

STEVEN WILLIS

All Aboard! The MHA program is now part of the Carlson School. Like the other alumni profiled in our cover story, Janet Porter, '85 MBA, '93 PhD, has made a career of combining good business practices and healthcare.

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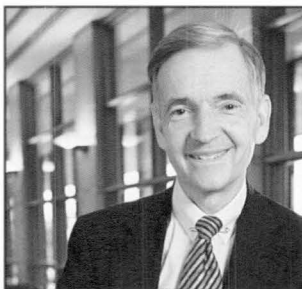
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MMR

Minnesota Management Review

Winter 1998



STEVEN WILLIUS

Andrew Czajkowski, '57 BSB,
president and CEO of Blue Cross
and Blue Shield of Minnesota

1 ALL ABOARD!

As we welcome the Master of Healthcare Administration Program to the Carlson School, we introduce you to seven highly successful alumni who have long recognized—and capitalized on—the natural synergies between state of the art business practices and healthcare administration.

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upcoming events.*

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All Aboard!

BY CHUCK BENDA

Bringing the University's highly acclaimed Master of Healthcare Administration Program to the Carlson School builds on natural synergies and historical precedent—and may well set the standard for the future of healthcare administration training programs.

Effective healthcare administration has always required a unique mixture of public health values and state-of-the-art business practices. As the healthcare industry has grown ever more complex in recent years, the need to enhance the natural connection between these two disciplines has never been stronger. Nationally, more than half of the healthcare administration programs—including four of the five top-rated programs—are aligned with the business programs at their respective institutions.

The Master of Healthcare Administration (MHA) Program officially joined the ranks of the Carlson School of Management in January 1997. The Carlson School has long had a strong connection to both the healthcare industry—through its numerous alumni working in the field—and the MHA Program, through collaborations and interactions with MHA faculty and students dating back to 1982.

In this story you will meet seven nationally prominent leaders in healthcare administration, some of whom earned their business degrees, some who earned the MHA degrees. Also, MHA Program Chair George Johnson, '63 MHA, '74 Ph.D. and MHA Alumni Association/Foundation Executive



Richard Norling, '75 MHA

Director David PeKarna, '66 MHA, will give you their insiders' perspective on what this transfer means for the future of the Carlson School, the MHA Program and the healthcare industry.

A Simple Twist of Fate

Even now, almost 30 years after the fact, Richard Norling, '75 MHA, can hardly believe the way his career was shaped by a single—but amazing—bit of good fortune during his days in graduate school at the University of Arizona. Norling, who is currently chief operating officer for Premier, Inc., is the former president and CEO of Fairview Health System.

"I had earned my undergraduate degree in math from Tufts University in Boston," Norling says. "I decided to pursue a master's in applied mathematics and systems engineering from the University of Arizona. Once I got there, I was presented with a most beguiling opportunity to work for the University of Arizona Hospital, which at the time was still three years away from opening its doors. "The administrator there hired me and asked me to spend the first year studying those hospitals that seemed to have the best practices in place and then work with the staff he recruited to help establish the same practices at the new hospital. Although

I didn't know it at the time, he had set me up to perform a classic benchmarking study."

The Arizona job was Norling's first professional contact with hospitals, but it obviously made a very lasting impression—and it created in him a fascination with the challenges associated with healthcare delivery.

"Healthcare in general is about as complex a product to deliver as there is," Norling says. "There's no standard, defined product. There are probably somewhere between 15,000 and 20,000 different services and products that are available and must be used in different combinations. Every admission is different. It's an adaptive feedback process that just keeps going and going."



Don Wegmiller,
'62 MHA

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When he realized how deeply he was attracted to a career in healthcare, Norling decided to pursue a master's degree in healthcare administration—but he wasn't sure where. Ever the researcher, Norling decided to poll his colleagues at the hospital in Arizona.

"At the time, there weren't any graduates of the Minnesota MHA program at Arizona," he recalls, chuckling. "Quite naturally, each person I asked quickly recommended his or her alma mater: Michigan, Duke, and so forth. But each person also ended by saying something like 'But maybe you ought to take a look at Minnesota, too,' or 'I understand Minnesota has a good program.' I quickly decided Minnesota was the program to go to. I've been extremely satisfied with my choice ever since."

Norling began his climb up the corporate ladder in California, working his way through a number of administrative positions with an organization now known as UniHealth America. During his 15-year stint with UniHealth, Norling rose to the level of executive vice president and chief operating officer. In 1989, Fairview Health System recruited him for the position of president and CEO.

Even though it was a smaller organization than UniHealth, Norling viewed the offer as a good fit for him.

"Both the timing and circumstances seemed right," says Norling. "The Fairview organization had lots of similarities to UniHealth. They were very committed to becoming a health system, not just a group of hospitals. And they were well known and respected nationally. Plus, their offer gave me a chance to be a CEO and prove whether or not I could do the job and do it well."

And do it well he did. Fairview grew and prospered during Norling's tenure. Among his most notable achievements is the recent successful merger of the University of Minnesota Hospitals and Clinics with Fairview and the affiliation of Fairview with the University's Academic Health Center. "That's a transaction that will prove highly valuable to both organizations over the long term," says Norling.

Despite his satisfaction at Fairview, Norling decided in 1997 to make a change once again. He resigned his position in October, returning to California to join Premier Inc. Premier is a consulting and process improvement business that works with about 1,800 hospitals and other healthcare organizations, including lobbyists and insurance companies.

"This is a pretty dramatic change for me," says Norling. "It's very difficult to leave Fairview—which I think is a truly great organization. But the move gives me a chance to make a difference in non-profit health systems, as well as to feed my entrepreneurial interests. I'll be working with health systems in every major market in the U.S. It's very exciting and energizing."

Despite the difficulties associated with leaving Fairview, Norling will go forward without regrets. After all, seizing "beguiling opportunities" has served him quite well during his career. Why not follow one more twist of fate?

The Rest is History

Don Wegmiller, '62 MHA, is quick to deflect attention from himself, often downplaying his achievements. But the 59-year-old president of Management Compensation Group/HealthCare Compensation (MCG) rose to prominence on the Minnesota healthcare scene at a time when history was being made.

"I had the opportunity to work at a time when the whole healthcare-maintenance organization/managed-care 'baby' was being born," says Wegmiller. "In the early 1970s, Minneapolis and St. Paul were the forerunners in the industry. Those of us working at that time got the opportunity to grow and shape and nurture the 'baby,' if you will. It was a very exciting, frustrating and dizzying time."

Wegmiller began working for Fairview Hospitals in 1962, guiding the opening of Fairview Southdale in 1965 and helping with the opening of Fairview Ridges. In 1976, he moved to Health Central, an organization of three small hospitals in northern suburbs of Minneapolis. During the next 17 years, he helped build that organization into a \$2-billion operation through a series of mergers and acquisitions.

"We built Health Central into a system of 23 hospitals located in five states," says Wegmiller, who served as vice chairman and president of the organization when it was known as HealthSpan Health Systems Corporation. "Then we began the process of merging, first with

HealthOne and then with Abbott Northwestern Hospitals to create HealthSpan. HealthSpan existed for about two years, before merging with Medica Health Plan, giving rise to Allina Health Systems.”

When Allina was created, Wegmiller decided it was time to move on. That’s when he became president of MCG, the nation’s leading consulting firm in the area of executive compensation and physician compensation for healthcare organizations. At MCG, Wegmiller heads a staff of approximately 170 individuals serving clients from over 200 healthcare systems and 900 hospitals located in all 50 states.

Wegmiller was also part of the MHA program during its formative years—before it had fully secured its reputation as one of the nation’s premier programs. Like many of his classmates, Wegmiller was thoroughly impressed with the program’s founder, James Hamilton.

“Clearly Hamilton was a very effective teacher,” Wegmiller recalls. “He had an incredible ability to teach you—to force you—to think. I’ll never forget what he told us as we were nearing the completion of our studies. He said: ‘If you think that what you have learned in the last two years is how to run General Hospital, you have missed the point entirely and I will be sadly disappointed to watch your career sink. What we have tried to teach you is the ability to think. What you should have learned are the principles of organization and management so that you can effectively run General Hospital, or General Mills, or General Motors.’”

Like Hamilton, Wegmiller shares his real-life experiences and business savvy through teaching. For more than 15 years, he has been an adjunct professor in the University of Minnesota MHA program and similar programs at Duke University and Arizona State University. Duke recently presented Wegmiller with an outstanding adjunct faculty award and made him an honorary alumnus. Uncharacteristically, he doesn’t downplay the accord Duke bestowed.

“I’m very proud of that,” he says.



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Janet Porter, '85
MHA, '93 PhD.

Along with teaching, Wegmiller also makes time for what he describes as his primary “avocation”—serving on the boards of seven public companies.

“These are mostly good-sized companies, in the pharmaceutical industry, the healthcare software industry, and other parts of the healthcare industry,” he says. “It’s a very educational process and I enjoy it a great deal.”

And, though Wegmiller is almost certain to deny it, he is—at least in some small way—continuing to write the history of the industry that has captured his full attention these many years.

A Two-Track Mind

Typically the demands of becoming a successful upper-level manager require a commitment of time and energy that goes well beyond what the average person might consider reasonable. Becoming a respected and highly valued faculty member at a major university is an equally demanding undertaking. Remarkably, Janet Porter, '85 MBA, '93 Ph.D., has accomplished both—and she can’t envision herself giving up either of her career choices.

“I love to teach,” says Porter, who is currently an adjunct associate professor in the graduate program in health man-

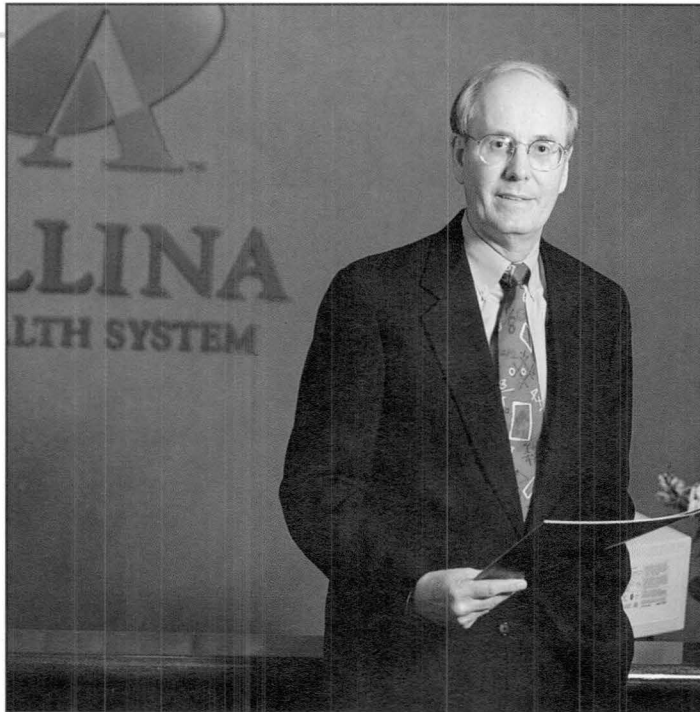
agement and policy at The Ohio State University (OSU). “In some ways, I’m like the writer or the painter who has to write or has to paint. I have that kind of passion about teaching. I have to teach.”

Porter loves teaching so much, in fact, that for a number of years she held down two teaching positions—teaching at OSU during the regular academic year and at the University of Minnesota in the executive education program during the summer. At the same time, she held a full-time job as a hospital administrator—something for which she has also developed a passion.

“I really like having the opportunity to bring solid, practical experience into the classroom,” Porter explains.

The experience Porter brings to the classroom comes from nearly 20 years working as a healthcare administrator, including almost nine years (from 1988 to 1997) as chief operating officer of Children’s Hospital, Inc. in Columbus, Ohio. Children’s Hospital is the pediatric hospital for OSU and includes a 313-bed teaching hospital, a research center, and the nation’s largest pediatric ambulatory program.

In early 1997, Porter made what she assumed was the next logical step in her career, accepting a position as CEO of



Gordon Sprenger,
'61 MHA

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Methodist Women's and Children's Hospital in San Antonio, Texas.

Unfortunately, shortly after Porter accepted the position, the Medicare fraud scandal hit Columbia/HCA, which is the parent organization of Methodist Women's and Children's Hospital.

"From the moment I got there, it became apparent that there were some problems that had not been disclosed to me during the interview process," Porter explains. "After uncovering them, I chose to resign."

Porter was able to return to Ohio State to resume her strategic management teaching duties. She is currently considering both full-time faculty and executive positions. While she is as passionate as ever about teaching, she is still strongly attracted by the prospect of running hospitals.

"My career as an executive has been very rewarding," she says. "I've always gotten great satisfaction from helping people."

In recent years, the accomplishments—and the rewards—have been many. Among the most notable in Porter's mind were her efforts to complete a major re-engineering project at Children's Hospital in Columbus. That project resulted in annual savings of

approximately \$16 million. Porter is also very proud of her work with several leading children's hospitals to develop national bench-marking standards for quality and financial data. She traces her success, in part, to her time in Minnesota.

"I met some really fabulous faculty members at the University of Minnesota—on both sides of the river," she says. "They helped shape my thinking and made me feel like a scholar."

"The MHA program has long been thought of as an index program: it has that kind of national visibility and prominence. I think the program has tremendous synergies with the Carlson School and is well positioned for the future."

Style and Substance

Gordon Sprenger, '61 MHA, eliminated the "C" from his title as CEO in 1993, calling himself simply executive officer when Health One and LifeSpan merged to create HealthSpan. The change garnered Sprenger a lot of good natured ribbing from his friends and colleagues. Sprenger maintains, however, that the abbreviated title—while symbolic—is not as superficial as his colleagues might suggest. At HealthSpan, for example, he simplified other manage-

ment titles as well in order to focus attention on the work being done, rather than the organizational hierarchy.

"I think a 'CEO' should be a strategist, a coach, and an enabler—not some sort of 'final authority' who rules on every decision," he says. "We want everyone in the organization to accept responsibility for solving problems and managing the corporation."

Throughout his career, Sprenger, who is now 60, has distinguished himself as one of the most creative and innovative administrators in the healthcare industry and has earned well-deserved recognition as a pioneer on the Minnesota healthcare scene. He began his career as a registrar and clinic administration officer while in the U.S. Air Force in California and served briefly as an assistant administrator at a hospital in Wisconsin before returning to Minnesota, where he joined Northwestern Hospital as an assistant administrator. For the next 30 years, Sprenger helped shape, and was shaped by, the ever-changing hospital and healthcare system environment.

Today, in addition to his unusual title, Sprenger is unique in that he shares the leadership of Allina in partnership with Jim Ehlen, who also bears the title of president in Allina's Executive Office. Ehlen was head of Medica Health Plan prior to the 1994 merger between Medica and HealthSpan Health Systems that gave birth to Allina.

Sprenger has been somewhat of a maverick when it comes to preventive healthcare, leading the way through initiatives in anti-smoking, domestic abuse, housing, and gang violence. Allina's program to remove gang tattoos "on demand" attracted national attention, leading to a three-minute clip on the CBS news feature "Eye On America." Sprenger has also been instrumental in shaping the consolidation process that has enabled the industry to cope with the double bind presented by rising healthcare costs and diminishing resources.

"We've had to make a lot of tough decisions in recent years," says Sprenger. "I've been through four mergers. We've consolidated a lot of facilities within the

Twin Cities metro area, and we've had to learn to bring the finance and delivery sides of the business together around the same table. It's a tremendous challenge."

Sprengr's time at the University of Minnesota helped shape his career path. "I was very impressed by the absolute dedication of the faculty to the students," he says. "We developed very close-knit relationships with both our classmates and the faculty. Those relationships have been very long lasting and most of us have continued to network and stay in touch with our colleagues throughout our careers."

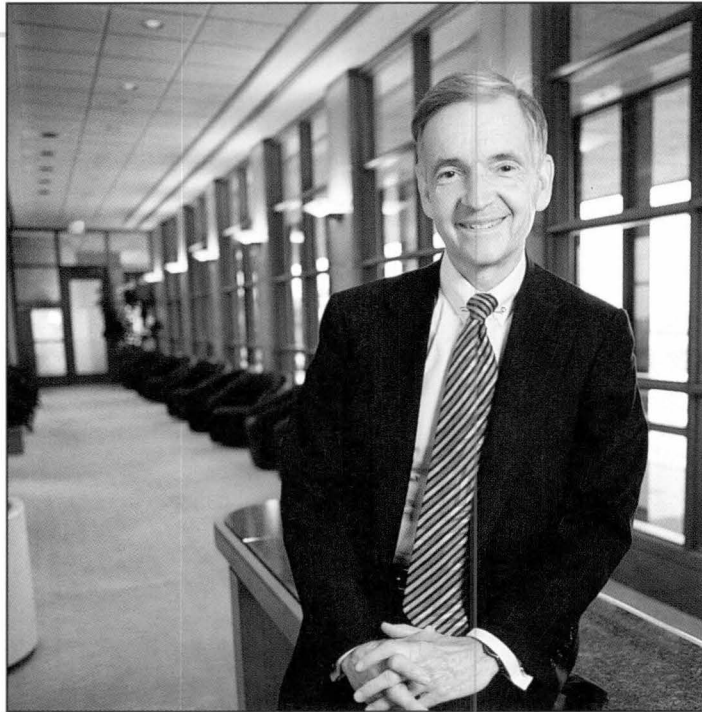
A native of Conger, Minnesota, Sprengr earned his undergraduate degree in economics from St. Olaf College in Northfield in 1959. He is active in a number of civic and community organizations and has received numerous honors for his professional and civic contributions, including a 1982 Outstanding Alumnus Award from St. Olaf and the 1991 Captain's Chair Award from the University of Minnesota Alumni Association. He served as a Minnesota Hospital Association board member and chair, and received that organization's distinguished service award in 1989. In 1996 he was elected chairman of the board of trustees of the American Hospital Association.

Sprengr blends family time and hobbies with his board involvement and civic activities, finding community service every bit as rewarding as his professional career. "They add an entirely new dimension to my life," he says. "I've learned a great deal—and hopefully I've been able to contribute a little different perspective to others."

One would expect no less from someone who blends both style and substance as convincingly as Sprengr.

Renaissance CEO

In many ways, Andrew Czajkowski, '57 BSB, defies the stereotypes of a high-profile CEO. A soft-spoken man who projects a friendly, down-home aura, Czajkowski is an "almost-daily" jogger on the paths of Lake Calhoun, a closet



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Andrew Czajkowski,
'57 BSB

classical pianist and one-time church organist, and a gourmet cook and wine lover. Nonetheless, few individuals have played as significant a role in shaping the healthcare industry in Minnesota as Czajkowski has. For 14 years, he has served as president and CEO of Blue Cross and Blue Shield of Minnesota—the largest health plan in Minnesota. For 17 years prior to that, Czajkowski worked in a variety of positions for Blue Cross. He also was a founder of the Minnesota Comprehensive Health Association—the state-administered risk pool for those individuals unable to qualify for private health coverage—and later served six years as president and board chair of that organization. The University of Minnesota presented Czajkowski with its Outstanding Achievement Award in 1997.

Czajkowski recently turned 62 and, although he has informed his board members that he will retire in the year 2000 at the very latest, he still has great enthusiasm for his job, day in and day out.

One of the most satisfying accomplishments of Czajkowski's tenure has been the overall growth and improved financial strength of Blue Cross.

"When I look back at where we were when I started and where we are today, clearly our financial picture has improved," he says. "But more importantly, we've managed to do that while growing the number of people we insure from 850,000 to 1.7 million."

