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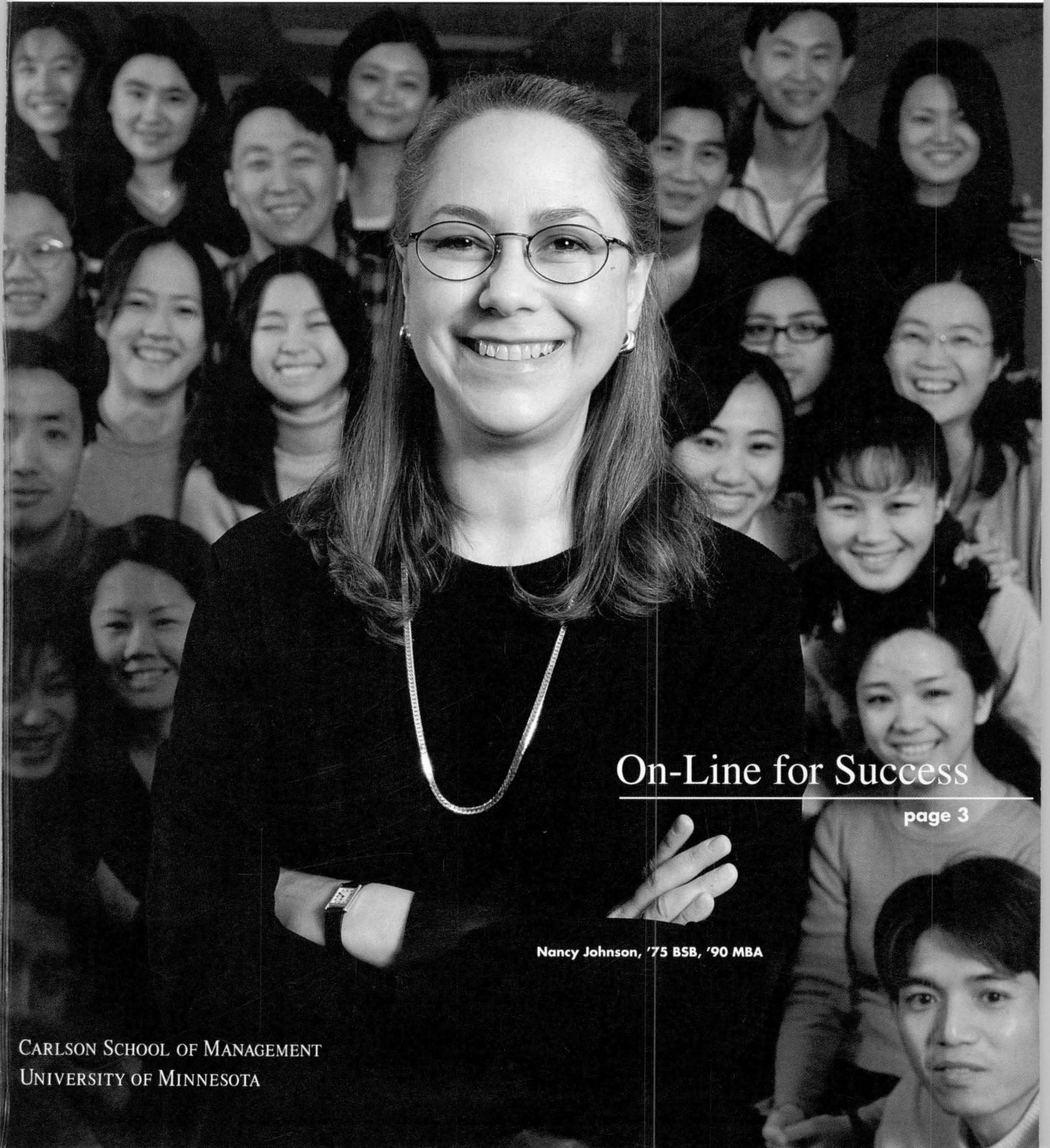
MMR

Minnesota Management Review *Spring 1999*

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On-Line for Success

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Nancy Johnson, '75 BSB, '90 MBA

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Second Quarter



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Correction: International Advisory Council, 1998-99 (winter 1999, page 10) Gerald Carlson, Commissioner, Minnesota Dept. of Trade and Economic Development replaces Jay Novak. Members include Philip C. Haan, Senior Vice President-International, Northwest Airlines, Inc. and Robert McCrea, President, Board of Directors, Minnesota International Center and Vice President, Marketing and Sales, Landscape Inc. Emily Anne Tuttle's title is President, Board of Directors, Minnesota World Trade Week Inc.

