and social events.

**1926**

Accounting Program established. Today, 270 students are enrolled in the program.



Russell Stevenson, Dean, 1926-44. Under Dean Stevenson's direction during the Depression years and following, Minnesota was the first state in which a complete and scientific survey of unemployment was taken. The survey was funded by the Rockefeller Foundation, Carnegie Corporation, and the Spelman Fund.

The Commerce Club was organized by students in Fall 1919 to bring male students together informally to promote interest in business problems. Sidney Swensrud, '23, was a member of the 1923 Commerce Club, shown here with faculty advisors.



JUNE 20, 1919 THE MINNEAPOLIS STAR

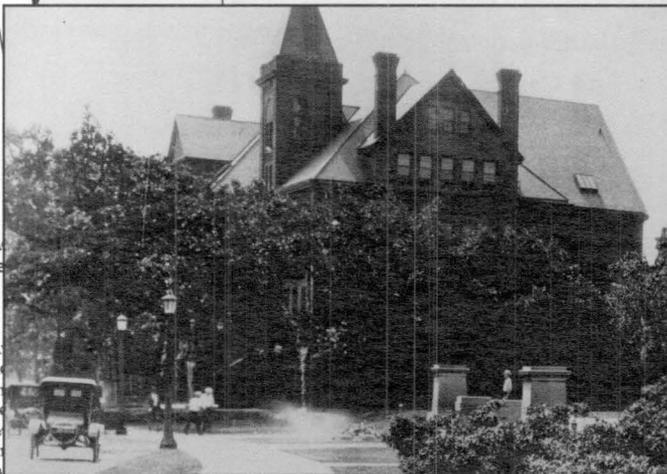
## University to Have School of Business

Board of Regents Decides to Open Addition to State Institution Next Fall

Degree of Bachelor of Science to Be Conferred on Those Who Are Graduated

A campaign conducted for several years by the business interests of the Twin Cities and the state generally has culminated in a vote by the board of regents of the University of Minnesota to establish a school of business at the institution. The new school is to open next fall. It will have an administrative entity similar to that of the academic college, the law school and other major branches of the university organization.

The school is to comprise all courses in economics now taught in the academic college. Evening courses in business subjects will be under the jurisdiction of the business division.



Eddy Hall was home to the School of Business and the School of Business Administration from the school's founding in 1919 to 1938. One of 13 University buildings on the National Historic Register, it is currently used by University Counseling and Consulting.

“I had some very learned professors at the business school. I especially remember Professor Garver, in economics and Professor Ebersole, a finance professor. And I was also struck with the teaching of Professor N.S.B. Gras in economic history.”

— Sidney Swensrud, '23 BSB. Swensrud, now-retired president of Gulf Oil Corporation, was awarded the University's Outstanding Achievement Award in 1951. He currently lives in Florida.

**1 9 2 7**

Reflecting the school's commitment to training "administrators" (managers), name changed to School of Business Administration.

**1 9 2 8**

Business School Book Exchange organized by students Nellie Petrowski, R.E. Pendergast, Robert Brown and Henry Hilton.

**1 9 2 9**

★ Stock market crashed on October 29.

Average undergraduate starting salary: \$1,428/year

U of M chapter of Beta Alpha Psi established. This honorary professional accounting fraternity now admits both men and women.

Henry Hilton, '29, left, was the first winner of the Tomato Can Loving Cup Award in 1929. Since that time, 70 students have won this recognition of service to the school. The first posthumous award was given in 1994 in memory of Hau Phan, below, who would have graduated that year.



**1930's**

**1 9 3 0**

The Associated Students group, including all business students, established. Represented by the Board of Associated Students, which later became known as the Business School Board and the current Business Board. Students had formed the first student government organization, the Business Council, by 1924.

University Business Women's Club founded to organize presentations by business people and bring together women interested in business. By the 1950s, the club was purely social and membership a requirement of membership in Phi Delta business sorority, which was founded in 1938. Club members met regularly for lunch in their clubroom in the basement of Vincent Hall.

**1 9 3 1**

University-wide Holiday Frolic and May Mixer were the largest parties staged by students at any state university in the United States.

Minnesota Business Club founded; renamed Mu Beta Chi in 1934. This organization for Jewish business students was established in response to anti-Semitism among University fraternities. Mu Beta Chi dissolved in 1967.

★ All banks ordered closed by President Roosevelt on March 6.

★ Congress approves "New Deal" social and economic measures.

★ Prohibition ended.



1931 Business Women's Club members. Front row: Beatrice Ahlm, Ann Connoy, Johanna Collins. Back Row, starting third from left: Dorothy Green, Margaret Andrews. Also pictured are Doris Uhman, and Helen Thomas.

"The spot was Stiffey's, where we'd stop for a malt, especially in the evening as I was escorted from my 37 1/2 cents-an-hour job at the library to the Alpha Phi sorority. We weren't aware of any deprivations on campus because of the poor economy . . . For parties we would trade dresses, as is probably done today . . ."

Panty raids were in."

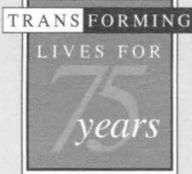
—Mary K. Fazendin Dotson, '31. Following graduation, Mary had a career with Lockheed, Boeing, Metropolitan Life Insurance Co., and Howard Hughes. She is the mother of five and grandmother of fourteen.



Mary K. Fazendin Dotson, '31.



In 1984, Mu Beta Chi celebrated its 50th anniversary.



# 1940's

## 1936

Authorized to grant Master of Business Administration (day only). First MBA, William L. Campfield, '37, went on to become a professor of business. Today, 290 students are enrolled in the day MBA program.



Vincent Hall was home to the School of Business Administration from 1938-1963. It now houses the Schools of Mathematics and Statistics.

## 1938

School moved to Vincent Hall.



J. Edward Quest, '42, founded business day in 1941.



Jack Cooney, '43, reported to duty immediately after his commencement in 1943.

## 1941

First Annual Business School Day held on February 11. Highlights of the first Business Day included quizzing of an "Information Please" board of experts: Assistant Professors Alfred Cummins, Francis Boddy, and George Stigler, and Professor Dale Yoder. Economics lecturer Franklin Gray was master of ceremonies.

★ December 7: Japan attacked Pearl Harbor. US declared war on December 8.

"Everybody was involved in the war effort. The war transformed the University from an academic to a military readiness environment. We were all intent on getting out of college and doing something for the war effort, whether it be going into the service or the nursing corp."

— Jack Cooney, '43. After an early retirement, he moved to Florida, where he started Jack Cooney & Assoc., an outplacement firm which is now the largest in Florida.

## 1943

Following estimates that three-to-five million workers will be needed nationwide to replace men at war and to provide for increased production, the business school initiated short (three-quarter) courses for women in supervisory and administrative work to support the war industry.

## 1944

★ US invaded Europe at Normandy.

## 1945

★ US dropped first atomic bombs in Hiroshima and Nagasaki.

Industrial Relations Center established by six departments from throughout the University "... to offer community service, to conduct research, and to give professional training in this important and presently controversial field of human resources." (President's Report, 1944-46). The center is celebrating its 50th anniversary in 1995 (see page 18).



Dale Yoder was director of the Industrial Relations Center from 1946 to 1958.

## 1947

Enrollment reached more than 1,700 students, many of whom were returning veterans, and many classes enrolled 150 to 200 students.

### SCHOOL OF BUSINESS ADMINISTRATION ENROLLMENT 1940-1947

FALL 1940	MEN:	58
	WOMEN:	10
	TOTAL:	68
FALL 1941	MEN:	42
	WOMEN:	8
	TOTAL:	50
FALL 1942	MEN:	39
	WOMEN:	8
	TOTAL:	48
FALL 1943	MEN:	5
	WOMEN:	11
	TOTAL:	16
FALL 1944	MEN:	6
	WOMEN:	9
	TOTAL:	15
FALL 1945	MEN:	14
	WOMEN:	9
	TOTAL:	68
FALL 1946	MEN:	1,20
	WOMEN:	12
	TOTAL:	1,32
FALL 1947	MEN:	1,64
	WOMEN:	9
	TOTAL:	1,74



Richard Kozelka, acting dean, 1944-45 and dean, 1945-1960. Dean Kozelka, who first came to the school as a graduate student and instructor in 1923, returned to teaching after he resigned from the deanship. He died in 1985.



Herbert Heneman, Jr., Industrial Relations Center acting director, 1958-1961; director 1961-1973. Shown in 1951, when he was the center's assistant director.

1948

PhD in Business Administration approved. Today's PhD students are ranked 4th nationally based on GMAT test scores.

★ President Truman ordered Air Force and Navy to Korea after North Korea invaded South Korea. Approved ground forces and air strikes.

Tuition: \$35/quarter for undergraduate residents.

# 1950's

1953

Master of Arts in Industrial Relations program approved. Today, the Industrial Relations program is ranked second-best in the country.



In 1976, Norbert Berg, '57 MAIR, was presented with the University's Outstanding Achievement Award by C. Peter McGrath at the Annual Alumni Institute.

1954

Average undergraduate starting salary: \$3,948/year.

1955

First Annual Alumni Institute (renamed the Business Institute in 1980) organized. These institutes were the progenitor of the Annual Alumni Event, launched in 1994 featuring former Federal Reserve Chairman Paul Volcker.

1956

U of M chapter of Iota Rho Chi, a professional fraternity for graduate Industrial Relations students, founded.

# 1960's

1960

Following a shift in focus to training generalists, undergraduate specializations eliminated and courses organized into two programs: general and accounting, as today. Last of the vocational programs, office and secretarial management, discontinued. Upon elimination of this program, female enrollment dropped to only 14 students out of 654.

Evening MBA approved and 200 students enrolled. Today, 1,150 students are enrolled.

Average undergraduate starting salary: \$4,320/year  
Tuition: \$71/quarter for undergraduate residents.