The healthcare industry has been plagued recently by rising costs, and like his colleagues in the insurance sector, Czajkowski has been forced to sharpen his pencil and find new ways to keep his concern financially viable. But he doesn't think this recent focus on the bottom line has reduced the quality of service—nor does he believe that the quality of healthcare has diminished.

"I think our service has improved significantly," Czajkowski says. "We've improved turnaround time for claim processing and made it easier for people to have an encounter with the system. And the satisfaction surveys we conduct with our partners and members generally come back with very high scores."

Despite his tremendous success and influential role in the healthcare industry, Czajkowski says he came to his career more or less by accident.

"I knew I wanted to get a degree in business and economics, and the University seemed like the best place for me to



Jeanette Edwards,
'91 MHA

North of the Border

"There are days when I ask myself just exactly what it is I think I'm doing up here," says Jeanette Edwards, '91 MHA. Edwards is executive director of the Health Action Centre in inner-city Winnipeg, Manitoba, and both the weather and the many challenges of trying to run a healthcare facility in a nationalized healthcare system severely test her mettle at times. "I guess one of the things that keeps me going is that I come from a family that always placed a high value on trying to make a contribution to society; to help our marginal populations achieve some measure of equality," she says.

Edwards, who now lives in what she describes as "the middle of a field in the prairie" outside of Winnipeg, was born in Nigeria where her parents worked in the missions. Although she now finds herself many thousands of miles removed—both literally and figuratively—from that environment, she finds herself—like her parents—working with those people who seem to get lost around the fringes of society.

"Too often, those of us who work in healthcare have learned to talk the talk, but not walk the walk when it comes to empowering these people to take care of themselves," Edwards says. "Meeting

do that. When I graduated, I went to work for the St. Paul Insurance Companies. I didn't have anything specific in mind, but I gravitated toward their health insurance operations."

When he left The St. Paul Companies, Czajkowski joined Blue Cross. He worked in underwriting early on, before moving over to the administrative side where he really found his niche. His business training served him well at Blue Cross—and he believes the realignment

of the MHA program with the Carlson School is a common sense move that will help broaden students' educational experience—particularly in light of the recent changes in the healthcare industry.

"The MHA program has established itself as one of the premier programs in the country," he says. "Many of the top executives in the industry came from that program. I hope we will be able to maintain that aura of great success and recognition."

The Inside Story

When you have a program such as the Master in Healthcare Administration (MHA) that has been recognized as one of the very best in the country throughout most of its 50-year history, any kind of change must be carefully considered. The needs and concerns of a multitude of constituents must be taken in to account.

"A couple of years ago we went through a strategic planning process involving our faculty, staff and alumni," says George O. Johnson, '63 MHA, '74 Ph.D., professor and chair of the MHA program. "As we looked at where healthcare was and where we thought it was going, it became clear to us that we could probably better serve our faculty, students, alumni, and our partners in the private sector by moving our location to the Carlson School."

While the move might strike the uninitiated as being rather dramatic, Johnson points out that it is in some ways simply the logical extension of a collaborative partnership that began just two years after he joined the program in 1980.

"We've worked very closely with the Carlson School since 1982," he says. "Our faculty members and students have benefitted greatly from this association."

"Because of those collaborations, our students have been able to earn a dual degree [an MBA and an MHA] in almost the same amount of time as it would normally take to complete the work for one degree or the other," adds David PeKarna, '66 MHA, executive director of the MHA Alumni Association/Foundation. "By joining the Carlson School, I think we can make our program and our graduates even more competitive. We can better provide them with all the skill sets they will need to meet the demands of working as administrators in healthcare service or related businesses."

their needs requires a very different approach from healthcare providers and administrators. Not only must we empower them and give them the information they need to be able to take care of themselves; we must also be visionaries, mediators, negotiators, and more, if we are to see that the job gets done.”

Additionally, Edwards finds it challenging to focus adequate attention on the need for preventative medicine while working within the confines of the Canadian healthcare system, which tends toward more of a “turnstile, fee-for-services approach” to providing healthcare.

“As we attempt to adopt a much broader approach to healthcare than has traditionally been used, we must also be careful to factor in considerations specific to the many cultural and ethnic groups we serve,” Edwards adds. “As an inner-city provider, we have a high population of aboriginal people for whom poverty is a fact of everyday life. We must be aware of the implications this has when it comes to meeting their needs.”

In addition to what might be described as her natural predisposition towards understanding and helping the people with whom she works, Edwards’ educational background seems to have left no stone unturned. She has a

Diploma of Occupational Therapy (1976), a Bachelor Degree of Occupational Therapy (1980), and a Certificate of Gerontology (1982)—all from the University of Manitoba. She has also been certified as a Health Executive by the Canadian College of Health Service Executives.

Her academic pursuits have been complemented by a broad range of professional experiences, including positions in occupational therapy and geriatric care administration. In addition to her current position with the Health Action Centre, Edwards is a facilitator with the Primary Care Reform Unit of Manitoba Health. She is an Independent Study Program preceptor for the University of Minnesota, and teaches in other capacities as well.

While her career might seem to be somewhat all-consuming, Edwards finds the effort well worth it. “It’s so exciting to see the things we’ve worked for begin to take hold at the policy level and within the political realm,” she says.

To help maintain a sense of equilibrium, Edwards turns to gardening and horse riding on her hobby farm on the prairie. And when she finds it too hard to remember why it is that she puts up with the more challenging parts of her career and her location she makes her getaway to warmer climes.

“Once a year I go to Hawaii,” she says. “I spend lots of time on the beaches, reading anything that is not healthcare related.”

Fortunately, Edwards’ annual escape ritual never seems to fail to recharge her batteries, allowing her once more to apply her considerable talents and energies to the challenges of healthcare north of the border.

A Different Drummer

Harlan Smith, ’72 MHA, marches to his own drumbeat. For starters, Smith—president and CEO of Franklin Medical Center in Greenfield, Massachusetts—is both a teacher and a frequent practitioner of a form of mind/heart yoga meditation. He is perhaps more likely to talk to you about his commitment to spiritual and emotional growth, than his grasp of cutting-edge hospital administration theories and practices (which is, nonetheless, quite admirable.) In fact Smith probably became a hospital administrator more as the result of happenstance than by design. A chance meeting with James Hamilton, founder of the Minnesota MHA program, and an unorthodox approach to getting some hospital experience combined to start him down the hospital administration track.

While the strategic planning process obviously resulted in a decision to go forward with the move to the Carlson School, the decision was not made without trepidations. Among other concerns, alumni expressed some fear that the MHA program might lose its identity and that traditional public health values might get lost in the shuffle, according to PeKarna.

“We try to work in partnership with our alumni,” says Johnson. “That means we maintain an ongoing dialogue with them. We’re paying a lot of attention to what they say, and will work very hard to preserve those core values and traditions that are



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George Johnson, ’63 MHA, ’74 PhD, (left) and David PeKarna, ’66 MHA

part and parcel of what the MHA program has come to represent.”

“This program has a long and proud history and a strong sense of these values,” says Johnson. “We have pictures in the hallway of every student who has ever been in our program. We know the names and the jobs of 98 or 99 percent of our alumni—and we know where their homes are. Once you come here, you become part of a family for the rest of your life. That really separates us from the rest of the University.”

Both Johnson and PeKarna believe the program can maintain these values and

"I met Hamilton through the intercession of a thoughtful professor when I was an undergraduate," says Smith. "After testing my mettle, Hamilton told me I might be suitable for the Minnesota MHA program—but that I needed experience working in a hospital first."

The only job Smith could get on short notice was a position as a janitor at a nearby hospital—but he made the most of this limited opportunity.

"I took in as much as I could from my menial position," says Smith. "And I took all the requisite courses to prepare me for the Minnesota program. The next fall, I presented myself again to Hamilton. He was unimpressed with my 'hospital experience,' but when I described my observations and experiences, he readily supplied me with the recommendation I needed to get into the MHA program."

After entering through the back door, and then working very hard to measure up to the demands of the program, Smith's budding hospital administration career very nearly ended before it began.

"The hospital I worked for during my residency was undergoing a great deal of turmoil, much of it due to political considerations," Smith recalls. "My experience there was so difficult and challenging—given the level of my maturity—that when I graduated from the MHA program I marched into the program



Harlan Smith, '72 MHA

director's office and announced: 'If this is hospital administration, I don't want anything to do with it.'"

True to his word, Smith promptly returned to his native Connecticut and joined his father and his uncle in the family construction business. Fortunately, it wasn't too long before he decided he was ready for a new challenge in his life, and that perhaps hospital administration was just the place he might find it.

"I've always been motivated by a personal need to continue to grow and change—both professionally and personally," Smith says. "And I enjoy being of

service to others. After briefly trying a couple of other professional 'adventures' I got a job running the first detoxification center in Connecticut."

In 1976, Smith joined the William W. Backus Hospital in Norwich, Connecticut, as an assistant director. During his 11 years there, Smith rose to become associate director of the hospital, a position equivalent to that of chief operating officer. In 1987, he assumed his current position with Franklin Medical Center. Since that time, his accomplishments have transformed that organization.

"The most satisfying part of the work that I've done has been developing a healthcare system that offers an extremely well integrated and comprehensive package of healthcare services," says Smith. "That includes everything from acute care to prevention in a primary physician's office to chemical dependency and mental health services."

Smith is also proud of having been able to attract and retain a team of people who share his vision for total healthcare and possess the ability to make it happen.

"It's ironic," he says. "I left the MHA program a bit disgusted in 1972. Now I appreciate more than ever both what Mr. Hamilton and the program did for me and my career. I'm currently president of the MHA Alumni Association, so I guess you could say I've come full circle."

traditions as it moves across the river. Furthermore, they are convinced the program will grow stronger and become better able to serve its constituents.

"One of the biggest benefits is the impact the move will have on our faculty," says Johnson. "For a number of years we have been sort of a 'mini-department of management' within the School of Public Health. We have one finance person, one information systems person, one organizational theorist, and so on. But each of these people has been the only one on the faculty in his or her discipline. Now, our people will have as many as 10 or 11 fellow faculty members who share their academic interests. This helps to create for them a much more dynamic relationship within their disciplines."

"It's difficult to attract and retain top-notch faculty members to a situation where they don't have colleagues within their disciplines," adds PeKarna. "The move to the Carlson School will make it easier to get the faculty we need to maintain our high national ranking."

The move to the Carlson School, however, does not signify an end to the MHA program's association with the School of Public Health. MHA faculty members will retain adjunct faculty appointments to the School of Public Health and will continue to teach courses there. Furthermore, both Johnson and PeKarna expect that faculty members from the two programs will continue to pursue collaborative research efforts.

"We've had a very long and fruitful relationship with the School of Public Health—and we hope to continue that relationship," says Johnson. "Given our current needs and emerging trends in the healthcare industry, however, the Carlson School now provides a better fit for us. We also hope to add a very positive new dimension to the Carlson School."

The Warsaw Master's

A new joint MBA degree offered with the Warsaw School of Economics bolsters the Carlson School's international programs.

The Carlson School of Management has long sought to expand and deepen strategic relationships with international partners in both the public and private sector in order to keep abreast of the ongoing globalization of our economy. As part of those efforts, the Carlson School has collaborated with the Warsaw School of Economics (WSE) in Poland since 1991 to help that school develop a Western-style MBA curriculum. A new phase in those collaborations began this fall as the Carlson School began offering for the first time ever in conjunction with an international partner fully accredited, joint executive MBA degrees through the WSE.

"This is a very important step forward for us," says Mahmood Zaidi, professor and director of the Carlson School's International Programs. "It helps us further our strategy to become a top-rated international school and, perhaps more importantly, it gives our faculty members a tremendous opportunity to build their international experience and knowledge through collaborations with faculty members based in a Central European transition economy."

The new program grew out of what was originally a "train-the-trainer" model for non-degree programs in management and economics at the WSE. Those programs, which were originally funded by a grant from the U.S. Agency for International Development (USAID), evolved into a day MBA Certificate program in 1995 with financial support from the Andrew W. Mellon Foundation. Additional funding from USAID and the Mellon Foundation enabled the Carlson School to initiate a degree granting program this fall. On October 19, 92 WSE students received the new joint degree,



Dean David Kidwell (center) with Warsaw School of Economics graduates.

which was made retroactive for those students who had previously earned the MBA certificates.

"We received more than 50 applications from highly qualified candidates who wanted to enter the program this fall—despite an increase in the tuition," says Zaidi. "Because of the scarcity of available resources, our plan calls for the program to become self-supporting when the grant monies run out in two years. The strong initial response has been very encouraging."

Zaidi recently returned from a visit to WSE for the inaugural graduation ceremonies and the one-day academic conference on MBA programs that followed on October 20. Joining Zaidi as representatives of the Carlson School were former Provost for Professional Studies C. Eugene Allen and Associate Dean Chris Nachtsheim. Presenters at the conference included Pierson M. "Sandy" Grieve, chairman of the Carlson School Board of Overseers, retired chairman of Ecolab, and chairman of Minnesota's Metropolitan Airports Commission; Richard Quandt from the Mellon Foundation; Peter M. Amato, director of the USAID Economic Restructuring Office; and Ernest Micek, chairman of Cargill Inc.

Although the conference and inaugural graduation ceremonies are significant landmarks for the joint program, it would be a mistake to assume that the

Carlson School will just now begin to reap the rewards of these collaborative efforts. "We've already seen tremendous benefits from this partnership," says Zaidi. "Poland decided to 'bite the bullet' early on, and make the transition from a command-control economy to a free-market economy. Our learning curve in terms of gaining experience in these Central European economies in transition has been phenomenal."

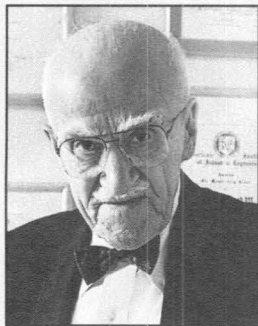
"More than 50 WSE faculty members have already trained at the Carlson School, working with our faculty and attending classes," says Mary Mause-Kosir, WSE program coordinator. "And nearly one-third of our faculty members have participated, many of them spending time at the WSE. This interaction enhances the transfer of knowledge and helps 'internationalize' our faculty."

"All the ingredients are here to make this a very fruitful partnership," says Zaidi. "We must now very carefully manage the program and ensure that it quickly becomes self-supporting. Our projections suggest that this program should be able to become entirely tuition-supported within two years. Within four to five years, we hope to establish a solid beachhead from which we can expand, eventually developing a regional strategic partnership that might well include participants from throughout Eastern Central Europe."



QLC to Carry Quality Torch for Juran

The world's foremost authority on quality, Joseph M. Juran, has selected the Carlson School's Quality Leadership Center (QLC), to help perpetuate his life's work: seminal research on quality and its



Joseph Juran, '24 BS

impact on business and society. Juran, who earned his bachelor's degree in electrical engineering from the University of Minnesota in 1924, recently arranged to transfer all of the assets of the world renowned Juran Foundation—nearly \$2 million—to the QLC. These monies will help create an endowment fund that will be used

to support further quality research through fellowship awards.

"Quality is a permanent and critical business strategy, so it will be a permanent part of our curricula and research," says David Kidwell, Carlson School of Management dean. "We are honored that Dr. Juran should choose us and we are very grateful for the chance to extend his legacy into the next century and beyond."

"We intend to encourage Ph.D. students and budding scholars to conduct their scholarship in light of quality principles," says Jim Buckman, QLC co-director. "We expect to create, in Dr. Juran's colorful terms, a 'benevolent fifth column' of quality enthusiasts influencing higher education for generations to come."

The QLC was established in 1993 through the help of Honeywell Inc., Carlson Companies,

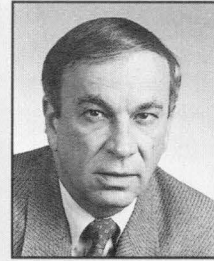
Dayton-Hudson, and Target Stores, which provided the lead gifts to the Carlson School.

"We at Honeywell have been proud to sponsor and participate with the Quality Leadership Center since its beginning," says Michael Bonsignore, CEO at Honeywell Inc. "We believe the depth and breadth of research in quality at the University of Minnesota stands out among its peer institutions, and renders them worthy to carry the torch of Dr. Joseph Juran."

Houston Named to Ecolab-Grieve Chair

Michael Houston, professor of marketing at the Carlson School, has been named to the Ecolab-Pierson M. Grieve Chair in International Marketing. The chair was endowed by Ecolab in 1995, and acknowledges the leadership of retiring Ecolab Chairman Pierson M. "Sandy" Grieve. Its mission includes the development and application of global perspectives in strategic marketing and will broaden the understanding of the impact diverse cultural forces have on such business decisions. Allan Schuman, Ecolab's president and chief executive officer, commented on the endowment of the chair: "Ecolab was proud to endow this chair in support of the further development of international marketing disciplines. We are pleased with the appointment of Professor Houston."

Houston, who served as editor of the *Journal of Marketing Research*, was recently named as one of the nation's foremost marketing researchers in *The Market-*



Michael Houston

ing Educator. He joined the Carlson School in 1986 and recently served as associate dean of faculty, playing

an instrumental role in laying the foundation for several of the school's current international initiatives.

"Being named to this chair presents a very exciting opportunity," Houston says. "It is quite an honor to be given a chance to make a difference in international marketing. I'm also pleased that the chair is in honor of Sandy Grieve, who has done so much for the school as chair of our Board of Overseers."

"I want to enhance the student experience in international issues through innovative experiential programs," says Houston. "I would also like to pursue an active research program that focuses on cross-cultural issues."

MBA Week '97

Roughly 100 new full-time MBA students participated in the Carlson School's annual orientation program, MBA Week '97. The eight-day program, which began on September 15, included workshops on technology, career planning, communication skills, teamwork curriculum, and math review.

One of the highlights of this year's orientation program was a diversity workshop presented by EnterTraining, a human resources training firm that is part of the

Mixed Blood Theatre of Minneapolis. The performance-style workshop featured original material written by Syl Jones. MBA Week activities concluded with the fourth annual Dean's Welcome Reception, held at the Weisman Museum.

The Carlson School's MBA program was ranked among the nation's 50 best MBA programs in the most recent edition of the "BusinessWeek Guide to the Best Business Schools." The guide book lauded the Carlson School for recent changes and improvements. Several features of the MBA program were singled out for special mention, including the Top Management Perspectives course, innovative field projects, placement services, and the school's international program options. Faculty members James Gahlon, Ed Joyce, Tim Nantell, Akshay Rao, David Runkle, and Akbar Zaheer were singled out as being outstanding. The Carlson School was the only Minnesota school mentioned in the guidebook.

Delegation Explores Partnership Possibilities in China

A delegation of faculty members, staff members, and advisors led by Carlson School Associate Dean Chris Nachtsheim recently returned from a 10-day trip to China during which they explored the possibility of forming a strategic partnership with a Chinese university. Between September 17 and September 26, the delegation visited Lingnan-Zhongshan Uni-

versity in Guangzhou, Fudan University in Shanghai, Peking University in Beijing, Tsinghua University in Beijing, Nankai University in Tianjin, and China International Development Centre in Beijing.

Other representatives from the Carlson School were International Program Director Mahmood Zaidi, Executive Development Center Director William Scheurer, and Associate Professor Yijiang Wang. The delegation also included Steven Pusey, manager, Asia Pacific Area, 3M Corporate Marketing and Public Affairs. 3M is a member of the school's International Advisory Council.

Industrial Relations Gets New Name

The Industrial Relations Department's name change to Human Resources and Industrial Relations was approved by the University of Minnesota Board of Regents in June. The degrees offered will be the Master of Arts with a major in Human Resources and Industrial Relations (MA-HRIR) and the Doctor of Philosophy in Human Resources and Industrial Relations (PhD-HRIR). The Industrial Relations Center's name is unchanged.