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BY NANCY J. HELLERUD

ON-LINE for SUCCESS

“Oh those computer people...”

is how one alum remembers being pigeonholed in her company. Not so long ago, the stereotype of the information technology specialist was a narrowly-focused ‘tekkie,’ working on a computer terminal, isolated from real world business concerns like customers and budgets. Clearly, this is no longer the case. Information technology has become such an integral part of doing business in today’s global marketplace that it’s impossible for all business professionals not to delve into the field.

By necessity, business professionals in areas like marketing and sales must learn the language and uses of information technology — and vice versa. Those in information technology are called upon, not to create technology for technology’s sake, but to find uses for technology that respond to the needs of companies and their customers. Talk to the information technology professionals of today, and the words “integrate,” “synthesize,” “collaborate,” and “cooperate” come up again and again.

In this story, you’ll meet nine alums with insight into information technology. Some have just begun their careers — others can speak to changes over many years. Most work in the information systems departments of companies, but a few support information technology professionals in different ways. In a related story, you’ll read about the Carlson School’s Information and Technology Initiative, an exciting new plan to expand and strengthen the highly ranked program.



LEE PROHORSKY

JIM, '37 BBA AND GENEVIEVE, '37 BBA ANNETT

Technology Arrives

Ask any information technology professional how fast things change in the industry, and you're likely to get a story about the system they were using last year—the one that's now obsolete, replaced by something newer, faster, and more powerful. Jim Annett, '37 BBA, on the other hand, can tell you something about the first system.

"I went to work for IDS [now American Express] in 1937," he says. "After serving in World War II, I returned to the company in 1946. Two years later, I was assigned to develop a Systems Department, which quickly led to data processing."

"Data processing equipment developed in the 1930s using punched card tabulating, sorting and collating equipment," says Annett. "The keypunch put holes, representing numbers or letters, in cards that could be sorted, separated and maneuvered to keep up the ledgers. We had about seven million punched cards to collate each night."

"Out of World War II came the development of computers, using TV tubes at first," explained Annett. "IDS installed the first IBM 650 computer in the Twin Cities in the early 1950s—it was only the 100th machine produced by IBM. The IBM 650s were replaced with transistor equipment and magnetic tape as soon as it became available later in the 1950s. However, magnetic tape didn't become fast enough to replace card files for several years."

With each development in data processing, equipment was replaced and the work could be done faster. In addition, notes Annett, there was continuous improvement in corporate and customer records. Annett remained responsible for operations, programming and data processing, moving up to become vice president of Administrative Services. "Every few years, there was something new," he says. "The pace of computer development continued up to the time I retired in 1980, and it's continued at the same pace since then."

Since his retirement, Annett and his wife Genevieve, '37 BBA, have kept active. They particularly enjoy taking courses around the country at Elderhostels. They've attended 33 courses at many different college campuses over the past 19 years, sometimes up to four per year. "Next, we're going to Dekalb, where the theme of the courses is 'time,'" says Annett. "There's always something new to learn."

Technology Evangelist

"There's no shortage of cool ideas out there," says Greg Linden, '98 MBA (MIS), chief technologist at Medtronic. "But companies need to have a focused view—to choose IT [information technology] solutions that are practical and that will impact their business in a positive way." Keeping an eye on what's new and cutting edge is only part of Linden's role as the company's "technology evangelist." "I also watch for good IT solutions that people within the company come up with and make sure these solutions are cross-pollinated to other parts of the business."

Linden's responsibilities also include the company's global IT strategy and architecture, as well as communication to top executives on IT matters. "We're in 120 countries, and although our units are independent and autonomous, we still need to operate and collaborate globally. Our networking and server technology has been in place for several years and works well. Now the focus is on building synergy and cooperation."

According to Linden, a couple of areas will be key in creating this cooperation. "The influence and impact of the company's Intranet (internal communi-

"It's great to be able to get young people excited about the possibilities in science."