1961

School initiated required MBA Field Project (on-site business consulting), the first in the nation. In 1995, approximately 250 day MBA students will participate in a field project.

1962

Pi Sigma Epsilon established by the Sales and Marketing Executives Club. Disbanded in 1970s.



Paul Grambsch, dean, 1960-1970. After leaving the University in 1970, Dean Grambsch returned to teaching as professor of strategic management. He passed away in 1984.

1963

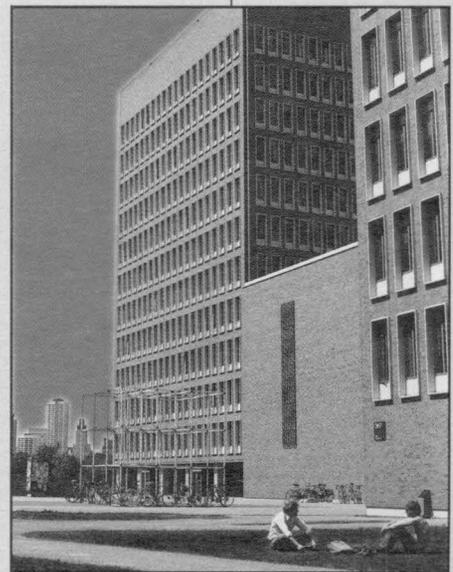
School moves to a new building on the West Bank, later called the Management and Economics building.

PhD in Industrial Relations approved.

AACSB begins accrediting graduate programs; MBA and PhD programs receive immediate approval.

Economics Department transferred to the College of Liberal Arts.

★ President John F. Kennedy assassinated.



The Management & Economics building, home to the Carlson School since 1963.

"If you examine all the training programs that companies put their executives through, you'll find the things we all studied while in the industrial relations program . . . those people who come out of the Industrial Relations Center have those skills that will help their employees flourish, gain and win in the battle for productivity."

—Norbert Berg, '57 MAIR. Berg, retired vice chairman of Control Data Corporation, currently operates a deer farm in Wisconsin.

TRANSFORMING  
LIVES FOR  
years

1968

Management Information Systems Research Center, the first in the nation, established to assist in the development of curriculum for the then-emerging areas of MIS and to conduct research in MIS-related topics.

MS and PhD concentrations offered in MIS.

★ Martin Luther King assassinated.

Pictured below in the Vincent Hall computer center with two students are Professor Nicholas Glaskowsky, seated left, and Professor Richard Heath, right. Gordon Davis, currently Honeywell Professor of Management of Information Systems, is standing, far right.



1969

Average undergraduate starting salary: \$8,304/year

Tuition: \$141/quarter for undergraduate residents.



In 1966, Business Board responsibilities included serving as the student-faculty liaison, organizing Business Week, and holding the Miss Capital Gains contest to determine the business school queen. Front row: Linda (Lidstrom) Wagner, Dennis Zylla, Jim Strauss, Mary Kay (Walley) Foss. Back row: Jerry Ungerman, Professor Ernest Pavlock, B. Richard Vogen, James Schultz, Jerry Rowlette, and Steve Erickson.



By the 1960s, the Minnesota Business Women's Club was absorbed by Phi Delta (later renamed Minnesota Women in Management). Shown here are 1966 members of Phi Delta, which was founded in 1938. Front: Judy Kline, Claire Hedemark, Joan Moyer, Mary Kay (Walley) Foss. Back row: Barbara Mihm, Sivilinn Chong, Margaret Starkey, Janet March, and Dianne Fielder.

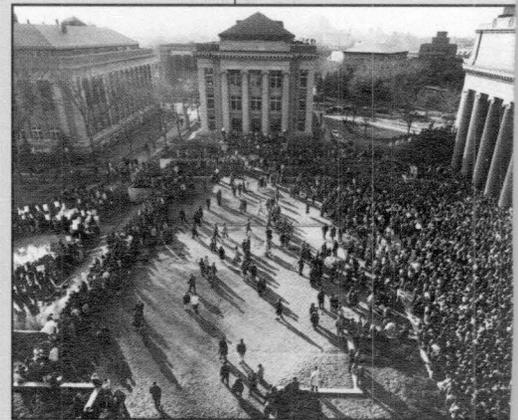
"A modern personal computer, available for perhaps \$2,000, costs 1/200 of the UNIVAC 80 (pictured below in 1960), is 100,000 times faster, has 3,000 times more memory, and weighs only 1/100 as much. At no time in history has there been such a dramatic change in technology over such a short period of time."  
—Gordon Davis, Honeywell Professor of Management of Information Systems.

1970's

1970

Average undergraduate starting salary: \$8,484/year.

On May 7, five thousand University students, faculty and staff rallied at Coffman Union and voted to strike the University in protest of President Nixon's decision to send American troops to Cambodia. That same day, four students were killed in a similar demonstration at Kent State in Ohio. On May 18, a group of concerned business school students, faculty and staff placed a one-page ad in the Minnesota Daily decrying the escalation of the war and listing their names.



At the height of the 1970 University strike, which was over by May 22, there was a 10 percent decline in University attendance. Later that spring, nearly 6,000 students, including many business students, took advantage of a special grading option established because of the strike and received pass/fail grades.

1971

Name changed to College of Business Administration.

Minnesota Executive Program (MEP) launched. MEP is now one of many programs offered by the Carlson School's Executive Development Center, which was founded in 1979.



James Don Edwards, dean, 1971-72.

1974

★ President Richard Nixon resigns, following impeachment proceedings focused on Watergate scandal.



C. Arthur Williams, dean, 1972-78. Williams joined the school's faculty in 1952 as assistant professor of economics and insurance. Upon his resignation from the deanship, he returned to teaching as professor and chairman of finance and insurance. He was named to the Minnesota Insurance Industry Chair in 1980, and the chair was named in his honor upon his retirement in 1992. He now lives in the Twin Cities area.

1976

Average undergraduate starting salary: \$9,972/year.

Business Association of Minorities established.

Accounting Research Center founded to contribute to accounting knowledge through research by faculty and members of the business community.

1978

Master's of Business Taxation (MBT) program began in conjunction with Continuing Education and Extension.



David Lilly, dean, 1978-83. Reflecting the school's focus on training professional managers, Lilly was the first dean drawn from the business community rather than academia.

1979

Carlson School Board of Overseers organized with N. Bud Grossman as first chairman. The board is now recognized as one of the most powerful in the Twin Cities area. The current chair is Pierson M. "Sandy" Grieve, chair and CEO of Ecolab.

# 1980's

1980

Average undergraduate starting salary: \$13,774. Tuition: \$340/quarter for undergraduate residents.

1981

Named changed to School of Management to demonstrate the school's commitment to training managers to serve in business, non-profit and government organizations.

Carlson Executive MBA (CEMBA) program founded.

First issue of the *Minnesota Management Review* published.

1983

Operations Management Center established. The center, one of the few of its kind in the country, promotes interaction between the business community and the school's Operations Management and Decision Sciences Departments.

Strategic Management Center founded. A University-wide interdisciplinary center, it addresses strategic managerial problems faced in public and private organizations.

Edward Foster, acting dean, 1983-84.

1984



Preston ("Pete") Townley, dean, 1984-88. After leaving the School of Management, Townley went on to become CEO of The Conference Board in New York City, where he remained until his death in 1994.



Dick Perrine, '76 BSB, pictured in 1989 with Alpha Kappa Psi house residents in front of the renovated house, which was built in 1953.

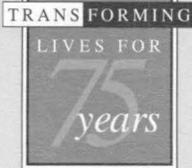
"Alpha Kappa Psi was as much a social fraternity as any other fraternity on campus—did you ever see the movie 'Animal House'? But the friends I made at AKPsi have been lasting. I remember going to Perry's Pizza with a bunch of the guys after studying or parties. The best teacher I ever had was Fred Jacobs in Tax. He made it understandable and fun, and he's probably why I'm where I am today."

—Richard Perrine, '76 BSB, is now a tax partner with McGladrey & Pullen. Professor Fred Jacobs is currently director of the Master of Business Taxation program at the Carlson School.

"I think in each of our lives there comes a point where we stop thinking 'what can I get (from my school, society, etc.)' to 'what can I give back.' It's at that point in my career that I became an active contributor to the Carlson School through the Alumni Association."



—Pam (Lind) Nichols, '67 BSB, who became the first woman president of the College of Business Administration Alumni Council in 1978. Nichols is now vice president of Human Resources for ADC Telecommunications.



**1986**

Curt Carlson made a \$25 million gift to the University, \$18 million of which was earmarked for the School of Management. Carlson's gift kicked off the Minnesota Campaign for the University, which he chaired. The campaign raised \$364.7 million for the University, including nearly \$40 million for the Carlson School.

Named changed to Curtis L. Carlson School of Management to honor school benefactor and University alumnus Curt Carlson.

Average undergraduate starting salary: \$19,637 per year.

**1985**

Several school offices moved to the Humphrey Center building.

Practical experience has always been an important part of the Carlson School experience. Shown in this 1981 photo are intern Mary (Sangster) Kirby, '82 MBA, Marguerite Miller, '80 MBA, internship supervisor (then a business planner with Graco), and intern Dee Dee Hull, '82 MBA.



"Ian Maitland was a great teacher—very dedicated and inspiring. I was also impressed with Professor Erickson. My MBA experience changed my entire approach to life; it gave me a pervasive sense of self confidence: Whatever the challenge, I know I'm up to it. The more education anyone has, the more control and choice they bring to their life."

Dee Dee Hull, '82 MBA. After working for several years in marketing and sales, she is now a full-time mother and considering an entrepreneurial adventure in importing/exporting.

**1987**

Institute for Financial Studies founded. The Institute currently supports research in areas such as prices in financial markets, optimal financial contracts, inflation and stock returns, and financial intermediation.