'97-'98 Undergraduate Students Among Most Talented Ever

This year's complement of undergraduate students is one of the strongest in the history of the Carlson School.

The freshman class, which ranks as the strongest freshman class being admitted to any college

at the University of Minnesota, has an average high school ranking in the 91st percentile. Their average ACT score was 27.2, which ranks in the top six percent of all college-bound ACT test takers.

Sophomores, who represent the first class ever to have completed their freshman year through the Carlson School, achieved an average grade point average (GPA) of 3.44 (on a 4.0 scale), while the average GPA for the junior class is 3.4. In 1986, the Carlson School began downsizing its junior/senior population from approximately 1,500 to the current level of approximately 800. During the 1996-97 academic year, the school began admitting freshmen to the program for the first time. (Prior to that time, students weren't admitted to the school until their junior year.) "The average GPA prior to 1986 was about 2.9," says Jerry Rinehart, Carlson School director of Undergraduate Studies. "We reached our steady state [of approximately 800 juniors and seniors] in 1992. We hope these new changes will help maintain the high quality of students in the Carlson School." These changes mean that, beginning in the 1998-99 academic year, there will be fewer than half as many slots open for junior transfer students. Traditionally, some 400 slots were open, but this year's sophomores are expected to account for roughly 260 of the openings. Most of the remaining slots will likely be taken by students transferring to the Carlson School from the community and state college systems.

continued on next page



Placement, Salary Numbers Continue to Rise

Placement statistics for those students completing both undergraduate and graduate studies posted strong gains over the previous year, once again demonstrating the premium employers place on Carlson School graduates. Undergraduates who received a general BSB degree reported an average salary of \$31,247, up from last year's figure of \$29,420. The average salary for students with a BSB in accounting was \$30,877, up from last year's figure of \$28,992.

MA-HRIR grads reported an average salary of \$48,565, an increase of more than \$5,000.

About 98 percent of Carlson School MBA graduates received job offers. The average salary was \$56,974, an increase of slightly more than \$3,000 from a year ago. Finance graduates reported an average salary of \$54,031, up from last year's figure of \$50,420. Marketing graduates averaged \$57,781, compared to \$55,915 in 1996. MIS grads averaged \$54,502, up from \$51,569. Strategic Management graduates saw an increase of more than \$10,000, with an average salary of \$64,052. OMS graduates saw the biggest increase, with an average reported salary of \$89,345, compared to \$49,467 in 1996.

The strong gains compared to 1996 were due to a variety of factors, including some related to the recent general strength of the economy, according to Clare Foley, interim director of career services.

"Our grads are some of the most highly qualified in the job market," Foley says. "They are also more willing to leave the Twin Cities for jobs. It has been a very good year in terms of the economy and there is a very hot market for MBAs. Also, the increase in business salaries in general has been very dramatic in recent years. Compare this year's figures to those from ten years ago, when the average salary for a Carlson School MBA grad was around \$33,000."

Faculty News

Accounting

Chandra Kanodia has been named the Honeywell Professor in Accounting.

Brian Shapiro has joined the faculty as an assistant professor. Shapiro, who earned his B.A. and Ph.D. degrees from the University of Minnesota, had been an assistant professor of accounting at the University of Arizona since 1991.

Finance

Walid Busaba, from the University of Arizona College of Business and Public Administration, and Paul Seguin, from the University of Michigan Business School, will be visiting professors at the Carlson School during the 1997-98 academic year.

Scott Gibson has joined the department as an assistant professor. Gibson, who earned his B.S. and Ph.D. degrees from Boston College, has served as a visiting professor at the Carlson School since 1996.

Piper Jaffray Professor of Finance Ravi Jagannathan and Associate Professor Mike Stutzer

will be on leave this year. Jagannathan will be at Northwestern University; Stutzer at the University of Iowa.

Healthcare Management

Jim Begun has joined the faculty as a tenured professor. Begun was director of Doctoral Studies in Health Services Organization and Research at Virginia Commonwealth University. He earned his B.A., M.A., and Ph.D. degrees in sociology from the University of North Carolina at Chapel Hill.

Human Resources and Industrial Relations

Professor Avner Ben-Ner has been named department chair and director of the Industrial Relations Center. Ben-Ner replaces Professor John Fossum, who has become director of graduate studies.

Information and Decision Sciences

Mani Subramani joined the department as an assistant professor. Subramani earned his Ph.D. degree from Boston University.

Marketing and Logistics Management

Professor Donald Harper has retired. Harper's research specialties included transportation pricing, regulation, and environmental issues, as well as logistics management. He received the Distinguished Member Award from the Transportation and Public Utilities Group of the American Economic Association. Among his many publications was the textbook: *Transportation in America: Users, Carriers, Government*.



I D E A S

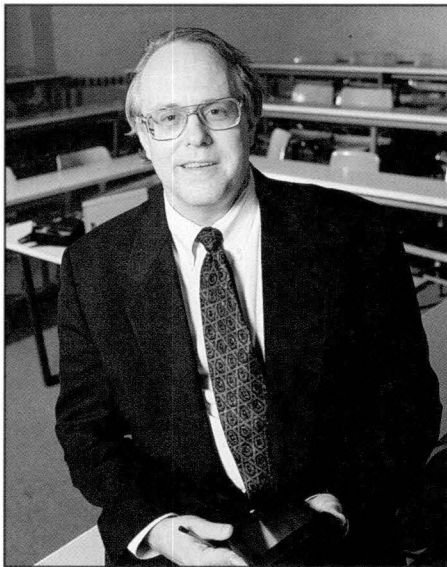
Show Me the Money: Electronic Market Pays Off In the Classroom

If you've ever tried to teach anything—a workshop at the office, a community education class, a graduate seminar, or a crash course on orienteering to a pack of lost Cub Scouts—you can't help but recognize the importance of motivating your students and creating enthusiasm for the subject at hand. The task can be doubly challenging if you're dealing with a large, diverse group of students who are before you because you're teaching a required, introductory level course—say "Accounting 101."

Small wonder then, that John Dickhaut, accounting department co-chair, and his colleagues have grown ever more excited over the way that a teaching tool they debuted in 1992 has captured the imagination of their students. The tool, an electronic market that mimics many of the characteristics of the stock market, was developed by Dickhaut in collaboration with Joyce Berg, John Hughes, Kevin McCabe and Judy Rayburn—all of whom were part of the Carlson School faculty at the time. (Berg and Hughes have since taken positions elsewhere.)

"Students love the market," says Dickhaut. "I only wish I could figure out how to make every part of my economics classes as exciting as the market."

One of the reasons students are so taken with the electronic market is that they can make—or lose—their own money. Each student starts out with \$10 worth of "securities" in the electronic market. During the course of their studies, some students have been able to parley that \$10 into as much as \$350 to \$400.



STEVEN WILLIS

John Dickhaut

"It's amazing how astute they become in understanding the market," says Dickhaut. "They follow the market very intently."

While the potential to make a few extra dollars is always a useful motivator, Dickhaut believes it is the taste of real world experiences that the market offers that really captures the students' imagination.

"It's all very real to the students; there's nothing fake about it," says Dickhaut. "It's not just some boring lecture, or a case study of what happened to someone else. It's real money, and a real market."

To keep the electronic market practical and affordable, it was created as a somewhat simplified, scaled down version of the various national financial markets. The securities students traded in 1992 were derivatives based on four stocks selected from the New York Stock Exchange. Payment was delivered at quarter's end in a plain envelope contain-

ing cash. Today, the market operates through the Iowa Electronics Market and students open and maintain their own accounts in much the same way they would an account at a brokerage house.

Initially the electronic market was used only in introductory accounting classes, but it has since made its way into a variety of economics and finance classes as well, including courses in the Carlson School's MBA program. Dickhaut estimates that between 4,000 and 5,000 students have participated in the market since 1992.

"I think one of the most important outcomes of using the market has been the way it has underscored the importance of the individual transaction," says Dickhaut. "The fundamental unit of every aspect of business is the transaction. Any business is really only a collection of transactions and to be successful, you have to stay on top of every one of them. It's difficult to get students to really see that if their only sources of information are lectures and textbooks."

Dickhaut's involvement with the electronic market has proved rewarding on another level as well. He has long believed it's incumbent upon faculty members to try to bring their research into the classroom. One of his research areas has been the role of information on price formation—which is one of the primary lessons conveyed through the electronic market.

"Developing this market allowed us to essentially take a methodology that's been developed in experimental economics during the past 20 years and use it to teach fundamental courses," says Dickhaut. "That's exciting."

Students seem to agree—which is, after all, the real bottom line.



C L A S S N O T E S

'30s

Carl Warmington, '38 BSB, and his wife Ruth celebrated their 60th wedding anniversary in 1996. Both are retired and living in Bradenton, Fla., where Carl continues to play in tennis tournaments.

C. Robert Beattie, '33 BSB, is a new board member of the Greater Minneapolis Chamber of Commerce.

William Nelson, '37 BSB, recently helped with the interview and selection of the Carlson Advantage Scholarship Program scholarship recipients for the 1997-98 school year.

Ed Schleh, '37 BSB, is a nationally known management consultant and author of several books, including *Management of Results*, *The Management Tactician*, and *How to Boost Your Return on Management*. He recently spoke to students in the Introduction to Operations Management course.

Burt Plehal, '38 BSB, is self employed in the investment business in Austin, Minn. Additionally he is a writer.

'40s

Harry Edwards, '40 BSB, is a retired Marine Corps officer. He served with combat units in WWII and the Korean War. Harry also served as membership director of the American Newspaper Publishers Association. He now lives in Great Falls, Virginia.

Willard Oriol, '48 BSB, and his wife, Esther, recently returned from a month-long volunteer mission in Vilnius and Kaunas, Lithuania, where he advised advertising agencies in all aspects of the agency business. Willard is a retired entrepreneur who ran his own advertising agency.

Winston (Win) Wallin, '48 BSB, and his wife hosted a reception for University of Minnesota alumni and friends in March at their home in Scottsdale, Ariz.

'50s

Robert Lee Thomson, '50 BSB, has been named to the Iowa State Banking Board by Governor Terry Bransted.

Robert Hoverson, '52 BSB, is now operating a real estate brokerage and consulting business from his home under the name R.V. Hoverson Associates.

George Glotzbach, '53 BSB, retired from Alexander & Alexander Insurance Brokers in Baltimore in 1989. He and his wife then moved to Sante Fe, N.M., in 1994. George is a long-distance bicyclist and rode over 6,000 miles in 1996.

David W. Thayer, '52 BSB, '54 MBA, recently helped in the interview and selection of the Carlson Advantage Scholarship Program scholarship recipients for the 1997-98 school year.

Curtis Sampson, '55 BSB, is the chairman, president and CEO of Communications Systems, Inc. in Hector, Minn.; chairman and CEO of Hector Communications Corp.; and chairman of Canterbury Park. As a way to contribute to the University in appreciation for the inexpensive but good education he received, Curt now serves on the Carlson School Board of Overseers and is a trustee of the University of Minnesota Foundation. He highly recommends that others do the same.

Frank Trestman, '55 BSB, has joined the advisory board for Prevent Products.

John Hauschild, '57 BSB, plans to retire from his position as treasurer with the Wilder Foundation after 40 years. John writes that he may return to the University for an advanced degree in ornithology.

Benjamin Blesi, '57 BSB, recently retired as director of Marketing for Frankenmath Mutual Insurance Company after 29 years of service. He is also a life member of the Society Charter Property Casualty Underwriters.

Fred Friswold, '58 BSB, has been elected president of the Rotary Club of Minneapolis. Fred formerly was the CEO of Dain Bosworth, retiring in 1990. He has devoted himself to various community involvements, including the University of Minnesota Foundation and the University Children's Foundation.

'60s

Duane Carlson, '60 MBA, recently had an article in the Twin Cities business newspaper, *City Business*, about high technology of NetStar, which he is the owner of. NetStar was recently bought out by Ascend Comm., Inc.

Bruce Anderson, '62 BSB, has joined the Carlson School Board of Overseers, the school's highest level advisory board. Bruce is currently the general partner of Welsh, Carson, Anderson, and Stowe which has offices in New Jersey and New York City.

Peter Burkhardt, '62 BSB, is a professor of business at Western State College of Colorado in Gunnison, Colorado.

Kenneth Weiss, '62 BSB, recently formed a new company, Plans and Solutions, Inc. located in Derwood, Maryland. His company helps small firms and organizations with business planning, marketing planning, and general problem solving.

Robert Ezrilov, '66 BSB, was named to the board at Zomax Optical Medical, Inc.

Eugene Jaster, '66 BSB, former president of Detector Electronics Corp. is now retired.

Rolland Glessing, '68 BSB, was promoted to vice president/manager, Private Banking at Firststar Bank, Minneapolis.

Greg Strobl, '68 BSB, '69 MBA, is a senior attorney in the Corporate Development Department of Service Corporation International in Houston, Texas. He specializes in acquisitions and mergers.

Bill Tetzlaff, '69 BSB, was selected manager of the Minneapolis Development Agency.

David Warford, '69 BSB, is president and CEO of CDC Holdings, Inc. in Cincinnati, Ohio.

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

You may also contact Alumni Relations Director Edith Bolin by e-mail at ebolin@csom.umn.edu, or external_affairs@csom.umn.edu.

'70s

Earl Cohen, '70 BSB, was elected director of United Systems Technology, Inc.

Dave Hubers, '70 MBA, was elected to Investment Company Institute's Board of Governors.

C. David Jones, '61 BSB, '70 MBA, vice president and general manager of Personnel Decisions International in Minneapolis, has been elected chair of the Hobey Baker Memorial Award, which is given to the collegiate hockey player of the year.

Joel Koonce, '71 BSB, was elected board chairman of St. Paul Bank for Cooperatives.

Gary Adams, '72 MBA, has joined Russell Reynolds Associates as executive director.

Roger Schelper, '72 BSB, is the vice president and co-owner of Davanni's, Inc. in St. Louis Park, Minnesota. He recently won several awards including: the Eric Bunzel Volunteer of the Year Award in 1996; the 17th Annual Spurgeon Award, which recognizes career achievements and community service; and the WCCO Good Neighbor Award.

Richard Anderson, '73 BSB, was hired as a management consultant in the Information Systems Consulting Division at Business Technology and Communications.

Donald Davies, '73 BSB, has been elected chairman of Presbyterian Homes of Minnesota, Inc.

Douglas Harmon, '73 BSB, was named vice president of Metalcasters of Minnesota.

John Hogseth, '74 MBA, is president and CEO of R & M Materials Handling, Inc. in Springfield, Ohio.

Stephen Carr, '75 BSB, retired from the U.S. Navy in August of 1996 after 21 years active duty at the rank of commander. He is now the manager - Payables Management Systems, for Lockheed Martin Corp., Enterprise Information Systems in Philadelphia, Pennsylvania.

Didier Etienne, '75 MBA, first vice president in charge of Corporate Relations, has been appointed global relationship manager for the customers of the Oil, Gas, and Electric Industries at Credit Lyonnais' International Corporate Relations in Paris, France.

David Glessner, '75 BSB, was promoted to vice president, Sales and Marketing, at I.C. Systems, Inc.

John Olson, '75 MBA, is the relationship manager and vice president at First Trust N.A. Institutional Financial Services in Minneapolis.

Jim Fischer, '76 BSB, is the general manager at Fine Host Corp. in Miami, Florida.

Brian Kamin, '76 BSB, has joined Piper Jaffray as an investment executive.

Connell Saltzman, Jr., '76 MBA, is the vice president and CFO for Customer Insight Company in Denver, Colorado. He is also an adjunct professor at the University of Denver.

Kevin Sullivan, '76 BSB, is the sole practitioner for Kevin Michael Sullivan, CPA. in St. Paul, Minnesota. You can reach Kevin at kmsullivan@aol.com, or you can write him at 1134 Schooner Way, St. Paul, Minn. 55125-9291.

William Dunn, Jr., '77 BSB, is a sales representative with Batavia Container in Batavia, Illinois.

Kim Ewers, '77 MBA, was promoted to vice president and general manager at Land O' Lakes.

Howard Rubin, '77 BSB, received the 1996 Community Leadership Award by the Minnesota Chapter of Alzheimer's Association.

Mukesh Ajmera, '78 MBA, works for Vimal International in Madras, India. Mukesh is involved in international business, marketing, management, consulting, manpower training, and TQM/ISO 9000.

Larry Bourgerie, '78 BSB, received the Twin Cities Personnel Association's 1996-97 Excellence Award.

Scott Harstad, '78 MBA, is a consultant for Analysts International Corporation in Bloomington, Minnesota. Scott and his wife Carol have two children, Eric and Lauren, and recently moved into a new house.

Bradley Hulbert, '78 MBA, is a founding partner of McDonnell, Boehnen, Hulbert, and Berghoff, a 25-lawyer intellectual property law firm in Chicago. He has been specializing in obtaining and litigating IP rights for the past 17 years. Bradley is also an adjunct professor of law and co-director of the IP department at Chicago-Kent Law School in Chicago.

Linda Bona, '79 BSB, was named vice president and controller at United Properties.

Jenny Crowe-Innes, '79 MBA, is the president of Crowe-Innes & Associates, which she recently opened in Tiburon, California. The firm is a retained executive search firm specializing in helping client organizations recruit key executives.

Roberta Dircks, '79 BSB, was elected secretary of the Twin Cities Chapter of Financial Executives Institute.

Thomas Gross, '79 MBA, was promoted to CFO at In Home Health, Inc.

Thomas Lewis, '79 MBA, is the president and CEO of Cenerprise, Inc. in Minneapolis.

Jed Marquisee, '79 BSB, is the regional vice president for Adecco Personnel Service in Edina, Minnesota.

James Rued, '79 BSB, is a sales and leasing associate with Saxon Ford in St. Paul, Minnesota. Jim and his wife, Chris, had a baby boy on March 12, 1997. They now have two sons, Cole and Conner.

Bradley Zilka, '79 BSB, was elected as managing director at Piper Jaffray.

STAY IN TOUCH ON THE INTERNET

A new way to send Class Notes to the school and to stay in touch with your classmates is through the "Carlson School Alumni Guestbook" on the Carlson School web site. The path to follow is <http://www.csom.umn.edu/CSOM/Alumni/Index.html>



'80s

Anwar Bhimani, '80 MBA, was appointed vice president and CFO of U-Ship.

Jim Hanzlik, '80 BSB, was appointed vice president and controller at Sterner, Lighting, and Winsted.

Kathleen Hult, '80 MBA, was named director of marketing at Walters Instruments.

Bruce Pastorius, '80 BSB, founded Holographic Credit Card in 1993, which merged with Advanced Precision Technology, Inc. in 1994. APT is a public company that is bringing innovative fingerprint capture and verification technology for ID and credit cards, as well as online electronic commerce.

Christopher Bebel, '81 BSB, moved to Dallas, Texas, where he is an attorney for the NASD, which owns the NASDAQ stock exchange. Previously, he served as an assistant U.S. attorney in Minneapolis for seven years.

Lee Clair, '81 MBA, joined Anderson Consulting as an associate partner in Strategic Services.

Jarry Gale, '81 MBA, was hired as art director at Miller Meester.

John Gilmore, '81 MBA, is the vice president of Sales and Marketing for Jetways in Brooklyn Park, Minnesota.

Douglas Kaufman, '81 BSB, is CFO for Northern Life Insurance Co. in Seattle, Washington.

Bentley Patterson, '81 MBA, is the associate director, Global Business Alliances for Ernst and Young, LLP. He resides in Denver, Colorado, and writes "The Minnesota Management Review is great!"

Mark Schmiel, '81 BSB, was promoted to vice president of sales at Pension Solutions.