— Greg Linden

cations system) has increased," he says. "Also, E-business will become critical for business to business linkages, as well as for shaping relationships with a diverse customer base."

Coming back for his MBA after several years of working in Information Technology at IBM, Linden found the Carlson experience both meaningful and refreshing. "I had a strong engineering background, but was interested in adding the business components," he says. "It was terrific going back after being out in the workforce. Certain topics, like human resources and law, were much more meaningful because I had on-the-job experiences in these areas. Sometimes, the class discussions reinforced ideas I'd formulated. Other times, I saw new ways of thinking."

Continued learning is clearly a passion for Linden. He is a mentor at the Earl Bakken Museum of Electricity, named for the founder of Medtronic, where he works with children aged 12 to 14. "We meet on Saturdays, and conduct lots of fun experiments," he says. "It's great to be able to get young people excited about the possibilities in science." The museum, recently reopened after a major renovation, is open to the public and also serves as a resource center for graduate study on electricity.

Linden passes on his experience in other ways. He is involved with Menttium, an organization which arranges mentoring relationships for professional women in the Twin Cities. In addition, he is a guest lecturer at the Carlson School in the Information and Decision Sciences department. Clearly, a lot of people will benefit from Linden's ability to make information technology meaningful.

Life-Long Learning

Nancy Johnson, '75 BSB, '90 MBA, has seen a lot of changes in the 30 years she has been in the field of information technology. "In the past, MIS was an isolated field," she says. "People thought 'Oh, those weird computer people...'" But now, the distinction between the 'tekkie' and the end-user is blurring—and both groups need more learning to be successful."

Which is where Johnson comes in. An assistant professor of MIS at Metropolitan State University (MSU) in Minneapolis, she believes in life-long