Logistics Management Research Center founded to sponsor research that will improve the management of logistics, distribution, and transportation.



"I love this institution—both the University and the School of Management. I got my start here, and I can say that the University changed my life. I met my bride here, and the education I received unlocked doors for me which never would have opened otherwise."

—Curt Carlson, '37, chairman of Carlson Companies, Inc. and the school's namesake.



School benefactor Curt Carlson when he was a sophomore at the University of Minnesota and in 1986, when the school was renamed in his honor.

**1988**

Entrepreneurial Studies Center founded. The center's activities focus on businesses that are in some sense new—independent start-ups, corporate ventures, takeovers and buy-outs, and turnaround situations.



Tim Nantell, acting dean, 1988-91. Nantell, Gelco Professor of Finance, has been with the Carlson School since 1980.

**Alumni Association/Council Past Presidents**

1921	Ben D. Black, '21 BSB
**	
1956	Lawrence S. Clark, '22 BSB
1957	Orem O. Robbins, '36 BSB
1958	Hartwell H. Wilkeron, '28 BSB
1959	Kenneth Glaser, '42 BSB
1960	Waldo Hardell, '26 BSB
1961	Albert Heimback, '42 BSB
1962	Glen F. Galles, '41 BSB
1963	Charles McGarraugh, '37 BSB
1964	John R. Duxbury, '49 BSB
1965	George J. Frey, '46 BSB
1966	Frank D. Stanton, '37 BSB
1967	William Costello, '50 BSB
1968	Richard B. Weigel, '42 BSB
1969	Burt E. Swanson, '50 BSB
1970	Morton C. Mosiman, '40 BSB
1971	Thomas E. Brady, '49 BSB
1972	Richard D. Schneider, '59 BSB
1973	Harold G. Haglund, '50 BSB
1974	Richard L. Murlowski, '52 BSB
1975	Henry W. Dornseif, '49 BSB
1976	John A. Kvam, '50 BSB
1977	James R. Brandt, '60 BSB
1978	Pamela (Lind) Nichols, '67 BSB
1979	James O. Cox, '50 BSB
1980	John P. Hake, '64 BSB
1981-83	Steve W. McArthur, '67 BSB
1983-86	Elizabeth Abraham, '81 MBA
1987-88	Kay Barber, '75 MBA
1988-89	Miles Davenport, '75 MBA
1990-92	John Bergstrom, '85 MBA
1992-93	Daniel Marcotte, '86 MBA
1994	C. David Jones, '69 MBA

\*\* HELP! We have a gap in our records of Alumni Association presidents. If you can help us fill in this information, please contact the Alumni Relations Office by calling (612) 625-1556, or write to the Carlson School of Management, 271-19th Avenue South, Minneapolis, MN 55455.

# 1990's

## 1990

Average undergraduate starting salary: \$24,384/year

"I was offered scholarships from other schools, and I probably wouldn't have come to the Carlson School if I hadn't received a scholarship . . . I especially remember the final for Norm Chervany's business statistics class the first quarter. The time was unlimited: We started at 6:00 p.m. and the last person finished the test at 11:30. After class we all went out with Professor Chervany for a beer at Bullwinkle's . . . And I remember TGIT's (Thank God it's Thursday's) in the MBA lounge on Thursday nights—classes were tough, so you were glad when Thursdays came

around and you could relax a little bit."

— Alex Piper, '91 MBA.  
Alex is now a technical specialist at the St. Paul Cos.



## 1991



David S. Kidwell joined the school as dean in 1991, after serving as dean of the University of Connecticut Business School since 1988. He is a specialist in the U.S. financial system and capital markets.

## 1992

Strategic plan developed in partnership with the business community expressed a new, common vision: The Carlson School will develop a "professional learning community" which embraces students, faculty, alumni and business people, all working together to transform the Carlson School into one of the best business schools in the nation in teaching, outreach and research.

## 1993

Curt Carlson committed \$10 million toward a new \$45 million facility for the Carlson School, with the remainder to be provided by public and private sources.

Quality Management Leadership Center founded. The center is dedicated to conducting research and transmitting knowledge on the complex issues surrounding quality management practices.



Norm Chervany relaxes with Ed Mathy, '88 MBA, at Bullwinkle's Bar at Seven Corners.

## 1994

New \$45 million Carlson School facility designed; funding secured through a public/private partnership. More than 50 corporations and 20 individuals have contributed thus far.

Marketing Research Center founded. The center will focus on long-term marketing issues of interest to a variety of organizations.

Average undergraduate starting salary: \$26,500.

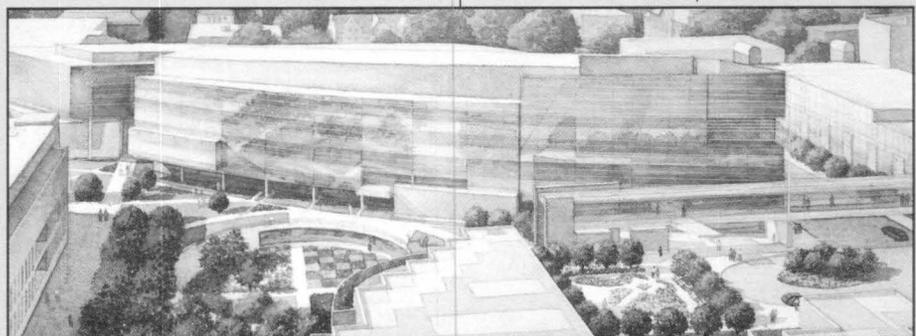
Tuition: \$995/quarter for undergraduate residents (12 credits)

## 1995

Ground breaking for new Carlson School building.

In 1994-95, 3,000 students will participate in seven Carlson School degree programs, while another 10,000 people will participate in non-degree, professional education programs.

The new Carlson School of Management building is scheduled to open in 1997. The construction of a technologically advanced facility designed to foster interaction was identified in 1992 as a vital step toward achieving the vision of excellence.



**Sources:** "The Historical Development of Management Education at the University of Minnesota," Randel Carlock, 1988; "Historical Sketch of the School of Business Administration," J. Warren Stehman, 1956; "The First 50 Years Are the Hardest," Richard Kozelka, 1969; University of Minnesota Bulletins; Biennial Reports to the President; University of Minnesota *Gopher*; miscellaneous papers and photographs, University of Minnesota Archives; and school publications.



## Partnerships Increase Workplace Diversity

The Carlson School and local corporations have formed partnerships to participate in two national programs aimed at increasing diversity in the workplace. Both programs work on generating interest in business careers among minority students at the time they are making choices about their education. The LEAD Program in Business is for students entering their senior year of high school, and the Industrial Relations Council on GOALS focuses on attracting college seniors to attend graduate school in industrial relations.

The Carlson School's Industrial Relations Center (IRC) has been a member of GOALS since its founding 10 years ago. GOALS is a consortium of 13 universities which grant over 80 percent of the graduate degrees in industrial relations in the U.S. Its board of directors represents management, labor and academia. The purpose of GOALS is to recruit minorities into industrial relations master's programs, and, in turn, prepare them to take positions in

the field. The financial assistance of corporate sponsors enables GOALS to recruit minorities, through a fellowship program, to the member schools.

IRC Chair John Fossum serves on the GOALS executive committee and teaches in an industrial relations survey course offered by GOALS at the Clark Atlanta University Center. "We are seeing substantial results from our involvement in GOALS," he said. "The increased visibility we get is one reason that our minority enrollment in the MAIR program is up to 17 percent this year, from about 10 percent in the last three years."

General Mills and Northwest Airlines are corporate members of GOALS. Mike Becker, '87 MAIR, and director of Human Resources at Northwest Airlines, is a GOALS corporate advisory member. "Northwest Airlines is interested in opening up the human resources profession to top minority candidates," he said. "We see our support of GOALS as a long-term investment, with the first step being to attract top students to the Carlson School, in the hope that some of them will end up taking jobs here with us."

Bob Newsome, director of Staffing for General Mills, agrees that one of the primary reasons for supporting GOALS is to attract more qualified minority professionals to the Midwest. "Programs such as these are critically important to this area because other parts of the country tend to attract more minorities," he said.

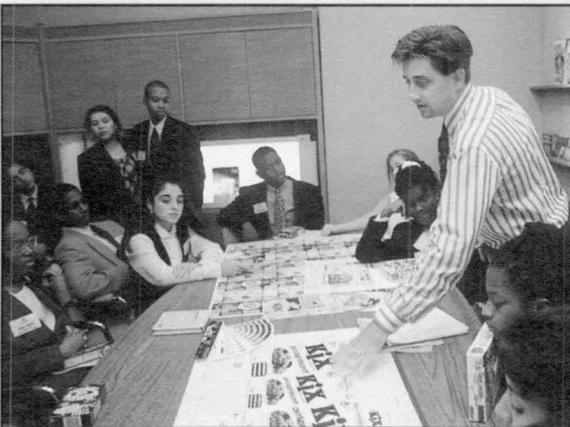
General Mills is also closely

involved with the LEAD program, which brought 32 minority high school seniors from throughout the U.S. to the Carlson School for one month each of the last two summers. This program, offered at 10 top business schools, introduces talented minority students to careers in business. Students attend classes, visit area companies and meet with minority executives.

General Mills, a financial supporter of LEAD, along with 3M, has hosted a site visit for the students each year. Newsome serves on the LEAD Corporate Advisory Board, and worked with the Carlson School on this year's curriculum, including a case study developed by General Mills that students worked on in class and later presented to General Mills executives. "Our goal is to provide strong business role models for these students at a time when they are making decisions about college," said Newsome. "It would be great if some of them eventually took jobs at General Mills, but our immediate goal is simply to interest more of these students in the field."

Carlson School alumni at other companies are involved in these programs, as well. John Biermann, '74 BSB, '76 MAIR, '87 MBA, now at Weyerhaeuser, has served as a corporate advisor for GOALS. Alex Piper, '91 MBA, technical specialist at the St. Paul Companies, was on an alumni panel that met with LEAD students. "The LEAD program gives the University a pretty good shot at some really talented students," he said.