Bradley Stoneberg, '81 BSB, is a Hard Goods Planner with Imation in Oakdale, Minnesota.

Angela Vikesland, '81 MBA, recently transferred to the Houston, Texas office of Union Carbide, where she is director of Information Technology Services.

Jeanne Voigt, '81 MBA, president of Mindare, has been named Minnesota Small Business Person of the Year for 1997.

Don Keyser, '82 BSB, was recently elected president of the Board of Directors of Parts Gallery and is managing director at Dain Bosworth.

George West, '82 MBA, is co-owner of ASAP, Inc. in St. Louis Park, Minnesota.

David Donlin, '83 BSB, was recently elected a shareholder in the Twin Cities law firm of Briggs and Morgan, P.A. Donlin practices in the areas of mergers and acquisitions, taxation and corporate law.

Kenneth Higgins, '83 MBA, was named vice president at Piper Jaffray, Inc.

Mukund Joshi, '83 MBA, joined ESCO as vice president and head of ESCO's Natural Gas Division.

Rick Lemke, '83 BSB, was named secretary/treasurer by the Minnesota Automotive Recyclers.

Scott Opsal, '83 MBA, is the chief investment officer for Invista Capital Management in Des Moines, Iowa. Scott also retained his previous role as head of international equities.

Jeffrey Paterson, '83 MBA, was named senior manager for Fixed Income, Equity Trading, and Investment Services, Bank Boston.

Jeffrey Grev, '84 BSB, directs new product development and acquisition initiatives for the Hormel Foods Corporation in Austin, Minn.

Clyde Hanson, '77 BSB, '84 MMA, is the president of Isles Marketing in Minneapolis. He also co-authored a book titled *Marketing Applications of Evolutionary Psychology: Charles Darwin as Marketer*.

F. Emil Jalonen, '84 MAIR, recently opened a law office called Labor Relations Services in St. Paul, Minnesota. The firm will focus on union side labor relations and labor law.

Charles Lindgren, '84 BSB, has been promoted to vice president, Manager-loan Review and Credit Administration, at Richfield Bank and Trust Co.

Kristen Mengelkoch, '84 BSB, recently won first place for the "Residence Under 3,000 Sq. Ft." category of the 1997 Minnesota Chapter of ASID awards. The project involved fully furnishing and providing the accessories for a new residence in Minnetonka.

Mark Patzloff, '84 MBA, is a senior planner - International Routes and Schedules, for United Airlines in Chicago, Illinois. Classmates visiting Chicago are welcome to call Patzloff at (897) 700-5795.

Randall Paulson, '84 BSB, is a managing director with Bear Streams in New York, NY. He writes "I miss Minnesota, but not the winter."

Margaret Porcher, '84 MBA, recently accepted a position as director - Systems and Consulting with Deluxe Corporation in Shoreview, Minnesota.

Dan Rostratter, '84 MBA, was promoted to senior manager at Ernst and Young.

Daniel Sass, '84 MBA, was promoted to treasurer at Kinnard Investments.

Miles Davenport, '85 MBA, has been appointed president and CEO of Russian Telecommunications Development Corporation in Moscow.

Kelly Johnson, '85 BSB, was promoted to managing director of Dain Bosworth, Inc. at its Des Moines office.

Carla Kennedy, '85 MBA, was named vice president, marketing at Ancor Communications, Inc.

Lori Ketola, '85 MBA, is an attorney for Briggs and Morgan, P.A. Her practice focuses primarily on business law.

Thomas Latanision, '85 MBA, was appointed regional sales manager at Thomas and Betts Corp.

Carol Mackey, '85 BSB, was promoted to tax manager at Boulay, Heutmaker, Zibell and Co.

Bruce Nolan, '85 MBT, '80 MBA, is the manager of Tax Reporting for American Express Financial Advisors in Minneapolis.

Greg Prokott, '85 BSB, has been named vice president of First American Funds Group in Minneapolis.

Heino Beckmann, '86 CEMBA, is an associate professor at the University of St. Thomas in Minneapolis. He is also master of the International Management Program and member of the Honorary Counsel of the Federal Republic of Germany for Minnesota, North Dakota, South Dakota and Northern Wisconsin.

Milind Bhat, '86 MBA, works for Piper Jaffray in Application Development. He writes "I would like to reconnect with old friends from the MBA days. If you work in downtown Minneapolis, let us get together for lunch!"

Diane Bornhauser, '86 BSB, has been promoted to controller of Ryt-Way Industries, Inc. in Northfield, Minnesota. She and her husband, Todd, have two sons, Nicholas and Mitchell.

Elizabeth French, '86 BSB, is an account executive with Deluxe Dam Systems in Milwaukee, Wisconsin.

John Morris, Jr., '80 BSB, '86 MBT, is COO and CFO of Network Guidance Company in Minneapolis. John started the company after being a partner at Coopers and Lybrand, LLP.

Beverly Siefferman, '86 BSB, is busy managing her one-year old twin daughters in Eagan, Minnesota.

Roy Wetterstrom, '86 BSB, is the president of Micro Modeling Associates, Inc. in New York, NY.

Jan Wiessner, '86 MBA, was elected in November 1996 as the Ramsey County Commissioner. She also teaches at Metro State University.

Brent Anderson, '87 MBA, recently changed positions from vice president, trading to vice president, investments at Piper Jaffray in Minneapolis.

Robert Burnfeind, '87 MBA, was named partner at McGladrey and Pullen.

Walter Cox, '87 MBA, is an operations manager for the Federal Reserve Bank in Minneapolis.

Jack Donaldson, '87 MBA, is the owner and president of My-Tana Manufacturing Co., Inc.

Mike Gray, '87 MBA, has become a partner in Business Development for Martin/Williams Advertising in Minneapolis. Mike will play a key role in handling such clients as Allina Health Systems and CompuServe.

David Koch, '87 BSB, was named vice president and portfolio manager at Windsor Financial, Inc.

Spence Morley, '87 MBA, joined Andcor Companies, Inc. as a principal. He also had an article in City Business about success with high tech Internet applications.

Jeffrey Shelstad, '87 BSB, is a publisher with Irwin/ McGraw-Hill in Illinois.

Paul Abzug, '88 MBA, has been named vice president and investment banker in the Public Finance Department at Dain Bosworth, Inc.

Jan Becker Burmeister, '88 MBA, is the director of marketing for Coronary Vascular at Medtronic in Minneapolis.

Jeffrey Cave, '88 MBA, and his wife had a baby boy on March 6, 1997.

Jeffrey Iverson, '88 MBA, obtained a MDIV from Luther Seminary in May of 1997. He is starting at LMS-USA Mission Church in the Twin Cities.

Naina Leo, '88 MBA, was promoted to principal consultant at Price Waterhouse, LLP. She also had a baby boy on March 15, 1997.

Linnea Solem, '88 BSB, started a new job as associate product manager at Deluxe Corp.

Robert Trine, '88 MBA, was promoted to partner in the Management Consulting Practice and Ernst and Young, LLP.

Steve Wagner, '88 BSB, was named partner at Baune, Dosen and Co.

James Wehmann, '88 BSB, has been promoted to treasurer at Fingerhut.

Jeff Weirens, '88 BSB, was promoted to manager at Deloitte and Touche Consulting Group in Minneapolis.

Michael Blair, '89 MBA, is the financial manager of the Planning and Analysis division of Lifetouch in Minneapolis.

Melanie Bombenger, '89 BSB, is a partner with Hayden Search Group in Plymouth, Minnesota. She specializes in recruiting and placement of accounting and finance professionals.

Gary Deaner, '89 MBA, is the vice president of Marketing and Strategic Planning for J. River, Inc. in Minneapolis.

Arthur Green, '89 CEMBA, is a manager for the Demand Forecast Center for U.S. West Communications in Minneapolis.

Diane Harper, '89 MBA, is a marketing research manager at General Mills, Inc. in Golden Valley, Minnesota.

David Katkov, '89 MBA, '79 BSB, is vice president, Marketing for PMI Mortgage Insurance Co. in San Francisco, California.

Douglas Keller, '89 MBA, was promoted to vice president, finance at Innovex.

William King, '89 MBA, has been appointed president of Metrix Communications, LLC. William has also been elected to the Board of Directors.

Thomas Niemann, '89 BSB, is the managing partner for Blue Devil Ventures, LLC. in Durham, NC, which is currently embarking on a massive downtown Durham urban revitalization/ historic preservation project. Partners in the company include Thomas's brother, Dan; Christian Laettner; a former Minnesota Timberwolf and current NBA all- star; and Brian Davis, who was a basketball star for the Duke Blue Devils.

Jim Vos, '89 MBA, was awarded the "Affiliate Member of the Year" award by the International Facilities Management Association. Jim is also a principal of Tobin Real Estate Company.

'90s

Craig Arends, '90 BSB, is a manager at Arthur Andersen in Kiev, Ukraine. He and his wife, Cynthia, had their second child, Rosemary Elise, on March 11, 1997.

Michael Bosquez, '90 MBA, is a product manager for the Trane Company in the Building Automation Systems Division in St. Paul, Minnesota.

George Demarco, '90 MBA, is an account manager for Reuters America in New York, NY.

Lisa Dick, '90 BSB, is a senior consultant for Price Waterhouse in Toronto, Canada. She is also involved in volunteer work through the Toronto Board of Trade Young Professionals.

Julianne Falzone, '90 BSB, was named a vice president at Piper Jaffray, Inc.

Mark Felton, '90 MBA, is the assistant finance director for the City of St. Louis Park, Minnesota.

Ted Gooden, '90 BSB, is an associate consultant with A.T. Kearney in New York, NY.

Scott Havenor, '90 MBA, is the product manager for NCR in San Diego, California.

Keith Hinderman, '90 BSB, is an assistant manager with Sam's Club in Eau Claire, Wisconsin. He recently wrote a book about the Minnesota Gopher football team entitled Golden Dreams; A Magical Football Season. It is currently for sale in many Twin Cities bookstores.

Michele Deml Johnson, '90 MBA, was recently promoted to senior director of Sales/ Consulting Services at the St. Paul Companies in St. Paul, Minnesota. Michele lives in Maple Grove with her husband.

Kevin Johnsrud, '90 MBA, was promoted to president of Versa Electronics.

Mike Johnston, '90 BSB, was named an associate for Inspec, Inc.

Steve Kardon, '90 MBA, is a market analyst for Programart Corp. in Cambridge, Massachusetts.

Cedric Long, '90 MBA, is vice president at Allison-Williams Company in Minneapolis.



Jon Melander, '90 BSB, is an investment executive intern with Dain Bosworth in Minneapolis. He recently retired from the National Football League after playing for 5 years.

Daron Meyer, '90 MBA, is living in Geneva, Switzerland, with his wife Kerry and two children. He is working for Cargill International as manager of the Trading Technology Department.

Bruce Olsen, '90 MBA, is vice president, Administration and Finance for Vision World, Inc. in Roseville, Minnesota.

Scott Rollin, '90 BSB, was recently promoted to vice president of Benefit Consulting at Mullin Consulting in Minneapolis. The firm specializes in executive benefit and compensation consulting. Scott lives in Victoria with his wife and two boys, and they are expecting a third child.

Mike Salmen, '90 MBA, had a baby girl in December of 1996.

David Williams, '90 CEMBA, is the director of Facility Management Services for Applied Data Systems, Inc. in Minneapolis.

Dina Zemke, '90 MBA, is a senior account manager with Otis Elevator Co. in Madison, Wisconsin.

Jessica Bailey, '91 MBA, is working in the Benefits Analysis and Reporting area at ValueRx in Plymouth, Minnesota.

Kirk Johnson, '91 MBA, is president of Logan Resource Group, Inc.

Kirk Juergens, '91 BSB, recently started a new job as transportation analyst with Donaldson Co.

Chris Brown Mahoney, '91 Ph.D., owns her own firm, Calculated Results which provides an outcome of economic analysis for medical device manufacturers, pharmaceutical firms, hospitals, and clinics. Chris was also a visiting lecturer here at the Carlson School.

Lorraine Uthke, '91 MBA, is working as a senior financial analyst at Hermann Hospital in Houston, Texas. She writes "I really enjoy reading (the MMR) since I do not live in Minnesota and do not hear about things happening at the University."

Joel Black, '92 MBA, was promoted to managing director at Dain Bosworth, Inc.

George Hudjiyanis, '92 MBA, has joined NetCo Communications in Minneapolis as a product manager of Image/ Data Archiving Services.

Kristine McKasy Hykes, '92 MBA, is a marketing manager with General Mills, Inc. in Golden Valley, Minnesota. She married her husband, Kevin, in July of 1997 and is moving to Switzerland for three years to work for General Mills. Kristine would love to hear from Carlson School graduates who are now living abroad.

Tina Jackson, '92 MBA, is a consultant with Bell Atlantic in Washington, DC.

Leyla Kassem, '92 MBA, was promoted to vice president at Dain Bosworth, Inc.

Karla (Johnson) Kempfert, '92 MBA, was recently married.

Subramanian Krishnan, '92 MBA, was hired as manager in the Corporate Finance Group at Roseville Community Bank.

Daniel Luitjens, '92 MBA, is with Norwest Audit Services in Minneapolis.

Rick Moulton, '92 BSB, is a principal, Research Analyst at Wilke, Thompson Capital Management in Minneapolis.

Patrick Murphy, '92 BSB, was married on May 17. He works at Dain Bosworth.

Akira Nakamura, '92 MBA, recently volunteered to help with the MBA forums in Tokyo.

Larry Spilberg, '92 MBA, started a new job as market research specialist at Hewlett-Packard.

Aman Adienew, '93 MBA, is an international pricing specialist with Northwest Airlines.

Terry Bailey, '93 BSB, is co-owner of Bailey Capital Funding, Inc. in Northfield, Minnesota. His business recently expanded its services to provide cash flow assistance through "factoring" to area businesses.

Karen Epple, '93 MBA, is a product manager for Color-Clings, Inc. in Bloomington, Minnesota.

Kevin Harris, '93 MBA, is the general manager of the Risk Management Business Development Division of American Express Financial Advisors in Minneapolis.

Maurice Hudson, '93 BSB, recently helped with the interview and selection of the Carlson Advantage Scholarship Program scholarship recipients for the 1997-98 school year.

Midori Kageyama, '93 MBA, recently volunteered to help with the MBA forums in Tokyo.

Kathryn Lammers, '93 MBA, was named president of Women of Minnesota organization.

Jennifer Lund, '93 MAIR, recently passed the PHR exam, and accepted a position as the human resources manager with Childhood Development Services, Inc. in Ocala, Florida.

Sandra Mumm, '88 BSB, '93 MBA, is a manager with Deloitte and Touche Consulting Group in Minneapolis.

Michael Prisby, '93 MBA, is employed by Ernst and Young in Denver, Colorado.

David Schweer, '91 MHA, '93 MBA, is a business development manager with Washoe Health System in Reno, Nevada.

Paul Turnquist, '93 MBA, is a portfolio manager at Sit Investment Associates, Inc. in Minneapolis.

Brett Bye, '94 MBA, is a distribution manager with Alpha Enterprises in Tucson, Arizona.

Paul Gam, '94 MBA, recently joined Medtronic, Inc. as the director of finance for the Pacing Business Unit. He has also been elected chair of the Minnesota World Trade Center Board.

Janice Guimond, '94 MBA, was promoted to vice president at Investment Advisers, Inc.

Katherine Holt, '94 Ph.D., is the CEO of the Japanese subsidiary, Personnel Decisions International (PDI), a human resource management consulting firm.

Todd Loewenstein, '94 MBA, writes "Hi to everyone in the MBA class of 1994! After two years of working for the Weather Channel Network in Atlanta, I have joined a company called InterVU, which distributes video over the Net."

Joe Mefford, '94 MBA, is the international marketing manager for Nordic Track, Inc. in Chaska, Minnesota.

Reine Moffett, '94 MBA, is a consultant in the Economic Development and Long-term Planning with tribes in Minneapolis.

Michael Newell, '94 MBA, was promoted to president of the Consumer Finance Division at Green Tree Financial Corporation.

Michael Ochsenhirt, '94 MBA, was promoted to associate vice president at Dain Bosworth, Inc.

Jill Ostrom, '94 MBA, is a project team leader with American Medical Security in Green Bay, Wisconsin. Jill gave birth to a baby girl, Carlisle, in September of last year.

James Palmich, '94 MBA, was promoted to vice president at Dain Bosworth, Inc.

Kate Schroeder, '94 MBT, was named to a partnership at McGladrey and Pullen.

Geneva Sorum, '94 BSB, is a consultant with J.D. Edwards World Solutions Company in Bloomington, Minnesota. She was married on September 7, 1996 to Jeff, '92 BSB.

Tom Stephenson, '94 CEMBA, is the senior vice president of Operations and Administration for the San Antonio Express-News in San Antonio, Texas.

Charissa Attoa, '95 BSB, is an auditor for McGladrey and Pullen, LLP in St. Paul, Minnesota. She specializes in financial institutions.

Puneet Bhargava, '95 MBA, writes that he "would be glad to assist anyone visiting India or requiring any information on Indian Business."

Bradley Boyle, '95 MBA, is the director of International Market Development for Image Sensing.

Harry Cook, '95 MBA, is the director of New Medicine Development for Orphan Medical, Inc. in Minnetonka, Minnesota.

Kenneth Haglund, '85 BSB, '95 MBA, is the CFO of Skyline Displays, Inc. in Burnsville, Minnesota.

Bill James, '95 MBA, has a new position as director of sales for Online Business Systems.

Michael Kuehner, '95 MBA, is a manager for Ernst and Young, LLP in Bellevue, Washington.

Christopher Mason, '95 MBA, was appointed division manager of the Government Finance Division at FINOVA Capital.

Roger Polakoski, '95 BSB, is an operations analyst for Kimberly-Clark Corporation's Professional Health Care Facility in Tucson, Arizona.

James Roedel, '95 BSB, is the ProGistix manager for C.H. Robinson Co. in Watertown, Massachusetts.

Kenichi Yamaguchi, '95 MBA, recently volunteered to help with the MBA forums in Tokyo.

Sally Bartell, '96 MBA, has a new job in Benefits Analysis and Reporting at ValuRx.

Bob Day, '96 MBA, has a new job as a field representative at CPI/Guidant in Rochester, NY.

Nam Hoang, '96 BSB, is currently in the GE Capital Retailer Financial Service Management Development Program in Stanford, Connecticut.

Jack Jackson, '96 MBA, works for Medtronic, Inc. as a treasury analyst.

Donald Kemp, '96 MBA, was appointed president of the Pacific Region in charge of further development at Hoffmann and Schroff Products.

Leonardo Koesmanto, '96 MBA, is working at Andersen Consulting.

Kathryn Krause, '96 MBA, is the administrative manager for VSA of Minnesota in Plymouth, Minnesota.

Jillian McAdams, '96 MBA, is a marketing assistant at Pillsbury in Minneapolis.

Kohsuke Nishimura, '96 MBA, recently volunteered to help with the MBA forums in Tokyo.

Conrad Tanasychuk, '96 MAIR, is a labor relations representative in Detroit, Michigan.

Theresa Taylor, '96 MBA, is at Rensselaer Polytechnic Institute getting her Ph.D. at the School of Management Technology. She writes "The program is challenging, but I am excited about my research on radical innovation and

how it affects industries and firm strategies. My family moved to an 1840's farmhouse, south of Albany, NY. We love it."

Greg Wagner, '96 MBA, is a staff supervisor with AT&T in Warren, NJ. Greg and his wife Anne recently had twins, Diane and Julia, on February 10, 1997.

Sunhoon Yoo, '96 MBA, is an analyst with Andersen Consulting in Minneapolis.