**On a site visit to General Mills, LEAD students learned about marketing and product development. The goal of LEAD is to interest minority high school students in business careers.**



JIM HANSEN

## Metro Internship Challenges Students

When most Carlson School undergraduates want to find an internship, they make a path to the Career Services Center. But Nam Phuong Hoang, a senior this year, decided to take the road less traveled: the University YMCA's Metro Internship Program.

A flyer on a bulletin board describing the Metro Internship as "An Exploration of Personal and Corporate Responsibility" prompted her to apply. "The words 'corporate responsibility' caught my eye because I feel it's something that is lacking in the business world," said Hoang.

After passing a rigorous application process that included a writing sample, an informational interview and a panel interview, Hoang and 20 other interns spent winter quarter 1994 attending weekly seminars and occasional weekend retreats. By focusing on personal and organizational ethics, the seminars challenged the students to examine their own belief and value systems.

"We had to dig deeply into the issues and there were no 'right' answers," said Hoang. "We had to constantly question our beliefs. The issues raised were very thought-provoking and they sometimes caused conflicts."

During spring quarter the students worked full-time at their internships and continued their weekly meetings to discuss their work. Although the internships were unpaid, the interns received a \$500 stipend and degree credit.

Hoang was placed with the Hmong-American Partnership, a nonprofit agency in St. Paul aimed at helping Hmong people become self-sufficient. Her

assignment—analyzing statistical data from the U.S. Census—was not an easy one. She also had the challenge of learning a new computer program and then teaching it to her supervisor.

Hoang used SPSS to examine data regarding education, income and employment in the Hmong community. Her final product was a detailed look at a sample of the 1990 U.S. Census pertaining to the Hmong population in the Twin Cities.

No one was surprised when she discovered that earning at least a high school diploma was crucial to moving away from the poverty line, said Nora Murphy, Research Coordinator at the Partnership and Hoang's supervisor. But Murphy is happy to now have statistics that show the need for educational programs. "It's important to have research to back us up," she explained. "Nam's work will be used in grant proposals when we seek funding for our programs."

Nam has now turned her attention to organizations in the Carlson School. This year she is president of the Business Association of Minorities, a core member of MOSAIC (formerly the Multicultural Advisory Board) and a member of the Honors Association. The lessons she learned from the Metro Internship Program will undoubtedly help her in each of these roles.

"The internship program taught me to become a leader, to take risks, to take responsibility for things other people don't want to deal with," Hoang said. "It helped me to care about what's going on and to take action."

*(Karen Potter)*



JIM HANSEN

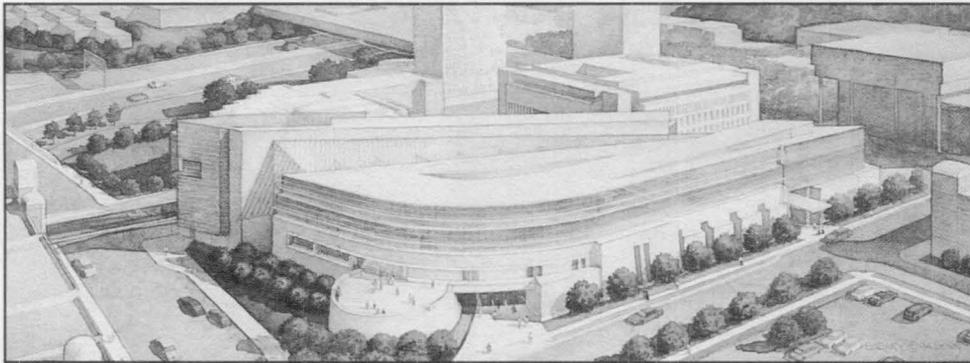
Carlson School Undergraduate Nam Phuong Huang participated in the University YMCA's Metro Internship Program last year, which combines a ten-week seminar on ethics, leadership and corporate responsibility with an internship.



JIM BARBOUR

## Undergraduate Career Fair

During this year's Undergraduate Career Fair, 43 companies visited the school to give students information about career opportunities, internships and other job information. The fair is organized by the Undergraduate Business Board and SAFA. Jan Windmeier, director of Career Services, said that the turnout this year was very good. "Beginning with last year, we've seen an increase in job postings and offers," she said. Average BSB salaries for last year's grads was \$26,800 for general management and \$28,500 for accounting. MBA starting salaries averaged \$44,598.



Artist's rendering of the new Carlson School building, to be built on the west bank of the University, at the corner of 19th Avenue and 4th Street. The current Management & Economics Tower, Wilson Library and Humphrey Center are in the background. Ground-breaking is scheduled for this summer.

### New Building Assured

Fundraising in support of the new Carlson School facility has now reached \$43,435,556 toward the \$45 million building. This includes \$25 million in public funding that was approved last spring by the State Legislature, and over \$18.4 million in private funding from 73 organizations and individuals. The University of Minnesota Foundation recently announced that it will assure the full completion of the campaign at the time of the building's opening in 1997 by contributing any remaining funds that are needed.

New contributors, since the last issue of the *MMR*, include Alliance Capital Management, Best Buy Company, BMC Foundation, Caterpillar Paving Products, Larson Allen Weishair & Co., Lutheran Brotherhood, Mackay Envelope, Pentair, Rahr Foundation, St. Paul Pioneer Press, William A. Cooper, Dick and Peggy Lidstad, and Alan K. Ruvelson. The campaign was kicked off in November 1993 with a lead gift of \$10 million from Curt Carlson.

### Undergrad Program Revision Underway

A Review Team assigned to evaluate the undergraduate program presented their recommendations in a final report to faculty this summer, with a goal of gaining faculty approval and launching the new program by fall 1995.

The team's work began with several town meetings, facilitated by Undergraduate Program Director Jerry Rinehart, to gain input from students, alumni, faculty, staff and employers. The Review Team's recommendations are:

- Begin admitting students to the Carlson School as freshmen and sophomores, in addition to the current practice of admitting students as juniors. Develop management and career-oriented courses for lower-level students.
- Offer majors and increase the opportunity for students to take more courses in their major.
- Increase student exposure to international issues, and create elective courses in ethics and total quality management.
- Expand offerings that give students hands-on experiences in the business community.
- Require students to complete modules in communication and computer skills.

### In Memory of Pete Townley

We were all shocked to learn earlier this fall of the untimely death of Preston "Pete" Townley, dean of the Carlson School from 1984-

88. Pete died of a heart attack, at the age of 55, on September 30 while playing tennis in Florida. "Much of the school's current



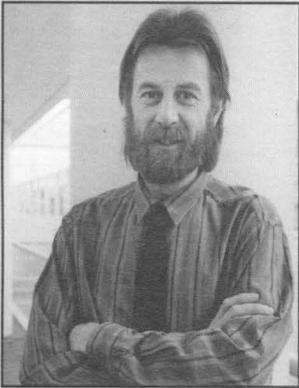
stature and success is due to Pete's work and the foundation he built in the school's endowment, in faculty quality and in establishing a long-term vision for the school," said Dean David Kidwell. Pete was dean at the time Curt Carlson made his \$18 million gift to the school to kick off the Minnesota Campaign. By the end of the campaign, the school had raised \$40 million and had created 18 new distinguished faculty positions, making it possible to retain and attract a faculty that is beyond the grasp of most public schools. After leaving the school, Pete became CEO of The Conference Board, in New York City.

To honor Pete's life-work as a manager and his commitment to the development of the management community, the Townley family has established a memorial fund to benefit the Carlson School. The fund will be used to further international programs at the school, one of Pete's special interests, and will carry his name in perpetuity. Several companies with which Pete worked have vowed to match their board members' gifts to the fund. For more information, call Chris Mayr, Director of Annual Giving, at 612-624-4193.



## Study Links Population and Economics

At this year's UN Conference on World Population, which takes place only once per decade, Carlson School Industrial Relations



JIM HANSEN

**Dennis Ahlburg, professor of Industrial Relations at the Carlson School, edited and wrote selected chapters of "The Effects of Population Growth on Economic Development," published by Springer-Verlag, and seen by many as the definitive book on the topic. Ahlburg is on sabbatical for the school-year 1994-95 while at the Program on Population at the East-West Center, Honolulu, Hawaii.**

Professor Dennis Ahlburg played an active role. A well-respected expert on demographics, economics and family issues, Ahlburg presented a landmark study, "The Effects of Population Growth on Economic Development," on behalf of a team, which he led.

The study has gained broad attention and has been described as the most comprehensive study on population and development in ten years. The "Ahlburg Report," as it is called, greatly clarifies the issues surrounding the link between population growth and development in developing countries. It will pave the way for the international community to turn policy issues surrounding population growth and economic development toward a more productive path than has occurred for years.

Why is world population the concern of a business school professor? "Developing economies are now seen as customers and markets," said Ahlburg. "Countries such as China, Indonesia, India and others play a crucial role in the future health of the world economy and world trade."

In the study, Ahlburg sought to answer one of the most vexing and fundamental questions in world population studies: Does fertility cause poverty or does poverty cause fertility?

Amazingly, there is very little research on the links between poverty and population growth. To get to the bottom of it, Ahlburg conducted a statistical analysis of countries' poverty as a function of economic development and population growth. He then synthesized these findings with research done by experts in key areas that affect poverty—education, health, labor income, access to land and other resources—and presented the data in an unusually comprehensive and integrated fashion.

The study merges demographics and economics to provide a complete picture of poverty. "These used to be two different approaches," states Ahlburg. It is the strategic union of those two worlds which yield unique results.

The study clearly points towards the crucial roles health and healthcare play. Large families are not as likely to spend money on health, but the costs of neglecting health care has a dramatic impact on their earnings.

Another finding showed that a quarter of the income for a typical family living in poverty comes from common goods, such as free grazing pastures or even scavenging. Rapid population growth diminishes the availability of those goods considerably.

The study also emphasized the importance of distinguishing between the different kinds of poverty. There is a difference between those people who are in poverty most of the time (typically 40 percent of the poor), and the greater numbers of people who are poor only some of the time (roughly 60 percent) due to crop failure and other transitory events. Different policies are needed to alleviate poverty that has different underlying causes.

Ahlburg's study also helps to pinpoint where the big "payback areas" are in which to invest international aid to truly make a difference, with health and education emerging as the key areas.

In addition, attacking fertility through contraceptives has always been a relatively inexpensive and effective avenue towards reducing population growth and perhaps facilitating economic growth. In fact, Ahlburg's study shows that family planning programs account for 20-50 percent of the decline in fertility in developing countries.

Ahlburg's analysis shows that poor parents have more children to provide an additional source of income, and concludes that to reduce population growth, policies must aim to help replace the economic contribution of children in order to ultimately succeed.

To round out his analysis, Ahlburg tapped some of the best names in the academic world who specialize in development and population issues: Allen Kelley, of Duke Univ., on the effects of economic development and education; Karen Oppenheim Mason of the Program on Population at the East-West Center, on ethics; Andrew Mason, also from the East-West Center, on housing; Mark Montgomery and Cynthia Lloyd of the Population Council in New York, on health; Theodore Panayotou, of Harvard, on the environment; Ian Diamond, from the Univ. of Southampton (UK), on family planning; and Minnesota's own Regents Professor Vern Ruttan on the food supply.

Together, the multilevel analysis provides one of the few truly integrated snapshots of the relationship between population growth and development.

*(Josh Kohnstamm)*



## CLASS NOTES

### '30s

**Ralph Voss, '34 BSB**, retired in 1978 as chairman of the former Western Bancorporation in Los Angeles, now known as First Interstate Bancorp. He now lives in Portland, Ore., where he had served as chairman of the First National Bank before moving to California.

### '40s

**Rebecca Felepe Bryant, '44 BSB**, returned to campus for the first time since graduation for her 50th reunion in October. She lives in Arcadia, Calif.

### '50s

**Austin Stibbe, '52 BSB**, Wevis, Minn., retired from Wilkerson, Guthmann & Johnson, Ltd. CPAs last year. In February he was elected a life member of the Minnesota Society of CPAs.

### '60s

**C. David Jones, '61 BSB, '70 MBA**, has been elected chair of the University of Minnesota Carlson School Alumni Council. Jones is general manager of the career management services division of Personnel Decisions, Inc. He is currently completing his studies for his PhD in training and development at the University of Minnesota.

**Peter Burkhardt, '62 BSB**, is an associate professor in the Business and Accounting Dept. of Western State College, Gunnison, Colo.

**Lee Rau, '62 BSB, '65 JD**, a partner in Reed, Smith, Shaw & McCly, in McLean, Va., is listed in Best Lawyers in America.

**John Newstrom, '64 BSB, '67 MBA, '71 PhD**, has published his 13th book, *Leaders and the Leadership Process*, with Jon Pierce, Austen Press, 1995.

**Jerry Lothrop, '66 BSB**, is the president of Capital Planning, Inc. in St. Louis Park, Minn.

**David Sterns, '66 BSB**, is general manager of Yamato Lock Inspection Systems, Inc., Fitchburg, Mass.

**Jerald Monson, '67 BSB**, retired in July 1993 in Owatonna, Minn., and remains "very active in 'school to work' initiatives," and serves on several public and private boards of directors.

**Dennis Watkins, '67 BSB**, is a partner in All Real Estate, a commercial and investment real estate firm in St. Cloud, Minn.

**Larry Anderson, '68 BSB**, is international human resources manager for E & J Gallo Winery.

**Ford Pearson, '69 BSB**, is executive vice president at Wheels, Inc., Des Plaines, Ill.

### '70s

**Dave Warner, '70 BSB**, is senior professional engineer in the St. Paul Transportation Department, Short Elliott Hendrickson Inc. His responsibilities include transportation, corridor planning, preliminary design, environmental evaluation, and multi-modal planning. SEH is a consulting firm offering architecture, civil engineering, environmental and transportation services.

**Warren Witt, '72 BSB**, is vice president of sales and operations with Sequel Systems, Inc., Richardson, Texas.

**Paul Dockery, '73 BSB**, is a vice president and manager of Norwest Student Loan Services, Minneapolis.

**Dwight Goslee, '74 BSB**, is senior vice president and chief information officer with ConAgra, Omaha, Neb.

**Thordur Magnusson, '75 MBA**, is financial director for the Icelandic Steamship Co. in Iceland. He has been in finance administration for 15 years.

**Becky Malkerson, '75 MBA**, was a speaker in Adjunct Professor Paula King's MBA Behavioral Science for Business course fall quarter. Becky is senior vice president of Corporate Relations at First Bank and a Carlson School Board of Overseers member.

**Mike Garbisch, '76 MBA**, portfolio manager, IDS, spoke to an undergraduate accounting class in October about earnings forecasting and the securities market.

**Mark Gehrig, '76 BSB, '90 MBA**, formed the valuation consulting firm, Jabs, Gehrig & Co., Minneapolis, specializing in the appraisal of closely-held businesses, fractional ownership interests, intangible assets and industrial/commercial real estate. Mark married Lisa Prouty in 1992 and they live in St. Paul.

**Catherine Hapka, '76 BSB**, was named one of "America's 50 Most Powerful Women Managers" by *Executive Female* magazine. She is the Minneapolis-based vice president of advanced communications services for U S West.

### 1944 Grads Return for 50th Reunion



Graduates from the class of 1944 had a chance to share memories of their college days during the 50th Reunion reception held during the University of Minnesota Homecoming Weekend. Shown here are Ray and Marcy Linquist (left); and Becky Felepe Bryant, Jane Sullivan Seifert and Nora Eastman (right).

PHOTOS BY JIM HANSEN

To have your news included in the next MMR, use the enclosed form and fax it to (612) 624-6374, or mail it to:

Carlson School of Management, Office of the Dean, 230 Management and Economics, 271 19th Avenue South, Minneapolis, MN 55455

**Thomas Hauschild, '76 BSB**, was elected to the Alumni Board of Coopers & Lybrand in Minneapolis.

**Steven Zuber, '76 MBA**, has been appointed director, International Brand Development for the Pillsbury Co., Minneapolis. He was director of marketing research, Pillsbury Brands.

**John Wagner, '77 BSB**, is president of Private Company Transaction Consulting, Inc., in Hugo, Minn.

**Jim Hays, '79 BSB, '80 MBA**, was a speaker in Adjunct Professor Paula King's Behavioral Science for Business course fall quarter. Jim is president and owner of The Hays Group and a Carlson School Board of Overseers member.

**Kristine Jensen Smith, '79 MBA**, is a commercial real estate broker, Kristine J. Smith Realty, in St. Cloud, Minn., and serves as president of the Investment Real Estate Group, the Exchange Club, and the Board of Directors of the Godchild Sponsorship Corporation. In January 1994 she visited Antigua, Guatemala, where the Godchild Project has begun construction of a \$1.3 million family development center.

## '80s

**Marlene Gibas, '80 MBA**, has been invited by the Peace Corps to participate in the Western Russia Small Business program. She will participate in a 12-week training program in Saratov, Russia, this fall, and will then be assigned to a two-year project. The Peace Corps program was established in Russia in 1992. It is currently focused on supporting small and medium sized businesses, but seeks to expand its operations to education, healthcare and agricultural development.

**Jeffrey Levine, '80 BSB**, Minnetonka, Minn., co-author of *Doing Business in New York* and author of *Doing Business in Chicago*, Dow Jones-Irwin publishing, has recently released *Doing Business in Boston*, published by the Boston Business Journal. The directory profiles 1,129 public, private, foreign, mutual, nonprofit and subsidiary companies headquartered in the Greater Boston metropolitan area. The book also con-

## Dale Olseth, '52

*Growing a new company is latest venture for seasoned CEO*

**Dale Olseth** has spent 24 years as CEO for three companies, but he's never lost his enthusiasm for each new business day. "I've been privileged to run two of the state's finest companies," he says. "Now I'm trying to build a third."

This time it's a private enterprise, BSI Corporation, which recruited Olseth in 1986 to develop a commercial agenda for what started as a scientific think tank. BSI is a surface modification company that grew out of biotechnology and a chemical light activation process called PhotoLink. Olseth, who had invested in the project before joining BSI as president and CEO, joined the founding scientists to market surface modification to a wide spectrum of industries.

"Simply put, we use photo chemistry to change the properties of various surfaces without changing the dimensions or bulk," Olseth explains. "We add features to a surface so it operates more effectively." Using the PhotoLink process, scientists at BSI are able to attach chemical, pharmaceutical and biological reagents to surfaces through covalent chemical bonds. The coating on a contact lens that makes it more acceptable to the human eye is an example of a product using the process. "We're in the strategic bowels of about 45 companies whose projects or new products are maybe five or six years away—so most everything is very confidential," said Olseth.

Growing a small company fits in with Olseth's philosophy of business. He wants to create real jobs, build on quality products and work with people who love their work. "I work hard at developing a team approach," he says when asked the reason for his steady success.

Early in his career, Olseth spent ten years as an investment banker for Dain Bosworth. It was there that he established contacts at the companies he would oversee in the next two decades.