Marc Ballbach, '97 MBA, recently received a job in the Business Change Department at Diversified Pharmaceutical Services in Edina, Minnesota.

Jesse Herrera, '97 BSB, recently helped with the interview and selection of the Carlson Advantage Scholarship Program scholarship recipients for the 1997-98 school year.

Clint Kaiser, '97 MBA, is working at InfoBeat in Account Management and Product Development, in Lakewood, Colorado.

Deceased

Charles Flaherty, an instructor at the Carlson School for the past eight years, passed away after a battle with cancer on July 5, 1997. His wife, Linda, said he loved the classroom. "I heard over and over from students that he was a wonderful professor," she said.

Larry Cummings, the Curtis L. Carlson Chair in Strategic Management, passed away in June. Professor Cummings was an extraordinarily accomplished teacher and researcher, as well as a devoted mentor to doctoral students. He was a prominent figure nationally in the study of organizational behavior and management, and an accomplished scholar who successfully published over 150 articles and books.

Dr. John Hewitt passed away on November 15, 1997.

F. Pat Willius, '28 BBA, passed away.

Oliver Bongard, '37 BSB, passed away.

Joseph Bednark, '39 BSB, passed away on January 10, 1995.

Elmer Conover, '39 BSB, former president of Toro, passed away.

Norman Jensen, '39 BSB, passed away on August 1, 1996.

Robert Coll, '40 BSB, passed away on February 3, 1997.

Betty Spaeth Rosen, '40 BSB, passed away.

Clayton Anderson Sr., '48 BSB, passed away last year.

John Skowronski, '49 BSB, owner of Wig and Bottle, passed away.

Thomas Holen, '50 BSB, passed away on November 7, 1995.

Archie Dalbotteu, '50 MBA, passed away on January 10, 1997 after a battle with cancer.

George Taylor, '60 BSB, passed away on February 28, 1996.

Gary Torfin, '66 MBA, passed away on September 29, 1995.

Timothy Vieburg, '92 MBA, passed away on May 1, 1997.



O N T H E T O W N

►▼ On July 18, the Carlson School hosted a reception to honor and welcome incoming University of Minnesota President, Mark Yudof. RIGHT: (L to R) Bill McGuire, president, chair, and chief executive officer of United HealthCare Corp. and his wife, Nadine, offer a toast to Judy Yudof and University President Mark Yudof. BELOW: Among the many well-wishers in attendance were (L to R) Lou Nanne, '63 BSB, senior vice president for Voygeur Asset Management, Harvey MacKay, chairman, MacKay Envelope Corp., and Marilyn Nelson, vice chair and chief operating officer for Carlson Companies, Inc.



▲ In attendance at the June 3 First Tuesday luncheon were (L to R) Jan and Jack Grunewald, '77 MBA, executive vice president of finance and administration, Polaris Industries, and Susan Klaseus, CSOM associate dean for external affairs.

▲ Also attending the June 3 First Tuesday luncheon were Deb Hopp, associate publisher of *Twin Cities Business Monthly*, Burt Cohen, publisher of *Twin Cities Business Monthly*, and Susan Engel, president and chief operating officer, Department 56, and the event's keynote speaker.

▲ William Monahan, chief executive officer, Imation Corp., was the featured speaker at the August 4 First Tuesday luncheon.



CALENDAR

FEBRUARY

- 2-4** **Marketing for Non-Marketers Program**, offered by Executive Development Center, was created to explore how to make better business decisions, from high-level strategic choices to tactical decisions on pricing. (624-2545)
- 3** **First Tuesday Luncheon**. See inside front cover for details.
- 23-25** **Distribution Strategy: Customers and Partners in Supply Chains Program**, offered by Executive Development Center, was created to assist in developing distribution strategies and to explore emerging technologies, partnerships, marketing tactics, and other issues in supply chain management. (624-2545)

MARCH

- 29-Apr 3** **Mayo Program**, a one-week long pilot program offered by Executive Development Center in Partnership with the Mayo Clinic, was created to help physician leaders and healthcare administrators increase their ability to design and implement strategies that will enhance healthcare and strengthen their organizations.

This Week Newsletter Available On-Line

The best way to stay up-to-date with all the news, events and continuing education offerings at the Carlson School is to read *This Week*, a weekly newsletter that is available through the Carlson School Web Site.

The path to follow is:

<http://www.csom.umn.edu/thisweek.html>.

ONGOING

Strategic Management Research Center Colloquium Series. Call 624-0226 for dates and speakers.

The 21st Century Program, offered by the Executive Development Center, is a lecture and dinner program for senior executives. This year's theme is "Business Strategies for the Information Age." (624-2545)

Information and Advising Sessions for prospective freshmen interested in the Undergraduate Program are held most Mondays and Fridays, 12:15-1:00 p.m., in 240 Williamson Hall on the east bank campus. (624-3313 or 524-0000)

Carlson MBA Program Information Sessions on the full-time day and part-time evening programs are held every Thursday, 4:00 p.m. (625-5555 or 800-926-9431) Application deadlines are April 1 for the two-year, full-time day program, and June 15 for the evening program, fall quarter entry.

The Carlson School will attend **MBA Forums** in Paris, May 21; Frankfurt, May 24; Hong Kong, May 27; Tokyo, May 31; and Seoul, June 3.

Carlson Executive MBA (CEMBA) Information Sessions are held every month from 5:30-6:30 p.m. in Room 205 of the Humphrey Center, March 27, April 10, May 22, June 19 and July 24. CEMBA is a weekend program designed for experienced professionals. Friday class visits are also available. (624-1385 or 800-922-3622)

Call 624-6121 for information on the **Master's in Healthcare Administration** program (see p. 8). For information on the **ISP Executive Study** program, call 624-1411. The ISP Symposium, at which students defend their theses, will be held June 15-20 at the Radisson Hotel Metrodome.

The Employer Education Service of the Industrial Relations Center offers courses and in-house programs on management, supervision, HR management, labor/employer relations, finance, communications and other topics. Call for a catalog. (624-5525)



Open for Business!

The January 1998 opening of the Carlson School building marks an historic milestone in the school's dramatic transformation into a world-class management education resource. Designed by Ellerbe Becket, the new building brings all student areas—for day, evening, and executive students—conveniently under one roof. Classrooms, offices, and meeting areas are designed to encourage collaboration and cooperation among students, alumni, faculty, and professionals. The entire building is equipped with a computer network infrastructure to link members of the Carlson School professional learning community with their colleagues on campus and worldwide.

With this superb educational facility open for business, rigorous academic programs in place, and a stellar line-up of faculty, students, alumni, and community advisors, the transformation continues: Now, it's time to soar.

MMR

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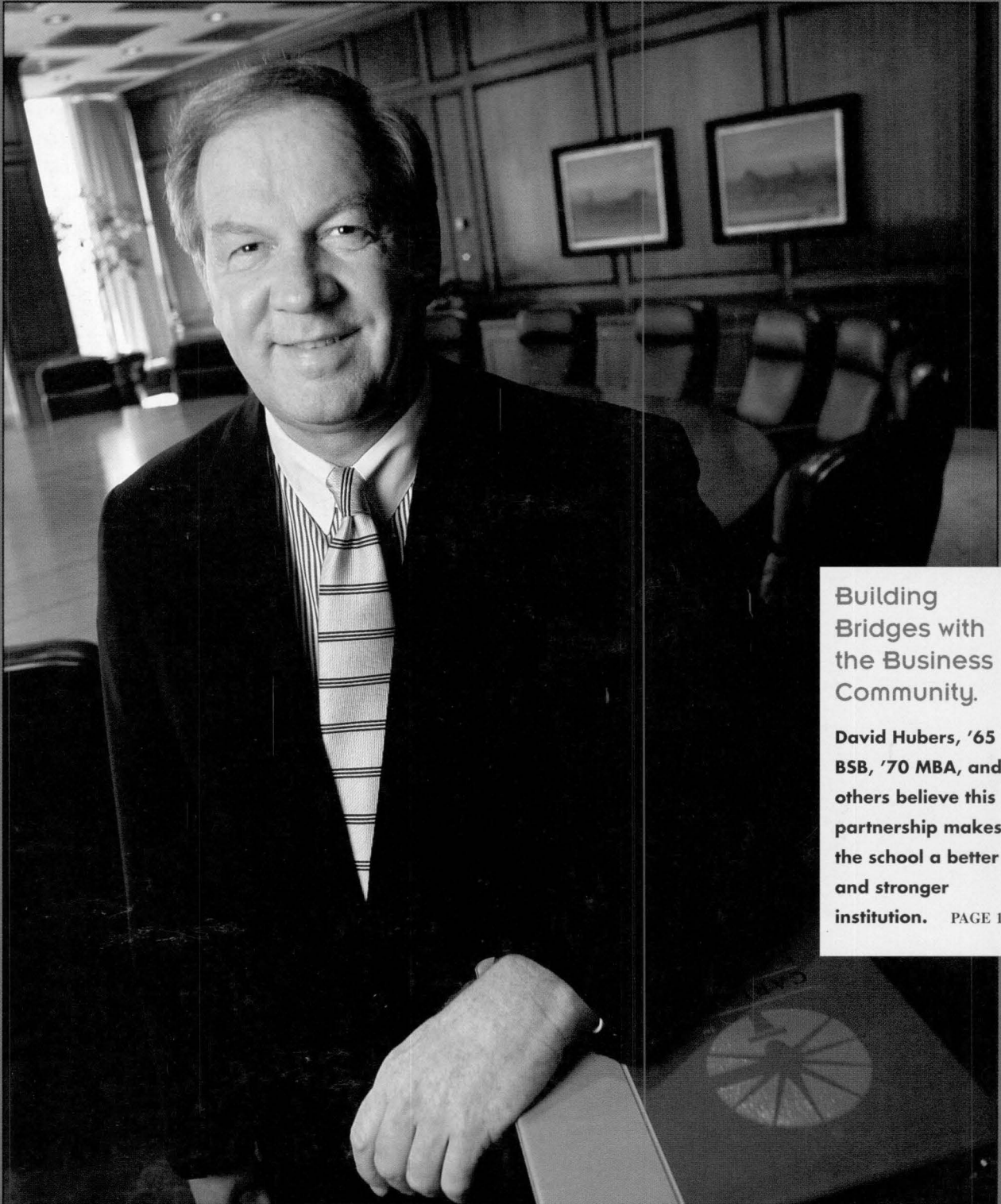


CARLSON
SCHOOL

MMR

Minnesota Management Review

Fall 1998



**Building
Bridges with
the Business
Community.**

**David Hubers, '65
BSB, '70 MBA, and
others believe this
partnership makes
the school a better
and stronger
institution. PAGE 1**

LEE PROCHOTSKY

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

The First Tuesday
Luncheon Series is an
award-winning event
you won't want to miss!

F I R S T
TUESDAY

*Put these dates on
your calendar . . .*

NOVEMBER 3 Ron Lieber
Writer and Author
*Fortune Magazine, Upstart
Start-ups!: How 34 Young
Entrepreneurs Overcame
Youth, Inexperience, and
Lack of Money to Create
Thriving Businesses*

DECEMBER 1 Gary Costley
Chairman, President & CEO
International Multifoods
Corporation

JANUARY 5 Gayle Holmes
CEO
Menttium Corporation

11:30 a.m. - 1:00 p.m.
Radisson Hotel Metrodome
615 Washington Avenue SE

\$18 (includes lunch and parking
in the Washington Avenue Ramp)

RSVP: (612) 626-9634
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MMR

Minnesota Management Review

Fall 1998



LEE PROHOFSKY

KEVIN HARRIS, '93 MBA, VICE PRESIDENT
OF FINANCE FOR THE THIRD PARTY AND
INTERNATIONAL DISTRIBUTION DIVISION
OF AMERICAN EXPRESS FINANCIAL
ADVISORS.

1 BUILDING BRIDGES WITH THE BUSINESS COMMUNITY

The Carlson School is reaching out to
foster significantly stronger bonds with
members of the business and alumni
community. Meet nine stellar alumni who
are helping build those bridges.

9 CAMPUS NEWS

13 CLASS NOTES

16 ON THE TOWN

Correction: "All Aboard" (winter 1998 issue, page 4) The Methodist/Columbia Healthcare System of Southwest Texas, a 50/50 joint venture partnership of Methodist Healthcare System of Southwest Texas and Columbia/HCA, is the parent organization of Methodist Women's and Children's Hospital where Janet E. Porter served as CEO.

For information about Carlson School programs, call (612) 626-9633 to request a copy of *The Carlson School Guide to Services*. Information is also available on the Internet: gopher.csom.umn.edu or <http://www.csom.umn.edu>. Alumni Relations can be reached by calling (612) 625-1556, or by e-mail: ebolin@csom.umn.edu or external_affairs@csom.umn.edu.

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Lynn James, Editor
Christia Fieber, Production Coordinator
Dawn Mathers, Art Director

External Affairs Department

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HAROLD N. GOLDFINE, '68 BSB, Alliance Steel Service Co., President

JOHN H. GRUNEWALD, '77 MBA, Polaris Industries, Retired Executive Vice President—Finance & Administration

Many members of the Minnesota business community have an awareness that the Carlson School of Management coexists with them in the same community. But, for a good many years, even its alumni found little reason to stay connected.

In a dramatic transformation, the Carlson School has taken great strides to become a world-class educational facility. Part of that transformation has come about by reaching out to foster significantly stronger bonds with members of the business and alumni community.

Today, more than 500 guest speakers from the community make presentations per year, over 200 mentors offer their professional wisdom to students annually, and 900 have been enlisted to become active participants on Carlson School boards and committees. As could be expected, members of the business and alumni community are stumbling over each other trying to help.

BUILDING BRIDGES

BY JOHN FINEBERG

with the business community

GLENN W. HASSE, '63 BSB, Ryt-Way Industries, Inc., President, Chairman & CEO

JAMES C. HAYS, '79 BSB, '80 MBA, The Hays Group, Owner, President & CEO

C. DAVID JONES, '61 BSB, '69 MBA, Personnel Decisions, Inc., Vice President & General Manager

EARL R. KLEIN, '72 BSB, Arthur Andersen LLP, Partner

RICHARD A. LIDSTAD, '63 BSB, 3M Co., Inc., Retired Vice President—Human Resources

DANIEL B. MARCOTTE, '86 MBA, University of Minnesota Foundation, Vice President of Finance and CFO, Alumni Board Co-Chair

LEROY E. MARTIN, '63 BSB, McGladrey & Pullen, Managing Partner, Alumni Board Co-Chair

TOM W. MEDCALF, '69 BSB, '76 MBA, American Express Financial Advisors, Vice President

CURTIS C. NELSON, '92 CEMBA, Carlson Hospitality, Carlson Companies, President

ROBERT SMITH, '95 BSB, '96 MBA, Phoenix Coyotes, General Manager

WILLIAM J. SWEASY, '76 BSB, Red Wing Shoe Co. Inc., Chairman

DONALD F. WRIGHT, '58 BSB, Los Angeles Times, Executive Vice President, Times Mirror Co., Chairman

(University of Minnesota degrees are noted)

Keeping good talent in the community

Although the Carlson School has always been a natural resource, local businesses were not getting the “product” they required. Instead, they pursued graduates from other business schools.

Identifying the economic core industries in Minnesota and understanding their needs was the first step in the transformation. Following that have been ongoing efforts to determine what role the school needs to play in turning out the kind of talent necessary to support those industries.

While the Carlson School shouldn't be a pawn to the business community, it is the school's responsibility to make sure its graduates are marketable. The business community, in turn, has a responsibility to partner with the Carlson School to make sure its graduates are well-prepared to meet industry needs.

Employing Carlson School graduates makes good sense for local businesses. Companies with a strong presence in the school have a competitive advantage for attracting graduates, already familiar with the quality of life in the area.

To make this linkage work, however, there must be a willingness by the business community to help improve the

overall curriculum. With an opportunity to help develop more experienced, better educated students, able to begin a career at a running start, members of the business community have a great incentive to become involved. As for the school, its leaders need to be responsive to the business community and willing to make adjustments in their programs.

World-class building symbolizes a renewed commitment

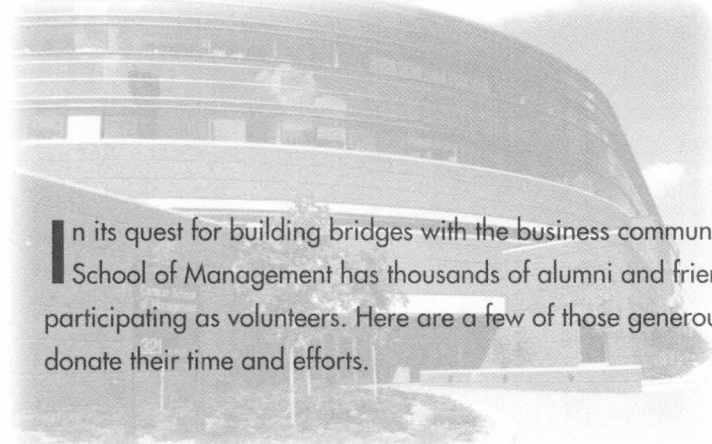
The Carlson School and the business community have come together in a win-win partnership. New programs and curriculum are just part of the transformation.

There was a time, not very long ago, when Carlson School classes were scattered between five buildings throughout campus. Today there is a single focal point and a greater sense of unity among the various facets of the school.

The school's stunning new home on the West Bank campus, looking literally and symbolically toward downtown Minneapolis, is a testament to a new bridge with Minnesota businesses. State-of-the-art classrooms and high-tech meeting rooms set the tone for students as they prepare to leave the academic world and go into the business world.

The world-class building also symbolizes a new level of commitment by the State of Minnesota, alumni, friends, corporations and foundations. The investment signals a seriousness about taking the school to a higher level and makes a statement that it is committed to turning out a quality product.

Certainly a beautiful building does not, in and of itself, indicate a great school. But in terms of recruiting new students and faculty, providing an environment more conducive to learning, improving graduate placement and recruiting new volunteers and donors, the first class building appears to be worthwhile.



In its quest for building bridges with the business community, the Carlson School of Management has thousands of alumni and friends actively participating as volunteers. Here are a few of those generous enough to donate their time and efforts.

MORT SILVERMAN Mentoring students for a jump-start in the real world

Although Mort Silverman, '58 BSB, graduated 40 years ago, he still enjoys staying abreast of what's going on in the financial field through continuing education. "Education is a lot more fun now than when I was in school, partially because I can really see the fruits of it."

While Silverman has been a financial supporter of the Carlson School for many years, today he is involved in a new and different way. He's become a volunteer in the Undergraduate Studies mentoring program. A mentor's responsibility, he says, is "pretty wide open. You can be as involved as you're able to be and customize your involvement to meet an individual student's needs."

"The value in the program," says Silverman, "is that it exposes students to 'real world' experiences." He enjoys being around students, finding them "more fun and not as set in their ways" as his contemporaries. And he occasionally "borrows" innovative ideas from them. "Being around youngsters keeps *me* young."

In his 37 years with Piper Jaffray Companies, Silverman has worn many hats, as a research analyst, salesman and in management. Among his most significant accomplishments, he co-founded Piper's institutional investments department and helped to design the computerized information system that became the brokerage industry standard. "Winding down" in his career, Silverman is now managing director of investments in the

Minneapolis sales office, acting as a resource and teacher, as well as working as a stock broker.

Silverman, who currently sits on a number of boards in the Minneapolis area and is chairman of the board of AAA-Minneapolis, was recently asked to speak about his life's experiences at the Carlson School Scholarship Banquet. The event is held to raise funds and praise undergraduate honors students and scholarship recipients who excelled in a community volunteer program. "These youngsters went away knowing that people respected and appreciated their accomplishments."

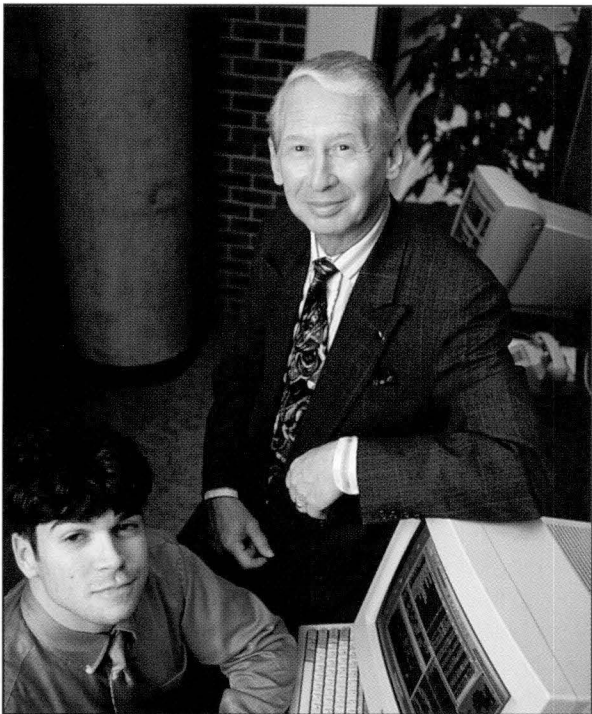
Silverman is also involved with the Carlson School's Financial Community Partners Program. The partnership, he says, between a school and the business community is not, in itself, a novel idea. "But the way they pull it off could be unique."

"I don't consider myself a mover-and-shaker, just a graduate who was thinking about a pay back period," says Silverman. "It's fun to be on the ground floor of helping to design a program that makes sense and assists Carlson graduates in getting a jump-start in the business world."

ROSEMARY BARRY Helping to connect the HR and IR communities to the Carlson School

When Rosemary ("Rosie") Barry, '88 MAIR, a human resources professional, tells people how she discovered her career path, she says she did it "the wrong way." She was burning out in

LEE PROHOFSKY



"I don't consider myself a mover-and-shaker, just a graduate who was thinking about a pay back period anyway. It's fun to be on the ground floor of helping to design a program that makes sense and assists Carlson graduates in getting a jump-start in the business world."

Mort Silverman, '58 BSB

connected with the Carlson School. "It would be easy to run off on every untried, untested new fad. But academics and their research can provide an insight into what's worth pur-

suing and what's not." Barry also finds the department, and especially the reference room, to be a good source of information.

Staying connected to the school, she says, allows alumni to maintain and develop new contacts with others in the field. "Not only is the interaction good business, the people are fun. The association has given me an opportunity to give back and stay well connected at the same time. Yes, it can be time-consuming, but there's always something to be gained from it."

The new building, as Barry sees it, reveals a clearer affiliation of the IR Center with the Carlson School. "Putting the whole

school under one roof is helping to break down some barriers. And it's also an identifiable entity to begin the link with the business community that wasn't there before."

WALT WITTMER
Sharing his unusual vocational path with students

Before going into business, Walt Wittmer, '68 BSB, was contemplating going into engineering. But, he says with good humor, "I probably got the worst score ever recorded." After a stint in the Air Force, his immediate supervisor in

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Rosie Barry, '88 MAIR

another industry when she paged through the university's graduate school catalog. "The Industrial Relations information was just so interesting to me that I applied."

Her expectations for her degree program panned out. "Yes, very much so," she says. "The department had a reputation for having a high placement rate. And that was certainly true." She had no trouble finding a job, quickly being hired at Honeywell in organizational development.

Barry started her own business, Barry and Associates, about five years ago. As an independent consultant, she provides human resources services and organizational development for a variety of clients around the Twin Cities area.

As a volunteer with the Carlson School, Barry is president of the Industrial Relations Center Alumni Association and is a member of the Human Resources Advisory Council, a group of professionals that advise the IR Center on curriculum and direction.

Barry cites several advantages for human resources practitioners to stay



LEE PROHOFSKY

"I'm a prime example of not winding up in the field I expected. Hopefully, sharing my business experiences may raise some interest in areas they can explore, and possibly open up some areas of interest that they hadn't ever considered before."

—Walt Wittmer, '68 BSB

Wisconsin, Wittmer was shocked to find the students to be "so much sharper than when I was in school. Simply relating with them was an interesting and enjoyable experience for me."

GLENN HASSE
Creating more positive exposure through the Alumni Board of Advisors

Glenn Hasse, '63 BSB, graduated in a combined business and engineering program. He began a career with a large company, but quickly discovered his entrepreneurial spirit. Hasse wound up establishing his own business, Ryt-Way Industries, Inc., a food blending and packaging company headquartered in Northfield, Minn.

Hasse is president, CEO and chairman of the board, with 500 employees on his payroll, plus as many as 200 temporary employees. He points out that Ryt-Way is representative of a vast number of com-

the accounting department of 3M talked him into going back to school and trying business.

Wittmer's first job out of college was counting cars in a parking ramp. He had some general idea of what direction he wanted to take in business. But he had no idea he'd wind up as vice president and general manager of the Valleyfair amusement park in Shakopee, Minn.

With a full-time staff of around 100, and over 7,000 seasonal employees, getting all those people working together as one unit could be a nightmare. "But we emphasize that we operate as a team," says Wittmer, "that we all help each other, and that we can all have fun at our jobs. Part of our success can be attributed to the loyalty and high return rate for seasonal workers."

It was Wittmer's loyalty to the University of Minnesota that inspired him to begin his involvement with the Carlson School as a volunteer. "I know the efforts they're making to upgrade their programs and I enjoy contributing to the team."

As a guest classroom speaker for the marketing club from the Carlson School and its counterpart at the University of

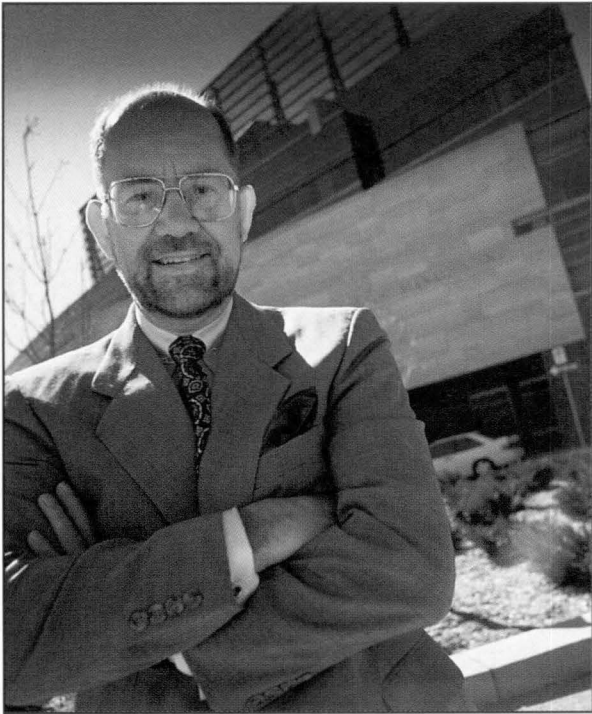
Wittmer describes his vocational path as "a prime example" of not winding up in the field one expects. "Hopefully, sharing my business experiences may raise some interest in areas they can explore, and possibly open up some areas of interest that they hadn't ever considered before."

Wittmer, who's also on the Board of Directors for Junior Achievement in the Upper Midwest and involved in the Shakopee [Minn.] Chamber of Commerce, encourages students to take advantage of every situation they encounter. "There are more positives than negatives in a lot of experiences in life. Sometimes students don't see that."



LEE PROHOFSKY

Glenn Hasse, '63 BSB



[Being involved as a volunteer with the Carlson School is] "a classic give-back situation. I enjoy being able to provide an element of experience back into the school and make some financial contributions as well."

—Bob Buuck, '70 BSB, '72 MBA

Hasse notes that the school's programs offer valuable opportunities to experience real-life business challenges, making its graduates more marketable. The payback for the business community, he says, is

that they'll see greater numbers of students graduating with more relevant business experience.

With a business to run and a family to support, Hasse says that finding time for volunteering is a challenge. "Fortunately," he says, "I'm at a stage in life that I've got more time to devote to volunteer work. I'm finding the work enlightening and I'm quite enthused about what's going on at the university."

BOB BUUCK Providing a model for entrepreneurial success

Bob Buuck, '70 BSB and '72 MBA, is serious about his involvement with the Carlson School. He's a member of both the Board of Overseers and the Leadership Gifts Committee, and is also active as a guest speaker and an MBA mentor.

Additionally, Buuck now heads up a task team for the Center for Entrepreneurial Studies, a professional learning community with a "living laboratory." The blue ribbon committee was formed to review and analyze the entrepreneurial programs of competitive schools, both nationally and locally, then make recom-

mendations for changes in the Carlson School program. The committee also communicated with local businesses to determine what skill sets they'd like graduates to have.

Entrepreneurial education is an area of rapid growth at some of the top business schools around the country. "But," he says, "while the Carlson School has had some entrepreneurial education courses, it hasn't had a great deal of breadth or depth, either in terms of the number of courses offered or the number of students involved. The objective of our new program is to produce graduates who have learned how to finance, develop and direct businesses capable of turning into major corporations."

As a founder, venture capitalist and board member of a number of entrepreneurial organizations, entrepreneurship is an area of key interest to Buuck. His primary specialty is in the medical device industry. Buuck founded American Medical Systems (today a division of Pfizer) and is co-founder and current chairman of the board of Iotek, a research company that designs and develops drug delivery systems.

Buuck notes that he's been fortunate to have been involved in the founding and financing of various new companies. His cross-disciplinary academic training at the University of Minnesota "has greatly contributed to my professional and financial successes over the years."

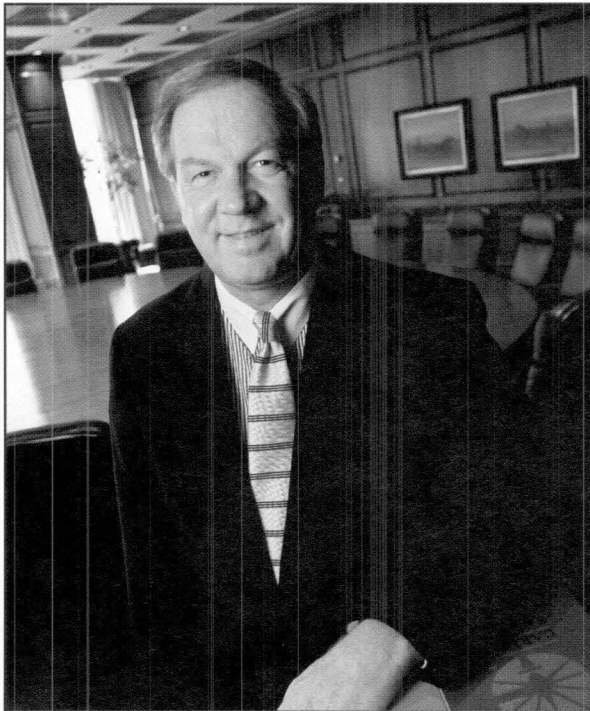
His other volunteer activities include membership on the Foundation Board and other committees of Courage Center in Golden Valley, Minn. For Buuck, being involved as a volunteer with the Carlson School is "a classic give-back situation. I enjoy being able to provide

panies of similar size, companies that — until recently — hadn't played much of a role in the Carlson School.

"I've always believed the U of M was a great school," says Hasse, "but I had concerns about the business school." After discussing his concerns with David Kidwell, Hasse found himself quite inspired by the dean's plans for the school. About six months later, Hasse was invited to join the school's Alumni Board of Advisors.

The Alumni Board, still in the formulating stage, is made up of alumni from both undergraduate and graduate degree programs. It's being developed to be a high-level advisory board, with an advisory capacity similar to the Board of Overseers, but solely consisting of graduates from the Carlson School.

The group hopes to create more favorable exposure for the school in the business community and make businesses more aware of the programs in which they can become involved. "The school has a lot to offer companies like ours," says Hasse. "I've sent a number of my top people through their management leadership programs to better our employees."



LEE PROHOFSKY

"I also enjoy giving back to the school that helped shape and mold me, feeling like I can make a difference in the quality of the students that are graduating and, hopefully, making my alma mater a better and stronger institution."

—David Hubers, 'BSB, '70 MBA

an element of experience back into the school and make some financial contributions as well."

DAVID HUBERS
Leading the way with a real money investment lab

David Hubers, '65 BSB and '70 MBA, has had only one employer, American Express Financial Advisors (known as IDS until its acquisition in 1984), for all of his 33 years since graduation. No stranger to the business community, Hubers is president and CEO of the financial services organization, with 17,000 employees and financial advisors nationwide, managing \$180 billion in assets.

American Express Financial Advisors is a major supporter of the Carlson School and has a significant number of its people serving as mentors. "Our corporate values stress the importance of giving back to the communities in which we live and work," says Hubers. "All of our employees are encouraged to volunteer. It's the right thing to do."

Hubers leads by example, serving on the boards of non-profit organizations such as the United Way and Fairview

Board of Overseers, Hubers helps review the school's strategy and advises the dean and his management team. "Dean Kidwell has created a partnership with the business community and, as a result, there is a sense of ownership for the school that simply wasn't there five or 10 years ago." He also volunteers on the Leadership Gifts Committee and has participated in and been a guest speaker at many Carlson School events to help promote the school.

But Hubers is particularly proud of — and most excited about — his company's involvement with the Investment Lab, which gives students an opportunity to manage real money. "With this program, the Carlson School can differentiate itself as one of the few

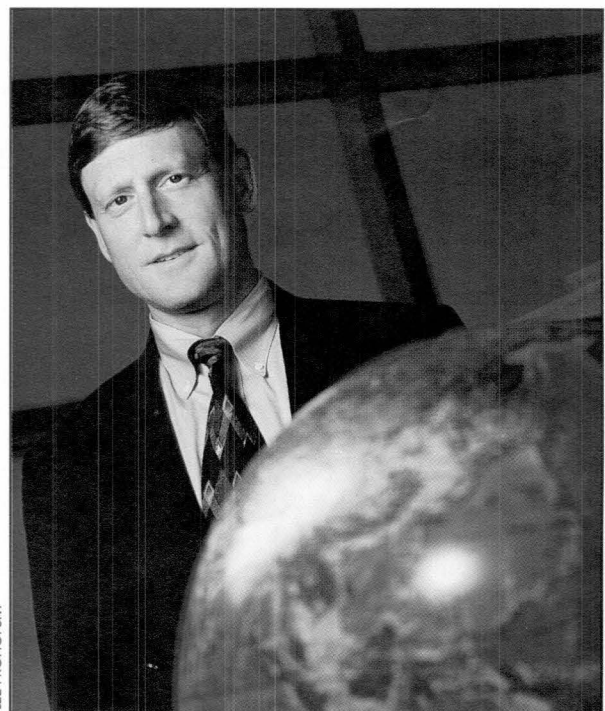
Hospitals, as well as the Investment Company Institute (a trade association for the mutual fund industry). "I think there's value both in what I give and what I get back."

As a member of the Carlson School

institutions in the country offering this capability." As a chartered financial analyst himself, with 10 years experience in the investment area, "this program is near and dear to my heart."

Returning to the world of academics is an attractive opportunity for Hubers. "I enjoy the camaraderie I feel with the dean and the other board members. I also enjoy giving back to the school that helped shape and mold me, feeling like I can make a difference in the quality of the students that are graduating and, hopefully, making my alma mater a better and stronger institution."

Hubers' expectations have changed drastically since graduation. Starting at \$6,000 annually, he could only dream of someday making \$25,000 a year, a four-fold increase. "I felt if I could achieve



LEE PROHOFSKY

John Geisler, '78 BSB



LEE PROHOFSKY

that goal, I'd have died and gone to heaven." Today, not only are Carlson School graduates faring considerably better than that, so is Hubers. "The academic foundation I got there was certainly a big factor in my professional success."

JOHN GEISLER
Reevaluating relationships and coordinating efforts with business

John Geisler, '78 BSB, left Minnesota after graduation and "had little contact with the 'U' since, not even a newsletter." When he returned to the state in 1996 he learned that the rankings of what he remembered as a "business school without a whole lot of accolades" were moving up rapidly. "Things had obviously changed."

He also heard about the Alumni Board of Advisors and realized it would be a great opportunity to have an impact on the school's new vision of closer ties with the business community. Geisler liked the new direction of the school and accepted an offer to join the board.

Geisler is president of Cargill Corporation's Worldwide Flour Milling division. He's responsible for the manage-

ment and growth of operations in five countries: the U.S., Venezuela, Brazil, Argentina and India. As an alumnus, Geisler was named vice-chair of the Cargill/University of Minnesota Core School Team. The university is one of five colleges nationwide involved with Cargill's program. "We donated more money to the 'U' than any other school and had hundreds of points of contact, but we felt we could coordinate our efforts better." After reevaluating the relationship, Cargill is now placing more focus on utilizing Carlson School students, faculty and research, identifying the resources available to each other and determining how to take advantage of them.

Geisler's efforts, specifically with the Carlson School, are to "interface with faculty and students more and build some bridges that haven't existed before." He appreciates the opportunities he has to interact with others involved with the school. "I like the diversity volunteering brings to the whole thought process. It gives me a chance to bounce ideas around in a responsive environment."

Geisler has been bouncing around the globe for nearly 20 years, making it difficult to get involved with volunteer organizations. "By the time I get myself settled in a new community and get everything lined up to start, I get transferred again." Because Minnesota is

"I've benefited so much from the efforts of others, I see it as my personal duty to give back whenever I can."

—Kevin Harris, '93 MBA

Cargill's headquarters, he's hopeful that he's finally home to stay. "I'm looking forward to planting some roots and having a chance to give something back to the community."

KEVIN HARRIS
Working hard to strengthen commitment to diversity

A graduate degree for Kevin Harris, '93 MBA, was intended to gain greater knowledge about finance, strategy and entrepreneurship. As it turned out, his studies have been quite influential in building a foundation which has facilitated a rapid career rise.

After completing his degree program, Harris was promoted by American Express Financial Advisors from an actuarial position to general management, working on start-up ventures. More recently, however, Harris was promoted to vice president of Finance for the Third Party and International Distribution Division.

Because of his personal and professional interest in diversity issues and his strong commitment to improving race relations, Harris was asked to join the Carlson School's MBA Diversity Advisory Board. The board acts as a resource to help in the recruitment of minorities. "Prospective students call me to learn more about the school and my own experiences there." Another of his roles will be to mentor currently enrolled minority students.

For many students, graduation day is the end of all contact with their academic institution. But, for Harris, the relationship with Carlson School administrators and professors continues to be a good

Illbruck champions the Carlson School everywhere he travels. "So many people advise others to attend higher profile schools," he says. "I tell them they'll get just as good an education in Minnesota, but in a much friendlier atmosphere."

—Michael Illbruck, '85 BSB, '87 MBA

source of knowledge. His involvement also gives him "a chance to practice leadership skills and build relationships with other professionals in the academic and business communities."

Harris is actively involved in a number of other academic endeavors. One that's been personally rewarding for him is raising funds for a summer internship program at Howard University, his undergraduate alma mater. In addition, he's on the school's Center for Insurance Education advisory board.

Closer to home, Harris is on the executive team of the Twin Cities Chapter of the National Black MBA Association, helping to support recruiting, retention and graduation of African-Americans and other minorities. He also mentors high school students and conducts tours of predominantly African-American colleges for the YMCA's Black Achievers program.

One of the most important priorities in Harris' life is to perform community service. As his status increases in the business world, he hopes to have an even greater influence in supporting the community. "I've benefited so much from the efforts of others, I see it as my personal duty to give back whenever I can."