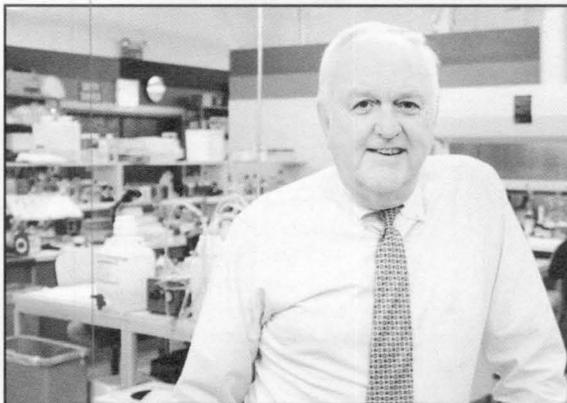
"One of our clients at Dain was Medtronic: I was involved in their early financing," said Olseth. "Another client was Tonka Toys and in 1971 they recruited me to be their president. It was a high honor for me to run that company—one of the state's major assets at the time."

Medtronic hired Olseth away in 1976, just as the FDA began regulating medical devices. That, in addition to a quality problem in Medtronic's pacemakers, gave the second-time CEO an initial challenge. "The batteries in some of our pacemakers were shorting out," said Olseth. "We decided to notify every customer of the potential problem. It was like a mine field for awhile."

Medtronic got through the mine field successfully and continued its prosperous years under Olseth's management. He left in 1986, intending to form a private investment company, but soon found himself negotiating a new position with BSI.

Olseth serves on the boards of four other companies, including Toro and Graco, and he is active on community boards, including the Carlson School Board of Overseers, since 1978. "I've been a long-time player in the Carlson School because the university is this state's most important institution," Olseth said. "The health of the state runs parallel to the health of the university, so I want to do everything I can to support them both."

(Ann Bauer)



JIM BARBOUR

**Three-time CEO Dale Olseth, who headed Tonka Toys and Medtronic, is now in charge of building a biotechnology startup company, BSI Corporation, based in Eden Prairie.**



### What Do You Think About Alumni Relations?

During the next two years, we will gather information from Carlson School alumni on how you want to interact with the school and how the school can meet your needs as alumni. This information-gathering is the first step in a long-range strategic planning process for alumni relations. Watch for information on how you can be involved in this planning, including:

- By attending a focus group reception in Minnesota and selected locations around the country
- By completing alumni surveys
- By responding to questionnaires in upcoming issues of the *MMR*

For more information, call Dan Marcotte, '86 MBA, who is assisting with this effort, at the Alumni Relations Office at 612-625-1556.

Your involvement in the school is important to us and it is a good way for you to contribute to the school's future and to enhance the value of your degree. We hope that we will hear from you.

tains neighborhood profiles, accommodations, transportation and leisure activities, including maps.

**Timothy Murphy, '80 BSB, '90 MBA, CPA**, has formed his own tax and accounting practice in Minneapolis.

**Brad Olson, '80 BSB**, is a product market manager with Caterpillar, Inc.

**James Anderson, '81 MBA**, has been admitted as a partner in the Andersen Consulting U.S. partnership and Arthur Andersen & Co. Societe Cooperative, the coordinating entity of the Arthur Andersen Worldwide Organization. He was promoted to manager in 1985 and was named associate partner in 1990. He now specializes in serving health services clients with a particular emphasis in managed care. In addition, Anderson will hold the firm's Americas Technology Organization leadership role for the health services market unit.

**Michael Bishop, '81 BSB**, is a pediatrician in private practice in Sugar Land, Texas. He holds an MBA degree as well as his M.D. Michael was named to the 1993-94 Who's Who of American Executives and Professionals.

**Robert Bjork, '81 BSB**, and his partner Denny Zahrbock at Business & Estate Advisers, Wayzata, were 1994 finalists for the TwinWest Chamber of Commerce's Entrepreneur of the Year. Robert served on the Carlson School's Undergraduate Advisory Committee.

**Prakash Puram, '81 MBA**, returned in September 1993 from the former Soviet Union after providing economic assistance to the governments of Ukraine, Russia and Uzbekistan under Harvard University's Project for Economic Reform. He completed a master's in public administration with joint coursework in international trade at Harvard's Kennedy School and Business School. He now works at Honeywell as the director of their worldwide fire and security products businesses.

**Dan Rostratter, '81 BSB, '84 MBA**, is senior consultant at Ernst & Young.

**Michael Marben, '82 BSB**, was a candidate for Dakota County sheriff in the September primary. He is an investigator with the Apple Valley Police Department.

**Randel Carlock, '70 BSB, '83 MBA, '91 PhD**, director, Family Business Institute at the University of St. Thomas, was awarded the Edwin M. Appel Prize for Bringing Entrepreneurial Vitality to Academe, presented by the Price Foundation and Babson College. He was the speaker at the Carlson First Tuesday Luncheon in November.

**Barbara Edwards, '83 MBA, '90 PhD**, has been named chairwoman of the College of St. Scholastica's management department. Previously, she was chairwoman of the management department at St. John's University in Collegeville, Minn.

**Thomas Ormand, '83 BSB, '84 MBA**, has been promoted to associate partner at Andersen Consulting's Minneapolis office. He joined Andersen Consulting in 1984, was promoted to manager in 1988, has worked in the firm's health-care industry and now manages the business operations of the firm's Client/Server Center of Excellence.

**John Bergstrom, '85 MBA**, is president and director of Edvest Capital Corp., formerly Cherry Tree Investment. The newly public Minneapolis firm invests in and provides management assistance for education-related companies.

**Jeffrey Davis, '85 MBA**, has been promoted to associate partner in Andersen Consulting's Minneapolis office. Since joining Andersen Consulting in 1985, he has specialized in the financial services industry.

**Craig Evans, '85 CEMBA**, is the author of a new book, *Marketing Channels: Informercials and the Future of Televised Marketing*, published by Prentice Hall. He suggests that in the future we will see television channels dedicated to marketing a single industry, such as a "Car Buyer's Channel," which will be a cross between Consumer Reports and the Yellow Pages.

**Paul Quie, '85 MBA**, St. Paul, has opened a counseling office to work with business executives dealing with career, family and work related issues. He received his master's in counseling psychology from St. Mary's College.

**Tim LaLande, '86 BSB**, is with the investment firm Dillman and Reed in New York. Tim received his MBA at Dartmouth and master's of economics from the London School of Economics.

**Rakesh Agarwala, '87 CEMBA**, is a business development manager, Alliant Techsystems, in Hopkins, Minn., with responsibility for developing new business with the U.S. Special Operations Forces.

**Alan Fine, '87 MBA**, Artistic Finishes, Inc., Roseville, Minn., and former Carlson student Roger Howe, Norwest Operations Center, Minneapolis, were guest lecturers in Associate Professor Gerardine DeSanctis' Management of the Information Systems Services Function Evening MBA course last winter.

**Kristin Taylor Geisler, '87 BSB**, is a senior analyst with Northwest Airlines.

**Molly Murphy Moroney, '87 BSB**, is a consulting analyst at William M. Mercer's Communication Resource Center, Deerfield, Ill.

**Victor Pfefer, '88 BSB**, is the market representation specialist for the Ford Motor Company, Teterboro, N.J. He married Jill Lehman in October.

**Brad Pries, '88 BSB, '90 MBA**, spoke at an MBA Association Alumni Relations Committee Brown Bag Lunch in October. Brad works at Integrated Portfolios, Inc., in the Twin Cities.

**Moneer A. Rana, '88 MBA**, was recently promoted to supervisor in the Purchasing Systems Group, 3M.

**Joseph Coté, '89 BSB**, is a student loan underwriter, Norwest Bank, South Dakota.

## '90s

**Nancy Madden and Kim Swanson**, both '90 CEMBA, were married in August.

**Linda Menke, '90 MBA**, was a guest speaker in Bob Van Cleave's class on information systems and management. Linda is MIS manager at The St. Paul Companies.

**Collin Barr, '91 MBA**, is now senior vice president of real estate for Caribou Coffee, Inc., Minneapolis. He had been principal and corporate real estate consultant for Tobin Real Estate Co.

**Li-Chi Chiu, '91 MBA**, works for Anderson Consulting in Taipei, Taiwan.

**Craig Marzolf, '91 MBA**, spoke at an MBA Association Alumni Relations Committee Brown Bag Lunch in October. Craig works at Metaphase Technologies in the Twin Cities.

**Megan Miller, '91 MBA**, and **Troy Roovers, '90 MBA**, were married in August. Megan works at Aspen Medical Group and Troy at Abbott Hospital.

**C. Alex Piper, '91 MBA**, technical specialist at The St. Paul Companies, spoke to students participating in the U S West Prep Course at the Carlson School in September.

## Robert J. Simon, '80 BSB

*Leveraging a midwestern background in New York City*

Be ethical, hard-working and humble, and you'll live up to the Midwest's favorable image. That's the advice from Rob Simon, senior managing director of Bradford Ventures Ltd. BVL buys, sells and sets strategic direction for mid-size companies, building them up internally and through add-on acquisitions and then selling them or completing an initial public offering.

Simon himself has pretty good Midwest credentials. He grew up in the Minneapolis suburb of Golden Valley and enrolled as a high school senior at the University of Minnesota College of Liberal Arts honors program before transferring to the Carlson School. His first job out of the Carlson School was in leveraged buyout lending at First Bank in St. Paul.

But then came some calculated risk-taking. Simon moved to New York City, took a securities analyst job with Kidder Peabody & Co., Inc. and enrolled full-time in New York University's MBA program. Two years later, in 1984, it was time for another move: Finance MBA in hand, Simon left the relative security of the investment banking firm for BVL, which invests on behalf of the billion-dollar-plus Bessemer Securities Corp., established by Henry Phipps, one-time partner of Andrew Carnegie. BVL also invests on behalf of many wealthy European families and major financial institutions.

Simon became a top BVL performer early, finding and managing leveraged buyouts that produced substantial capital gains. Now his challenge, he says, is to make the transition from solo performer to coaching. It's a fine line between being a mentor and a know-it-all. "You have to act as a coach," says Simon, "and not the star."