MICHAEL ILLBRUCK **Offering insight on conducting business internationally**

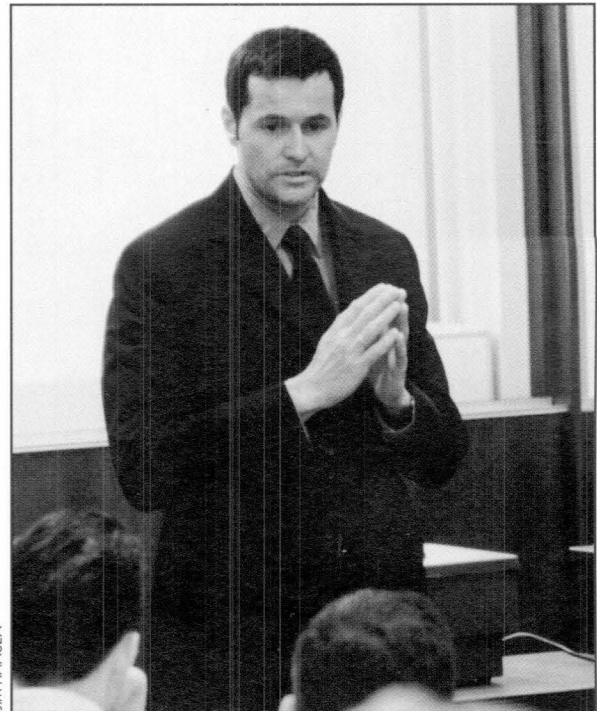
There are those who cross state lines to get the education they desire. And then there are those like Michael Illbruck, '85 BSB and '87 MBA, who

crossed the Atlantic Ocean. He chose Minneapolis for his schooling (Augsburg College first in 1979, then the University of Minnesota in 1980) because of a joint venture partner located here.

One of the reasons Illbruck wanted a business school education was to become independently qualified to work in his family's business, not simply be anointed by default of his lineage. Today Illbruck is president and CEO of the company that bears his surname. Illbruck, Inc. is a Leverkusen, Germany-based company that converts plastics into over 40,000 different products.

In graduate school, Illbruck hoped to acquire the necessary tools to help fulfill his business dreams. "But I got much more." Illbruck credits the Carlson School with teaching him a "systematic and open approach" to problem-solving. "Actually," he says, the education he received "provided a fresh outlook to running our business and was fundamental to our company's success."

Illbruck champions the Carlson School everywhere he travels. "So many people advise others to attend higher profile schools," he says. "I tell them they'll get just as good an education in Minnesota, but in a much friendlier atmosphere."



JIM HANSEN

Illbruck points out that his company has more contact with the Carlson School than with any other university, even in Germany. With occasional needs to integrate graduates into their international activities, Illbruck has found the school's Career Services people to be "extremely helpful in connecting us with qualified and very bright young candidates."

As a guest classroom speaker, Illbruck has given students insight into conducting business internationally. "The people at the school are so open and supportive. I'm amazed at how they welcome me here."

Because 70 percent of Illbruck's time is spent away from his family, traveling around the world for work, he has precious little time available to contribute as a volunteer. "I'm in Minnesota so seldom," he says. "But if I lived here I would like to be much, much more active with the Carlson School."



Working in Tandem to Pack a One-Two Punch

Significantly improving the Carlson School of Management's day and evening MBA programs and dramatically increasing the school's national rankings are lofty goals. But they are achievable.

Sharing Dean David Kidwell's vision are two recent additions to the administration. Gary Lindblad, director of MBA Programs, and Mike Agnew, assistant dean and director of the Career Services Center, are working hard to meet those goals.



GARY LINDBLAD, DIRECTOR, MBA PROGRAMS

Expertise in MBA program administration

For these positions, the school's hiring efforts were focused on recruiting experienced MBA program administrators from top-ranked business schools. Both men fit the bill nicely. Lindblad's employer was ranked the top public school by US News and World Report and Agnew's was ranked number one for four years by *Business Week*.

Before joining the 'U' in February 1998, Lindblad was associate director of the Executive and Fully-Employed MBA programs at UCLA. He holds a master's degree in Education from Biola University, and a master's in Higher Education from UCLA. He's presently completing his doctoral dissertation at UCLA.



MIKE AGNEW, ASSISTANT DEAN AND DIRECTOR, CAREER SERVICES CENTER

Previous to his hiring in November 1997, Agnew served as director of the Placement and Career Center at Michigan State University. Before that, he was associate director for Career Development and Placement at the Wharton School of Management. Agnew graduated with a master's degree in Counseling Psychology from Trinity College and a doctorate in Career Counseling from Northern Illinois University.

Playing complementary roles

The two director jobs are overlapping and noticeable intertwined. Lindblad's responsibilities include working with the faculty to improve the quality of the MBA program, from student selection and orientation through graduation. Agnew's role begins with addressing students' career expectations during orientation and ends with helping to connect students with jobs.

To be successful, it's imperative they understand and support each other's agendas. They need to work together to make sure the best candidates are chosen and the training students receive lines up well with job market demands. "I can influence the admissions process to make sure we start off with the kind of candidates capable of meeting the needs of business," says Lindblad. "But it's Mike who knows what companies want and can connect students with jobs."

Shared challenges

"One of our major challenges is making people from coast to coast aware of our quality," says Agnew.

In a joint marketing initiative, Lindblad and Agnew are focusing on making talented applicants more aware of the school and its access to excellent employers in Minnesota and nationally, while also building a consciousness in out-of-state firms to hire Carlson School graduates.

Lindblad, a native Californian who had lived on both coasts, had never considered moving to the Twin Cities until he was recruited. He was impressed by the area and its thriving business community. With his own experience in mind, the school has begun a recruiting program to actively seek out high-caliber candidates to showcase the facilities, attend classes and visit with local business executives. "The program's been wildly successful," says Lindblad.

Agnew saw another challenge in attracting high-caliber students nationwide. "I knew our offerings were good enough to attract quality students from within the Upper Midwest," he says. "But I could see we needed to increase our scholarships and raise the quality of our internships in order to attract the best talent nationwide. And now we've found powerful ways to extend our reach."

Making progress as a team

The dean's vision for the Carlson School is to become one of the top five public MBA programs and among the top 20 MBA programs overall. "Today the school is well-ranked," says Agnew, "but I believe under-ranked significantly."



Plans to expand the MBA program in both numbers and quality of students is part of the vision. In the past year, program changes have resulted in the incoming class increasing in size from 102 to 142 and GMAT scores increasing from an average of 600 to 620.

To date, some of their programs have already been implemented. Others are longer-term and are still being refined. "Working together, we can reach our goals," says Agnew with confidence.

Outgoing Associate Dean Sees Service as a Privilege

Dean David Kidwell said he was looking for a "change agent" for the position of associate dean for academic programs. And that's exactly what the dean got when Mary Nichols was recruited from the Carlson School faculty and joined his staff in January of 1992.

After six-and-a-half years as associate dean, spanning a time of transformational change at the school, Nichols was ready for a change herself. Effective July 1, she began a one-year sabbatical "to reinvent myself, build on what I've learned, reconnect with col-

leagues and establish new research programs."

Looking back, Nichols takes pride in the comprehensive, "market-focused, market-responsive" curriculum changes that were initiated during her tenure. She credits faculty, corporate leaders, alumni and students in designing and

delivering programs that link theory with practice. "We're really pioneers here, especially in the MBA program, and there's nobody doing it better," she says.

Nichols notes how the school now complements classroom curriculum with "a portfolio of co-curricular experiences with the business community," including mentor programs, real-world business opportunities and classroom speakers. "It's been extremely rewarding to participate in our reconnection with the corporate community and our alumni, who together hold the key to valuable learning opportunities for our students."

Nichols played a significant role in reshaping the Center for Entrepreneurial Studies, laying the groundwork for recruiting students from around the world and helping to broaden the opportunities available for MBA students. She also provided leadership in the creation of the Quality Leadership Center (recently renamed the Juran Center for Leadership and Quality). And she played a critical role in negotiations to bring the nationally prominent Masters of Health Care Administration program to the Carlson School.

Reflecting on her tenure, Nichols is pleased with the dramatic improvements in the administrative services for, communication with and involvement of students. "They're very much on board with the school's direction and are now active partners in helping to move the programs forward. And that's a big turnaround."

With the groundwork set for quality programming and innovations to continue moving forward, Nichols has full confidence in and is eager to support her successor, Bob Ruekert. Ruekert, who joined the Carlson School faculty in 1981, has chaired the Marketing and Logistics Management department since August of 1996.

Ruekert's vision is very much in sync with Nichols'. "We have some outstanding undergraduate and executive MBA programs right now," he says. "Mary deserves a tremendous amount of thanks for the outstanding job she's done in building the diversity of our programs and getting us to where we are today."

"My goal is to continue to raise the level of our programs, especially our day MBA program, which we hope will move into the top rankings of national programs."

"It's truly been a privilege to serve the Carlson School and work with this administration, the faculty, staff and students during these years of significant change," says Nichols. During her sabbatical, Nichols intends to spend part of her time working with a number of Twin Cities-based corporations, pursuing the study of Strategy Implementation and Leadership of Change and building on her career as associate dean. In September of 1999, Nichols will resume her role on the faculty: "teaching, conducting research and working with Ph.D. students. Things I love to do."



MARY NICHOLS

Taking The Bull By The Horns

\$1 Million Student-Managed Golden Gopher Growth Fund Launched

Twenty-one MBA students added portfolio management to their resumes in May, when they took part in selecting stock for the Golden Gopher Growth Fund, a student-managed investment portfolio. Launched in May, the portfolio was funded with a \$1 million initial investment from U.S. Bancorp.

Finance students spent 120 to 160 hours each researching small Minnesota-based companies before recommending six stocks for the fund. Their extensive research included visits to companies, as well as interviews with managers, suppliers and customers. MBA students working on the fund gain practical, real-world experience, which will give them a competitive edge as they seek top positions in the investment management industry. The fund has attracted the interest of other corporate investors and may eventually open to individual investors.

The launch of the fund marks the start-up of the Financial Community Partnership Program (FCPP), created to develop links between the Carlson School and the financial services industry. The program's mission is to strengthen the bridge between a theory-based academic world and an application-oriented industry.

In addition to the student-managed portfolio, FCCP initiatives include the construction of a Financial Management Lab, where

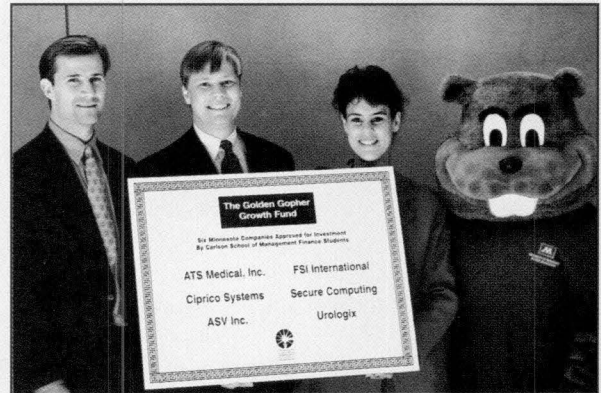
students can use a wide range of data, communications and media resources to manage portfolio projects and conduct financial research. Other recent FCCP-sponsored programs include dialogues between Carlson School students and industry leaders, as well as visits to businesses to observe financial operations firsthand.

The Financial Community Partnership Program is headed by an advisory committee, led by Bill Dudley, BSB '55, senior advisor to the CEO, American Express Financial Services; Lou Nanne, BSB '63, senior vice president, Voyager Asset Management; and Al Harrison, vice chairman, Alliance Capital Management.

Quality Leadership Center Renamed for Joseph Juran

World-renowned quality pioneer Joseph M. Juran returned to his alma mater in April, when the Carlson School renamed its nationally recognized Quality Leadership Center in his honor. The Juran Quality Leadership Center, which encompasses the \$2 million Juran Foundation, will continue Juran's life work in the field of quality management.

Born in Romania in 1904, Juran emigrated to Minneapolis with his family in 1912. After graduating from the University of Minnesota in 1924 with a BS in electrical engineering, Juran began working at Western Electric in Chicago, where he began to develop his theories on production and management. Juran's interest in improving quality went beyond statistics, focusing on senior management



THE FIRST SIX STOCKS PICKED FOR THE GOLDEN GOPHER GROWTH FUND. (L TO R) '98 MBA STUDENTS TRUCK MORRISON, PETER ERICKSON AND KATHERINE DONOVAN WITH GOLDIE GOPHER.

Members of the first Golden Growth Fund Investment Oversight Committee Include:

- All-Season/Terrain Vehicles
James Potter—Dougherty Summit Securities
- Cardiological
Dennis Nielsen—R. J. Steichen
- Computer Networking
David Lundt—Norwest Investment Management and Trust
- Computer Subassemblies/ Peripherals
Tony Elavia—Voyageur Asset Management,
Morton Silverman—Piper Jaffray Inc.
- Electronic Production Equipment
Rick Moulton—Wilke/Thompson Capital Management
- Family Dining
Michael Kennedy—American Express Financial Advisors
- Urological Devices
James Doak—First Asset Management

The Six Recommended Stocks and Industry Sectors:

AVS Inc. (All-season/terrain vehicles)
ATS Medical (Cardiological)
Secure Computing (Computer networking)
Ciprico Systems (Computer subassemblies/peripherals)
FSI International (Electronic production equipment)
Urologix (Urological devices)



and the human dimension of quality. The author of the acclaimed "Quality Control Handbook," Juran and his work have profoundly impacted how leading corporations around the world do business in the twentieth century.

The Juran Quality Leadership Center will carry out Juran's vision through the newly created "Juran Fellows" program, which will bring top scholars to the Carlson School to continue research on quality principles. Looking toward the twenty-first century, the new, enlarged center will focus on extending the quality movement beyond business and into areas such as education, government, law, and health care.

The Carlson School plans to raise an endowment to support the new center and Juran's work. According to Jim Buckman, co-director of the Quality Leadership Center, ideally the first \$5 million of endowment funds raised will be used for selecting and honoring Juran Fellows.

Center for Entrepreneurial Studies Expands, Hires Co-Director

The Center for Entrepreneurial Studies (CES) is expanding dramatically, thanks to a \$2.5 million lead gift from Robert and Gail Buuck. The Center also has a new co-director, high-tech entrepreneur Doug Johnson, who brings with him a wealth of experience within Minnesota's entrepreneurial community. According to Dean David Kidwell, these two developments demonstrate the business community's commitment to producing "high-growth companies."

Expansion plans focus on the needs of growth-oriented, technology-based companies. Course offerings will quadruple to include areas such as new product and business development, business plan preparation, business growth strategy and managing entrepreneurial businesses. The New Product and Business Development program, a field study course that joins MBA students, graduate students in engineering, and local technology-based companies, will be expanded. A mentoring program pairing CES students with local entrepreneurs is also planned.

One part of the expansion, the University of Minnesota Business Plan Competition, has already been launched. More than 100 entrepreneurs from inside and outside the university entered the competition in 1998, its first year.

Robert Buuck, co-founder of American Medical Systems and Iotek, Inc., received his bachelors ('70) and masters ('72) degrees in business from the Carlson School and serves on the CES advisory board. Commenting on the gift, Buuck said, "Gail and I feel that the Carlson School's plans to expand the Center for Entrepreneurial Studies will benefit not only the University, but also allow the region's entrepreneurial community new and meaningful opportunities for involvement at the University."

The Buuck gift and Doug Johnson's role as "entrepreneur-in-residence" will strengthen CES programs designed to attract a top cadre of national students. "This is a high-tech, high-end program comparable to the entrepreneurship centers at Carnegie Mellon,

MIT, Rennslear Polytechnic, and Stanford University," said Dean David Kidwell.

In Memory of C. Arthur Williams



C. Arthur Williams, former dean of the College of Business Administration, died in August at the

age of 74. An internationally known expert in the field of insurance and risk management, Williams held the Minnesota Insurance Industry chair from 1980 until he retired in 1992. Upon his retirement, the chair was named for him. In 1993, he was inducted into the International Insurance Society Hall of Fame. He served as dean of the business school, now the Carlson School of Management, from 1971 to 1978.

Said John Fossum, the Carlson School's chair of management and economics, "His teaching was challenging and meticulously prepared. His service to the business school as dean significantly contributed to the progress and stability of the school during his tenure. His work was highly relevant academically and practically, and cut across traditional departmental boundaries."

Memorial gifts can be made to the University of Minnesota Foundation for the C. Arthur Williams Scholarship Fund at the Carlson School of Management. Please call Chris Mayr, Director of Individual Giving at 624-4193 for more information.



C L A S S N O T E S

'30s

W. Wallace "Wally" McCallum, '30 BSB, and his wife Louise have joined the Presidents Club by designating a gift to the Carlson School. Wallace is the former chairman of John Morrell. He received the Outstanding Achievement Award in 1958.

Vera Likins, '39 BSB, '53 MA, '68 Ph.D., joined the Presidents Club by designating a gift to the Carlson School.

'40s

Glen Galles, '41 BSB, and his wife Dorothy joined the Trustees Society by designating a gift to the Carlson School.

T. Eileen Russel, '43 BSB, joined the Presidents Club by designating a gift to the Carlson School.

Kenneth D. Simon, '47 BSB, has retired from Air Conditioning Company Inc., (ACCO). In his 49 years with the company, he served as project engineer in 1949, executive VP in 1966, and went on to become the president, CEO and chairman. His most recent position was chairman emeritus. Simon is a resident of Glendale, California.

Walter Johnson, '48 BSB, and his wife Janet joined the Presidents Club by designating a gift to the Carlson School.

'50s

Richard Daly, '50 MBA, is the president of Consatech in Burnsville, Minnesota.

Marv Mandery, '50 BSB, joined the Presidents Club by designating a gift to the Carlson School.

Morton Silverman, '58 BSB, and his wife Artice joined the Trustees Society by designating a gift to the Carlson School.

'60s

Phil Schasker, '61 BSB, is a manufacturers representative with Norcomp.

Lawrence Viehl, '62 MBA, and his wife Jane joined the Presidents Club by designating a gift to the Carlson School.

Glenn Hasse, '63 BSB, and his wife Kay have joined the Presidents Club by designating a gift to the Carlson School. Glen is the founder and CEO of Ryt-Way Industries. Glen is an undergraduate mentor and serves as a member of the Alumni Advisory Board.

John King, '63 MHA, is chairman for the American Hospital Association.

Janice Steadland, '64 MBA, established the **Michael T. Steadland, '64 MBA**, Memorial Scholarship Fund in honor of her late husband. The scholarship will provide need-based support to undergraduate students from outside the seven-county metro area.

Larry Johnson, '67 BSB, is an administrative and development officer for REM Inc., in Edina, Minnesota.

Pamela Nichols, '67 BSB, joined the Presidents Club by designating a gift to the Carlson School.

'70s

Robert Buuck, '72 MBA, '70 BSB, and his wife Gail joined the Builders for the Future Club by designating a gift to the Center for Entrepreneurial Studies (CES) at the Carlson School. The gift will expand CES by providing more classes, increasing faculty and providing extra learning activities for students.

Eduardo Ruiz-Healy, '72 MBA, is the president and CEO for Ruiz-Healy & Associates in Mexico.

Steve Kumagai, '74 MAIR, '70 BSB, and his wife Sarah joined the Presidents Club by designating a gift to the Carlson School.

Donald Warner, '75 BSB, and his wife Linda joined the Presidents Club by designating a gift to establish the Scholarship for Freedom & Capitalism for the 1999/00 academic year. The scholarship will be awarded to Carlson School undergraduate students. Donald is the chairman and CEO of New Era Financial Advisors.