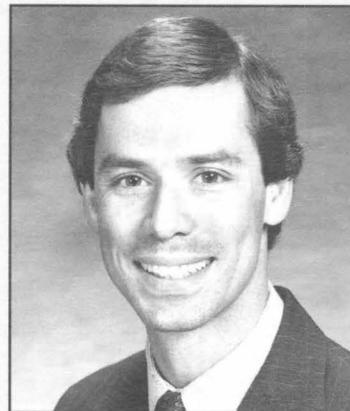
BVL currently has investments in 14 companies with over \$100 million in capital. Its portfolio companies have combined annual sales of \$500 million and 5,000 employees. Simon sits on 11 boards of directors, of which he is chairman of four public and four private companies. "That's enough to get me up in the morning and keep me busy until late at night," he deadpans.

Doesn't leave much room for a balance in work and personal life, does it? Simon's getting around to it. In 1993 he got married, after commuting for two years to Harvard Business School, where his wife, now an investment banker at Merrill Lynch, was an MBA student. He volunteers as a tennis instructor for disadvantaged kids, helps at the New York City Ballet and speaks often at NYU, where he serves on the board of the Entrepreneurial Center.

Simon's advice to grads: Ask questions. Listen. Be disciplined. Admit mistakes. Don't point fingers. And be humble. The last comment serves him well, as a 36-year-old whose direct reports include company presidents 20 to 30 years his senior. Is that awkward? "Not if you're mature, fair and intelligent. And humble," says Simon. "No one at any level responds to arrogance very well."

What people do respond to is the possibility of financial gain: BVL typically buys 60 to 80 percent of the ownership of a company. The company's senior managers, who have a significant financial stake in the company prospering, own the rest.

Simon says Carlson School grads can trade on their regional reputation for square dealing. "It's not a myth," he says. "And it plays very well throughout the country."



**Robert J. Simon**, senior managing director of Bradford Ventures Ltd. in New York City, has based his successful investment career on fundamental Midwestern values of honesty and hard work.

*(Marc Hequet)*



**Mark Beffel, '92 CEMBA**, is vice president of Manufacturing at Lozier Corp., Omaha, Neb. He is responsible for six plant managers with locations in four states. Lozier is the premier manufacturer of retail sales displays and store fixtures storage systems.

**Blanton Bessinger, MD, '92 CEMBA**, was appointed vice president of medical affairs for Children's Health Care, formed when Minneapolis Children's Medical Center and Children's Hospital of St. Paul merged last June.

**Rebecca Butler, '92 MBA**, has joined Polaris Wilbert Vault Corp. as a vice president managing the sales and marketing area of the Duluth, Minn., burial vault manufacturer.

**Larry Diamond, '92 MBA**, United Health Care, spoke at an MBA Association Alumni Relations Committee Brown Bag Lunch in October.

**Cynthia Huffman, '92 PhD**, a professor at the Wharton School, Univ. of Pennsylvania, was awarded the 1994 Robert Ferber Award for Consumer Research for her article "Goal-Oriented Experiences and the Development of Knowledge," co-authored by Carlson School Associate Dean Mike Houston. The award is sponsored by the *Journal for Consumer Research* and the Association for Consumer Research, and is given to the best interdisciplinary article based on a recent dissertation that is published in *JCR*.

### IRC Celebrates 50th

In 1995 the Industrial Relations Center will commemorate its 50th anniversary of teaching, research and outreach to the industrial relations community. The celebration will be capped in the fall by a gala weekend of events, October 19-21, 1995, including:

- |            |   |
|------------|---|
| October 19 | <b>George Seltzer Distinguished Lecture</b> |
| October 20 | <b>17th Annual IR Institute</b>             |
| October 21 | <b>Celebration Program &amp; Banquet</b>    |

Your ideas and comments are welcomed to make this celebration the best ever. Please contact Donna D'Andrea at (612) 624-9300 with your suggestions or if you are interested in volunteering for one of the many committees currently working on the celebration events.

We look forward to seeing you.

### New Ways to Stay in Touch

If you have access to the Internet and would like up-to-the-minute information about the Carlson School, take a look at the new Carlson School Gopher and World Wide Web services. Information that is available through these servers includes a weekly update on news and activities at the school, course and program descriptions and information about Carlson School faculty. Additional information, coming soon, could include on-line issues of the *MMR* and other school publications. The paths to follow to find us are:

- To the Gopher server: [gopher.csom.umn.edu](http://gopher.csom.umn.edu)
- To the World Wide Web server: <http://www.csom.umn.edu>

You may also send us your news, class notes, comments and questions by contacting Edith Hersey, alumni relations director, in any of the following ways:

- Mail your news, using the Class Notes form and envelope enclosed in this issue, or fax it to 612-624-6374.
- Call 612-625-1556.
- Email: [ehersey@csom.umn.edu](mailto:ehersey@csom.umn.edu)

**Suzanne Carleo, '93 BSB**, is a staff accountant at KPMG Peat Marwick, Minneapolis.

**Timothy Gotham, '93 MBA**, Minneapolis, has started Premier Design Systems, Inc., which sells SQL\*Time Accounting Software, general computer consulting and Oracle database programming.

**Jeffrey Knight, '93 BSB**, graduated from the Department of Mortuary Science, U of M, in June. He was honored with the most prestigious award given nationally to students of mortuary sci-

ence, the Nolte Scholar Award. He will be returning to Vermont to work at the Knight Funeral Home.

**Mark McNeilly, '93 CEMBA**, is a senior planner at IBM Rochester, and has co-authored two articles in the *Planning Review*, the main publication of The Planning Forum, the world's largest membership organization focused on strategic planning.

**Jennifer Olson, '93 MAIR**, is a human resource specialist with Pro Staff Personnel Services, in Minneapolis.

**Amit and Shoba Das, '94 PhD**, have both taken positions at Nanyang Technological Univ., in Singapore.

**J.J. Brown, '94 CEMBA**, was recently appointed brand manager for the Monogram line of General Electric Appliances. He has been in the field for GE since 1987 in contract sales. Previously, he was North Central Area sales manager for contract sales in Minneapolis.

**Yi-Chun Chou, '94 BSB**, is pursuing a master's in accounting at the University of Illinois-Urbana Champaign.

**David Deephouse, '94 PhD**, is on the faculty at Louisiana State Univ.

**Sunil Dutta, '94 PhD**, is on the faculty at the Univ. of British Columbia.

**LeMonte Graham, '94 MAIR**, is a hall director at Eastern Connecticut State University in Willimantic, Conn.

**Jennifer Gregan-Paxton, '94 PhD**, is on the faculty at Washington State Univ.

**Amy Laspia, '94 MBA**, joined The Rowland Co., St. Paul, as senior vice president and will help expand the firm's environmental business. The Rowland Co. is an international marketing communications and public relations firm. She has previously worked at The Pillsbury Co. as an environmental issues manager, and as a health and environmental specialist at Paul, Hastings, Janofsky & Walker, Washington, D.C. She was president of Environmental Management Consulting in the Twin Cities since 1990.

**Tom McCarty, '94 CEMBA**, recently began employment with Target in Minneapolis as a senior program analyst.

**Michael Sher, '94 PhD**, is a temporary lecturer at the Univ. of Minnesota.

**James Randy Snyder, '94 PhD**, is at U S West, in Denver.

**Stephen Swenson, '94 CEMBA**, has been promoted to director of worldwide automation for American Express Travelers Check Group, Salt Lake City. Steve will be responsible for enhancing the value provided by automation for the American Express distribution partners located throughout the world.

**Michelle Vician, '94 PhD**, is on the faculty at Michigan Tech., in Houghton.

## Deceased

**Rudolph Gunnar Ohlson, '29 BSB**, Evanston, Ill., died Nov. 23, 1993.

**Levern T. Narveson, '49 BSB**, Cedar Falls, Iowa, died Nov. 29, 1993.

**Willis E. More, '33 BSB**, Cleveland, Minn., died in 1992.

**Fran Vierling, '66 BSB**, St. Louis Park, Minn., died May 3, 1994, of cancer.

## Patty (Caulfield) Gunderson, '82 BSB

### Owning a Neighborhood Pet Store

When Patty Gunderson started at the University of Minnesota in 1978, she was scared. "I had wanted to go to a small, private school, and I was intimidated by college to start out with—my high school counselor had said I should go to trade school, and I was the first in my family to go to college," she remembered. Her ultimate success at the Carlson School helped prepare Gunderson for another frightening turning point: starting her own business in 1992. Gunderson, who went on to graduate school, is now owner of a successful pet store, Re: Pets, on St. Paul's Selby Avenue.

In 1991, Gunderson, mother of three, was working for NCR in a marketing position that she thought might lead to something. Then she was told that her department was closing in a year, and that she would be laid off. "I looked for a job, but the market was bad, and the pay was bad. I thought, 'I always wanted to have a business; here's my chance. What do I have to lose?'"

After thinking hard about what kind of business would be compatible with her family life and performing exhaustive market research, she found that a pet store in her own Cathedral Hill neighborhood was a viable option. With no previous background in the business, she then set out to learn everything she could about pets and pet stores. "You can do anything if you're willing to do the homework," asserted Gunderson.

Today her product line includes pets and food and supplies for dogs, cats, fish, reptiles, birds and small animals such as gerbils, hamsters, and rabbits. Hers is the only pet store in the Twin Cities which sells new and used pet equipment. She also rents some equipment, such as bark collars, which can be very expensive to purchase. Gunderson also boards pets, has a self-service grooming station, and does in-home aquarium set-up.

For Gunderson, the community support she's received in the neighborhood has been a tremendous asset. Right from the start her neighbors expressed their appreciation that she opened her store in the neighborhood. "I was so touched, because I wasn't making any money at first, and it was a very scary thing. I couldn't eat; I couldn't sleep." Despite living in the inner-city, Gunderson claims to enjoy a small-town feeling that most city-dwellers never experience.

Though Gunderson truly enjoys her work, she admits that retail can be tough. There are shoplifters, and bad checks and she resents having to keep an eye on her customers. "It really hurts when people steal," she said. "I work hard for the little I get back, and it's maddening."

Gunderson has three part-time employees and reports growth of approximately 15 percent a year, though she feels the business could grow more quickly if she devoted more time to it. "My goal, before money, is to have time to spend with my family," she said. Gunderson and her husband, John, have three children: Peter, 11; Nicholas, 8; and Mari, 5. "I only get one chance at raising kids, so I try to prioritize things. That's hard, but I have to remind myself, first things first."

(Kara Korsgaard Rose)



JIM BARBOUR

Opening a pet store in her own St. Paul neighborhood has made it possible for Patty Gunderson to combine work and family.



JEFF GROSSCUP

### ◀ New Building Donor Celebration

The Carlson School hosted a celebration on October 10 to acknowledge the key role corporations and individual donors have played in making the new Carlson School building possible. Representatives from the 73 companies, foundations and individuals who have contributed \$18.5 million toward the building attended a reception and program, which included a song with original lyrics by Vern Sutton, director of the University's School of Music, honoring the donors. Last spring \$25 million in public funding was also approved by the legislature. Construction of the building will begin this summer.

Shown here are donors **Arend Sandbulte, '66 MBA**, and his wife **Verna**. Arend is chairman, president & CEO of Minnesota Power in Duluth.

### Corporate Alumni Receptions ▼

The Carlson School comes to you if you work for one of the many companies hosting Carlson School alumni receptions this year. It gives you an opportunity to hear about the school, talk to former classmates and faculty, and find out which of your co-workers are Carlson School grads. For information on how to sponsor a reception where you work, call 612-625-1556.



JIM BARBOUR

### ▲ U of M Presidents Club Reception

At a reception this fall for members of the University of Minnesota Presidents Club, guests were invited to attend one of eight presentations around campus. The Carlson School participated with "the classroom of the future." Attendees used laptop computers in a Carlson School classroom to explore the internet and an interactive educational software program on "The Time Value of Money," developed by Finance Professor Tim Nantell.



TIM RUMMELHOFF

At **Norwest**, more than 150 Carlson alumni gathered to get an update on the school.



JIM HANSEN

At the **Dayton Hudson** reception, **Barb Grimlund, '81 MBA**, enjoyed talking to her former professor of strategic management, **Bruce Erickson**.



JIM HANSEN

At **Dain Bosworth**, Career Services Director **Jan Windmeier** caught up with **Jim Rustad, '72 MBA**, associate manager and associate vice president of Dain Bosworth; and **Dan Marcotte, '86 MBA**, vice president and manager of Research and Marketing, Fixed Income Group, Dain Bosworth.



JIM HANSEN

**Jim Hale**, senior vice president, general counsel and secretary of **Dayton Hudson Corporation**, and a member of the **Carlson School Board of Overseers**, chatted with **Marketing Professor Ken Roering**.



## CALENDAR

### JANUARY

- 18 Cargill Speaker Series**, sponsored by the Quality Leadership Center and funded by Cargill. Arnie Weimerskirch, vp of Corporate Quality, Honeywell, will present "Quality Value Creation." 3:30 p.m. Cowles Auditorium, Humphrey Center. (626-2097)
- 20 Insurance Seminar**, sponsored by the Minnesota Center for Insurance Research. Professor Emilio Venezian, from Rutgers, will present "Problems with Options Pricing and Discounted Cash Flow Models Used in Insurance Regulation." (624-0581)

### FEBRUARY

- 3 Breakfast with the Experts**, sponsored by the Employer Education Service of the Industrial Relations Center. Janet Hagberg will present "Leading from the Soul: Moving Beyond Position Power and Control." \$13. 8:00 a.m. Humphrey Dining Room. (624-5525)
- 7 Carlson First Tuesday Luncheon**, sponsored by the Alumni Council for alumni and friends. Featuring Robert Potts, president, Green Tree Financial. 11:30 a.m. - 1:00 p.m. Radisson Hotel Metrodome. \$15 includes parking. (626-9634)
- 17 MBA-MIS Alumni Association Breakfast Program**, featuring a seminar presented by the MIS Research Center with Lynda Applegate, from the Harvard Business School. (625-1553)
- 17 Insurance Seminar**, sponsored by the Minnesota Center for Insurance Research. Glen Myers, research director at ISO, will present "Handling Catastrophe in Insurance and Reinsurance." (624-0581)
- Fundamentals of Finance**, sponsored by the Executive Development Center. Feb. 28 - March 1. (624-2545)
- Minnesota Management Institute**, sponsored by the Executive Development Center. The focus is on the functional areas of business with an emphasis on operations management. Begins in March, with an optional finance seminar in February. (624-2545)

### MARCH

- 1 Cargill Speaker Series**, sponsored by the Quality Leadership Center and funded by Cargill. Theresa LeGrand, president & CEO, GE Capital Fleet, will present "Quality: Leading Indicator of Financial Performance." 3:30 p.m. Cowles Auditorium, Humphrey Center. (626-2097)
- 3 Breakfast with the Experts**, sponsored by the Employer Education Service of the IRC. Carlson School Insurance Professors Richard Butler and Andrew Whitman will present "Your Company's Risk Profile: Integrating Employer Health Benefits, Workers Comp, and Employment Liability Management." \$13. 8:00 a.m. Humphrey Dining Room. (624-5525)
- 7 Carlson First Tuesday Luncheon**, sponsored by the Alumni Council for alumni and friends. 11:30 a.m. - 1:00 p.m. Radisson Hotel Metrodome. \$15 includes parking. (626-9634)
- 13 3M Alumni Reception**. Carlson School alumni who are employed at 3M are invited. 7:30-9:00 a.m. (625-1556)
- 19 Minnesota Management Academy**, sponsored by the Executive Development Center, begins. Designed for front-line managers. March 19-24. (624-2545)
- 21 21st Century Program**, sponsored by the Executive Development Program begins. This year's theme is "Global Strategic Management." This exclusive lecture series is for upper-level executives. (624-2545)
- 24 Insurance Seminar**, sponsored by the Minnesota Center for Insurance Research. Professor David Cummins, from Wharton, will present "Direct Riders vs. Independent Agents: Evidence on Efficiency." (624-0581)

*Disability accommodations will be provided upon request. Please call the telephone number listed for each event.*

## Continuing Education Opportunities

The Carlson School offers many continuing education programs to help you stay up to date on a variety of business topics. Call the numbers listed below to request further information.

### Executive Development Center (624-2545)

- Human Resource Executive Program
- Advantage Program for MBAs
- Strategic Marketing Program
- Minnesota Management Academy
- Minnesota Management Institute
- Minnesota Executive Program
- Strategic Leadership Program
- 21st Century Program
- Executive Presentation Skills
- Customized in-house programs

### IRC Employer Education Service (624-5525)

- Breakfast with the Expert Series
- Human resources seminars and certificate programs
- Customized in-house programs

### IRC Labor Education Service (624-5020)

- Evening and weekend courses on labor management

### Strategic Management Research Center (624-0226)

- Colloquium Series
- Minnesota Organizational Change Roundtable
- Proseminar in Entrepreneurial Studies, co-sponsored by the Entrepreneurial Studies Center

### MIS Research Center (625-6565)

- Associates Seminar Series

### Quality Leadership Center (626-2097)

- Cargill Quality Speaker Series

### Minnesota Center for Insurance Research (624-0581)

- Insurance Seminars

### Carlson School Alumni Council (625-1556)

- First Tuesday Luncheon Series



## Success Magazine Ranks the Carlson School Among Top 25 Schools for Entrepreneurs

This is a ranking that should come naturally to the Carlson School—being named by *Success Magazine* as one of the country's top 25 business schools for entrepreneurs (September issue). At least 20 percent of our alumni have founded or own their own companies, including such quintessential entrepreneurs as Curt Carlson. The school is located in one of the

country's hotbeds of entrepreneurial activity, giving students access to an abundance of entrepreneurs. The University of Minnesota ranks 5th for the number of new patents registered, giving students access to the inventors and scientists whose products form the basis of many new companies.

Bringing together these varied resources in a way that will benefit students is the job of the Entrepreneurial Studies Center, headed by Professor Richard Cardozo, the Carlson Chair in Entrepreneurial Studies. "The school focuses its entrepreneurial teaching on forming and growing new businesses that will create value through the commercialization of technology," says Cardozo. "We involve our students and faculty with entrepreneurs, venture investors and public policymakers in and out of the classroom."

Guest speakers in the MBA Entrepreneurial Studies course have included people such as Judy Corson, founder of Custom Research Inc., one of America's largest privately held market research companies; Dr. Tait Elder, retired head of new ventures for 3M; Erwin Kelen, founder of Kelen Ventures, an investment firm; Edward Lauing, founder of Power Up! Software Corp., based in California; Richard Schulze, founder and

chairman of Best Buy Companies; Joe Shuster, founder and chairman of Teltech, a technical information service; and Curt Carlson himself.

MBA students may take more than one-third of their credits in entrepreneurial studies courses. This includes the new MBA Entrepreneurship and Technology Transfer Field Project Option, in which teams of students are matched with University scientists to explore the market potential of new inventions. And, in a new course this year, Carlson School students are paired with engineering students from the Institute of Technology to explore new product design in partnership with sponsoring companies. In this year-long course, students work in business development teams to identify markets, develop product strategies and concepts, design a product, develop a business plan, create prototype products and pilot the manufacturing process.

One of the strengths of the Carlson School entrepreneurial studies programs is the combination of teaching programs with research activities at the school and the university. New research results contribute to the understanding of issues in the classroom, and form the basis for new course content.

# MMR

Minnesota Management Review  
Carlson School of Management  
University of Minnesota  
271 19th Avenue South  
Minneapolis, MN 55455

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