Lincoln Duncanson, '76 BSB, was promoted to COO for Northwire Inc., in Osceola, Wisconsin.

Kevin M. Sullivan, '76 BSB, is the senior audit and accounting manager for Carver Moquist Alagna, UC.

Nanette L. Trudeau, '78 BSB, has joined RPS Associates, Inc., as a senior consultant. In 1997, she was honored as the APICS Twin Cities Chapter Instructor of the year.

'80s

Brent Blackey, '80 BSB, and his wife Karen joined the Presidents Club by designating a gift to the Carlson School.

Robert J. Simon, '80 BSB, senior managing director for Bradford Ventures Ltd., is proud to announce the birth of his daughter Christiane. Simon writes, "Christiane is quite interested in attending the University of Minnesota as soon as possible, and believes that business may be her area of specialization."

Jay Carstenbrock, '81 MBA, joined the Presidents Club by designating a gift to the Carlson School.

James M. Kantelis, '81 MBA, has been appointed president and chief executive officer of Sprague Energy Corporation, a subsidiary of Axel Johnson Inc., based in Stamford, Connecticut.

Todd C. Chaffee, '82 BSB, has been appointed executive vice president of Corporate Development and Alliances for Visa International.

Ross Levin, '82 BSB, and his wife Bridget joined the Presidents Club by designating a gift to the Carlson School.

Ross P. Marine, '82 MHA, is the senior VP and COO for Trinity Lutheran Hospital in Kansas City, Missouri.

Robert Leeper, '84 BSB, is working for California-Nevada Methodist homes as a controller in Oakland, California.

Margaret Thomas Wunderlich, '84 BSB, recently became a certified public accountant and is employed at Schweitzer Karon & Bremer in Minneapolis.

John Bergstom, '85 MBA, joined the Presidents Club by designating a gift to the Carlson School.

Leon Kraig, '85 MBA, is the general manager of Eggem, Mexico, a division of the Mars Group, in Queretaro, Mexico.

Mark Doyle, '86 MBA, is a controller for Medical Imaging and Photo Products at Imation in Saint Paul, Minnesota.

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

You may also contact Alumni Relations Director Edith Bolin by e-mail at ebolin@csom.umn.edu, or external_affairs@csom.umn.edu.



Calvin Giroulx, '86 MBT, is a partner at Deloitte & Touche. Recently, Giroulx designated a gift to the MBT program. He says that he benefited greatly from the program and wanted to give something back.

Carleton "Cully" Olmanson, '86 MBA, '78 BSB, joined the Presidents Club by designating a gift to the Carlson School. Olmanson is a senior vice president and division manager at U.S. Bank.

Roy Wetterstrom, '86 BSB, joined the Presidents Club by designating a gift to the Carlson School.

Gregory B. Guenther, '87 BSB, joined Burley Worldwide as the president and general manager.

Tom Hammer, '87 MBA, works at Frong Line Strategic Management Consulting Inc., in San Francisco.

Dan Nyseth, '87 MBA, is the strategic management data needs team leader for the Department of Veteran Affairs in Washington, D.C.

Thomas Rasmussen, '87 MBA, is the director of Resource Planning for Union Pacific Railroad in Omaha, Nebraska.

Jim Druckrey, '88 MBA, has been appointed general manager for Harmon/Kardon in California.

Rita Benassi, '89 MBT, and her husband Mark recently jointed the Presidents Club by designating a gift to the Carlson School.

'90s

Jessica Margolin Bailey, '91 MBA, has recently taken a position as an analyst with Arbitrade in Plymouth, MN.

Jill (Jacobs) Barth, '91 MBA, is the manager of accounting and reporting in the pharmaceutical division of Abbott Laboratories in Lake Forest, Illinois.

Brian Lee, '91 BSB, is a applications specialist at General Mills in Minneapolis.

Thomas Montgomery, '95 MHA & MBA, recently joined Texas Ear, Nose & Throat Specialists of Houston as the CEO.

William Braun, '92 MBA, is the vice president for Arnan in Saint Paul.

Susan Meyer, '92 MBA, is currently a Ph.D. candidate at Ohio State University, majoring in Operations Management. Meyer will be joining the faculty at the Carlson School of Management (CSOM) in the fall of 1998 researching health care quality management and services process management.

Scott Albers, '93 MAIR, is the compensation and benefits, employment and training manager for Hurd Windows in Medford, Wisconsin.

John Hanson, '93 MBA, was promoted to senior brand manager at Coda Music Technology in Eden Prairie, Minnesota.

Mark Hartley, '93 BSB, works as a consultant for Deloitte & Touche Consulting based in Oakbrook Terrace, Illinois. He resides in Eagan, Minnesota.

Jeff Shoemate, '93 MBA, has joined Jostens as a marketing manager in Minneapolis.

Pablo Jauregui, '94 MBA, is a manager for Deloitte & Touche Consulting Group Argentina LLC division based in Buenos Aires.

John Livingston, '94 MBA, is a operations analyst for a health system in Northeast Ohio.

Leigh Lonson, '94 BSB, is a consultant for GE Capital in Eden Prairie, Minnesota.

Joe Matheis, '94 BSB, is the global merchandising systems trainer for Dayton Hudson.

Debra Nickelson, '94 MBA, works as the technical services veterinarian with Shering-Plough Animal Health Corporation in New Jersey.

John Sterner, '94 MBA, is a database administrator for Wilson Learning Corporation in Eden Prairie, Minnesota.

Glenn West, '94 MAIR, is executive director for the Minnesota governor Engineers Council. In April of 1998, he was elected to a three-year term on the Rivers Falls School Board.

Joshua Carlson, '95 BSB, has been consulting for the Institute of Technology at the University for the past two years. Joshua is a Microsoft certified systems engineer at 3M.

Stephane Devin, '95 MBA, works as a senior auditor at KPMG in France.

Todd Dye, '95 MBA, is a consultant for The Gecko Group and lives in Eden Prairie, Minnesota.

Michael Kuehner, '95 MBA, is the senior manager of Ernst & Young LLP in Seattle, Washington.

Magnus Larsson, '95 MBA, is a consultant and project manager for Programera in Kista, Sweden.

Dan Mallin, '95 MBA, is the director of Strategic Business Development in Minneapolis.

Eric P. Strauss, '95 BSB, has opened the first Crazy Carrot Juice Bar & Cafe in St. Paul. Strauss plans to open additional locations throughout the Twin Cities area.

Kenichi Yamaguchi, '95 MBA, works for the Japan Energy Corporation based in Tokyo.

Richard Yapp, '95 BSB, works for the State of Minnesota and lives in Circle Pines, Minnesota.

Bob Day, '96 MBA, works for Guidant CPI of St. Paul as a field clinical representative. He now lives in Rochester, New York.

Kevin Ehleringer, '96 BSB, is a marketing analyst for Super America in Lexington, Kentucky.

Nikolai Fetisov, '96 MBA, works at the derivative trading desk for DLJ in London.

Julie Haider, '96 MBA, is a senior financial analyst for Intel Corporation based in DuPont, Washington.

Christopher Johnson, '96 BSB, works for System Technologies Alternative Resources (STAR) in Roseville, Minnesota.

Leonardo Koesmanto, '96 MBA, was married in April, 1998 and is now a consultant for Anderson consulting in Jakarta, Indonesia.

Michael Lewine, '96 MBA, is a senior business analyst for Northwest Airlines in Saint Paul.

Christopher Lo, '96 MBA, is a financial analyst for US West Communications in Denver.

David Perlmutter, '96 MBA, assistant professor of political communication at Louisiana State University, has been given a two-year term to the board of

directors of the American Association of Political Consultants. Perlmutter, is the first academic to be named to the national board.

Jennifer Poddig, '96 MBA, is a clinical research associate for Abbott Laboratories in Abbott Park, Illinois.

James Potter, '96 BSB, is a senior auditor for Arthur Andersen in Chicago.

Jacqueline Tuckner, '96 MBA, is working as the compensation administrator for Sprint in Kansas City.

Greg Wagner, '96 MBA, is a staff supervisor for AT&T Corp., in Warren, New Jersey.

Jason Ballsrud, '97 BSB, is a marketing analyst for Peregrine Capital Management, Inc., based in Minneapolis.

Todd Bertrand, '97 MBA, is the Reliance Electric brand manager for Rockwell Automation in Roseville, Minnesota.

Matt Beulke, '97 BSB, is an auditor at Price Waterhouse in Minneapolis.

Cheena Chandra, '97 MBA, is a senior consultant for Andersen Consulting.

David Chechelashvili, '97 MBA, is the IT account manager for Renaissance Capital in Moscow.

Hong Chen, '97 MBA, works as a systems consultant for Allstate in Mundelein, Illinois.

Kip Garland, '97 MBA, works for E & Y in Brazil.

Robert Goffman, '97 MBA, is a consultant for Price Waterhouse, LLP in Edina, Minnesota.

Paul Hakamaki, '97 MBA, is the Engineering /Research and Development manager for Waldoch Crafts in Forest Lake, Minnesota.

Frank Hoffmann, '97 MBA, is the assistant CFO for Illbruck GmbH in Leverkusen, Germany.

Eric Johnson, '97 MBA, is an associate at Citicorp Securities, Inc., in New York

Keith Karczewski, '97 MBA, is a senior consultant for Ernst & Young in Vienna, Virginia.

Robert Lieving, '97 MBA, is now working at Price Waterhouse.

Jennifer Miller, '97 MBA, is a senior financial analyst for Intel Corporation in Hillsboro, Oregon.

Phil Miller, '97 MBA, is a consultant for Ernst & Young in Minneapolis.

Aslam Mukhtiar, '97 MBA, is a senior financial analyst for Intel in Hillsboro, Oregon.

Amy Pavlis, '97 MBA, recently joined the Global Volunteers Service Program. Pavis, worked on community improvement projects in Jamaica.

Timothy Pomaville, '97 BSB, is a staff accountant at Deloitte & Touche LLP in San Francisco.

Michael Schaff, '97 MBA, is a corporate auditor for Thiobol Corporation in Ogden, Utah.

Al Shaw, '97 MBA, is a systems analyst for Advanced Manufacturing Research in Boston.

Gregory Testa, '97 MBA, is a senior auditor for Allied Signal Inc., in Morristown, New Jersey.

Andre Viktora, '97 BSB, is a capital accumulation account administrator for MCG Healthcare in Minneapolis.

Bernie Zeruhn, '97 MBA, is a financial planner at Ayco Corporation, L.P., in Lake Forest, Illinois.

Theo Black, '98 MBA, is a systems analyst for the Carlson Companies Inc., in Minneapolis.

Jason Cameron, '98 MBA, works for Northwest Airlines in Saint Paul.

Nancy Carlson, '98 MBA, is a senior business analyst for the Pillsbury Company in Minneapolis.

Mark Colin, '98 MBA, is a business development manager in the Pharmaceuticals Division of 3M in Saint Paul.

Katherine Donovan, '98 MBA, is a research associate for Dain Rauscher Wessels in Minneapolis.

Paul Edwards, '98 MBA, is a marketing and licensing associate at the University of Minnesota in Minneapolis.

Karen Farwell, '98 MBA, is a business analyst for American Management Systems (AMS) in Minneapolis.

Ryan Hamann, '98 MBA, is a technical consultant for American Management Systems in Minneapolis.

Jennifer Hautala, '98 MBA, is senior market research analyst for General Mills in Minneapolis.

Scott Hull, '98 MBA, is the assistant marketing manager for General Mills in Minneapolis.

JC Kim, '98 MBA, is a general manager in Purchasing for Samsung Display Devices in Seoul, Korea.

Xiulan Li, '98 MBA, is an associate for McKinsey & Co. in Beijing.

William McKinney, '98 MBA, is an associate for McKinsey & Company in Minneapolis.

Cybel Monson, '98 MBA, is a consultant for American Management Systems in Minneapolis.

Truck Morrison, '98 MBA, is an investment banking associate for Lehman Brothers in Chicago.

Andrea Porfidio, '98 MBA, is a product management associate at Kimberly-Clark in Neenah, Wisconsin.

Kristin Simoens, '98 MBA, advanced marketing analyst in strategic marketing for 3M in Saint Paul.

Milind Sohoni, '98 MBA, is now a business analyst at Cargill in Minneapolis.

Hayata Takeshita, '98 MBA, is a business analyst for Ernest and Julio Gallo Winery.

Christopher Zinn, '98 MBA, is a commercial associate for U.S. Bancorp in Minneapolis.

Deceased

C. Arthur Williams, former Carlson School dean, 1972-1978, passed away Sunday, August 16, 1998.

Edwyn J. Ballance, '39 BSB, passed away March 2, 1998.

James E. Robison, '40 MBA, passed away on February 21, 1998.

Robert C. Peterson, '41 BSB, passed away on February 9, 1998.

Thomas W. Mangan, '60 BSB, passed away in December of 1997.

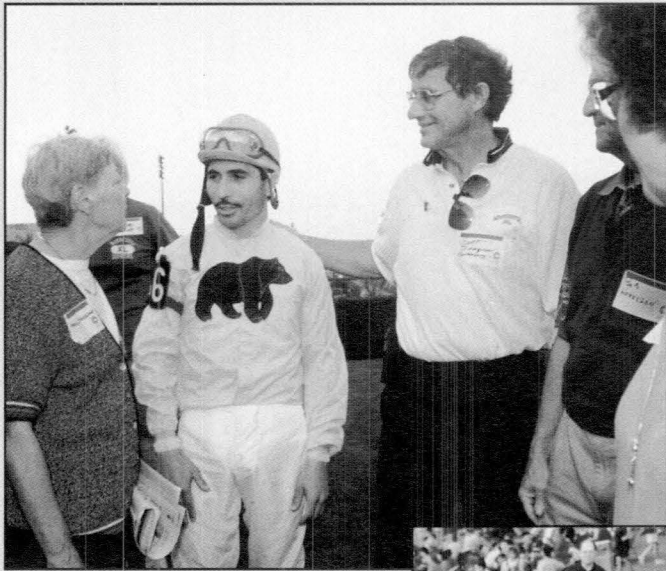
Timothy A. Vieburg, '92 MBA, passed away May 1, 1997.

STAY IN TOUCH ON THE INTERNET

A new way to send Class Notes to the school and to stay in touch with your classmates is through the "Carlson School Alumni Guestbook" on the Carlson School web site. The path to follow is <http://www.csom.umn.edu/CSOM/Alumni/Index.html>



O N T H E T O W N



Carlson School Alumni Day at Canterbury Park hosted by Curt Sampson '55 BSB. Shown above are alumni guests, Canterbury jockey and Curt Sampson. At right: Alumni and guest enjoy an afternoon at the races.



In May, Walter Mondale was the guest speaker for the first annual Business Plan Competition award ceremony. Show here are Walter Mondale and Bob Buuck, '70 BSB and '72 MBA.



Dr. Reatha Clark King, president and executive director of General Mills presented the keynote address for Business Day in April.

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Philip Gage, chairman and CEO of Gage Marketing Group, was the January keynote speaker for First Tuesday.



Gus Blanchard, chairman and CEO of Deluxe Corporation, spoke at the First Tuesday luncheon in March.



In May, Richard Zona, vice chairman of U.S. Bancorp was the featured speaker at the First Tuesday luncheon.

Executive Development Center

SAMPLE OF UPCOMING PROGRAMS

GENERAL MANAGEMENT

- Minnesota Executive Program (MEP) *September - December 1998*
- Minnesota Management Academy (MMA) *October 19-23, 1998*
- Minnesota Management Institute (MMI) *February - May 1999*
- 21st Century Program *March - November 1999*

GENERAL PROGRAMS

- Strategic Excellence: A Decision Focused Approach *October 18-20, 1998*
- Change Management *October 26-28, 1998 — NEW*
- Negotiations: Strategies for Enduring Solutions *November 19-23, 1998 — NEW*
- Creating Value Through Strategic Alliances *November 19-23, 1998 — NEW*
- Advanced Leadership Program *March 10-13, 1999*
- Finance for Non-Financial Managers *April 19-22, 1999*
- Human Resource Executive Program *April 26-30, 1999*

MARKETING

- Distribution Strategy *November 2-4, 1998*
- Marketing Fundamentals *November 16-18, 1998*
- Strategic Marketing *December 2-4, 1998*
- Executive Sales Management *February 10-12, 1999 — NEW*

PROJECT MANAGEMENT

- Fundamentals of Project Management *February 24-26, 1999*
- Advanced Project Management *March 17-19, 1999*

CONTACT THE EXECUTIVE DEVELOPMENT CENTER FOR ADDITIONAL INFORMATION

Phone: (612)624-2545, Fax (612)626-9264, E-mail: edc@csom.umn.edu

Web site: www.csom.umn.edu/edc

Alumni Honored with Outstanding Achievement Awards

Four distinguished alumni have been recognized for their contributions to business and the community, as well as their exceptional achievements in their professions. The Outstanding Achievement Award is the highest non-degreed award given to alumni of the University. The recent recipients from the Carlson School are Bruce Anderson, '62 BSB; Andrew Czajkowski, '57 BSB; Pamela Nichols, '67 BSB; and Robert Sprouse, '52 MBA and '56 Ph.D.

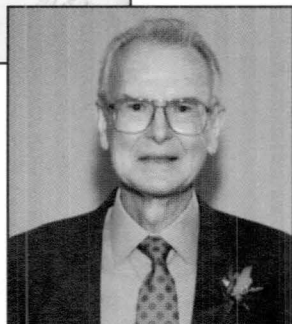
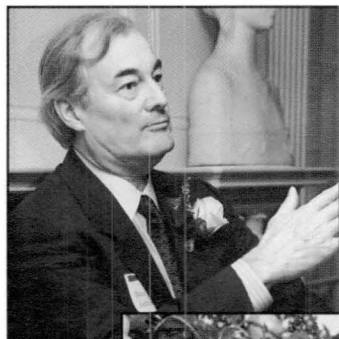
Bruce Anderson, co-founder and managing partner of the New York investment firm Welsh, Carson, Anderson and Stowe (WCAS), received his BSB in business in 1962. Anderson has been with WCAS, the country's largest investment firm providing private equity capital to the information technology and health care industries, since 1979. Prior to the creation of WCAS, Anderson had positions with IBM, Blair & Co., and Automatic Data Processing. Anderson currently serves on the Carlson School's Board of Overseers.

For more than thirty years, Andrew P. Czajkowski has worked at providing quality healthcare to Minnesota through his association with Blue Cross and Blue Shield of Minnesota, which he has led as president and CEO since 1983. In addition, Czajkowski gives his time to the University of Minnesota Academic Health Center and the Carlson School of

Management. His volunteer leadership includes such organizations as the St. Paul Area United Way, the Boy Scouts, and the Minnesota Orchestra.

Pamela Nichols, who received her BSB in business in 1967, held several positions at Dayton Hudson Corporation before joining ADC Telecommunications in 1989, where she is now vice president of human resources. An active supporter of the alumni association, Nichols is also a member of three Carlson School committees: the Alumni Board Steering Committee, the Executive Development Center Advisory Board, and the Associates Program Steering Committee. Nichols is known for her community public service work on behalf of several organizations, including the Youth Trust and the United Way of Minneapolis Area.

A recognized leader in the accounting field, Robert T. Sprouse earned an MBA in 1952 and a Ph.D. in 1956 from the Carlson School. Sprouse, who has been inducted into the Accounting Hall of Fame, is known for his work with the Financial Accounting Standards Board (FASB), which he helped found and now serves as vice chairman. Prior to his career with the FASB, Sprouse was an acclaimed accounting teacher, researcher and policy-maker. His research publications are required reading in doctoral courses in accounting.



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