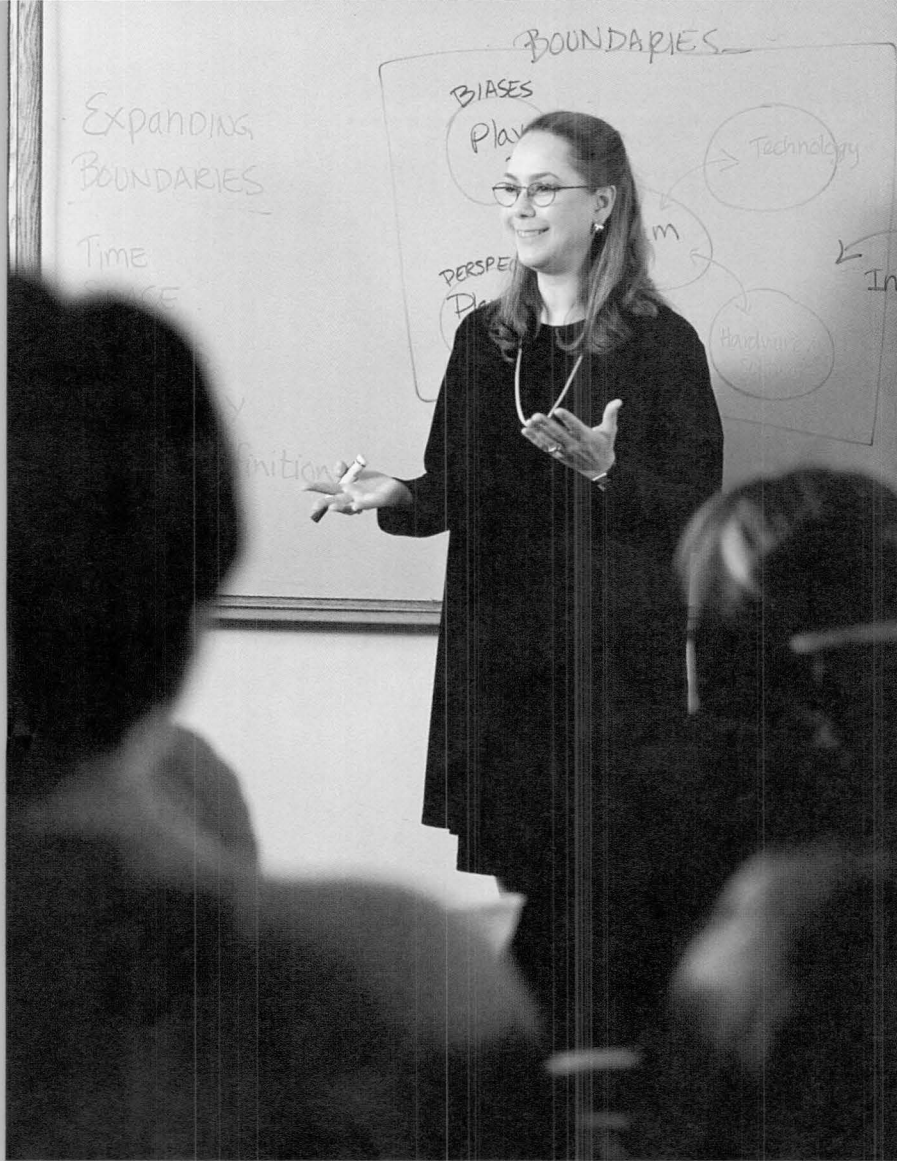
LEE PROHOFISKY

GREG LINDEN, '98 MBA

learning. "Technical knowledge is good for only one to two years," she says. "And then it becomes obsolete. People in the field need to start with broad-based knowledge, and be willing to keep on learning."

Johnson had worked as a programmer even before starting to take undergraduate classes in 1971. To help with tuition, she worked part-time in the business school's keypunch room. When it was learned that she was correcting students' programs, she was hired as a teaching assistant. At that time, MIS classes were offered only at the masters level, so Johnson was allowed to finish the masters courses as an undergraduate. "When I entered grad school, I wasn't sure what direction to take," says Johnson. "My MIS instructors recommended a broadly-based MBA — a 'one of everything' approach. It was some of the best advice I've ever gotten."

In 1978, Johnson went into consulting and later bank operations, living what she calls 'the corporate life' until 1990, when she lost her job in a round of lay offs at First Bank. "I talked to a mentor and



NANCY JOHNSON, '75 BSB, '90 MBA

realized what I had most enjoyed were the seminars and other teaching stints I had done at the University over the previous 15 years," she says. "Not long after that, I began teaching at MSU."

At the time Johnson joined MSU, there were not many undergraduate MIS courses. Johnson helped design the courses, including lots of hands-on practice and field projects. She teaches MIS at the undergraduate and MBA levels, also teaching at MSU's partner school in Taiwan, Tamkang University. "Our students are generally working full-time already and bring a rich body of life experiences and knowledge to the classroom," she says. "Class projects often end up as real solutions in their companies. It's both challenging and stimulating to work with them." Johnson is clearly up to the challenge—she's been nominated for the excellence in instruction award at MSU each year for the past seven years.

Not long ago, Johnson had the chance to step back in time—at least where information technology is concerned. In 1995, she visited Kenya, where her husband was consulting. Kenya had just become the twelfth African nation to access the Internet and Johnson gave a talk at the First Kenyan Information Technology Conference. "It was exciting," she says. "Everything was new and people were so enthused. The next year, there were Internet cafes in Nairobi—I even saw a local bus named 'Internet.'"

Ranks Third Nationally

Information Technology Education and Research Expands at the Carlson School

Web sites, e-commerce, sales force automation, knowledge management ... new developments in information and technology management come fast and furiously. Not content simply to keep up with the changes, the Carlson School is determined to lead the way in delivering top-notch, up-to-the-minute instruction and research in the complex, growing information and technology management specialties.

Strong partnerships with leading businesses have been key to the school's success. Recent U.S. News and World Report rankings moved the school's Management of Information Systems (MIS) program up a notch—to third best in the country. Now, an Information and Technology Management (ITM) initiative is under-

way, focused on improving and expanding the school's programs and course offerings, as well as strengthening research and outreach activities aimed at the business community.

Increasing Offerings for Students

MIS is a popular area of study at the Carlson School. About 25 percent of undergraduates are majoring in MIS, a program which only began in 1996-97, and 25 percent of MBA students have MIS as one of two concentrations. Under the initiative, the school will build on its already-existing strengths to meet the needs of a changing business environment.

"Technical knowledge is only good for about one or two years and then it becomes obsolete. People in the field need to start with a broad-based knowledge, and be willing to keep on learning."

— Nancy Johnson

Johnson has had many opportunities to travel. In addition to Taiwan and Kenya, Johnson and her husband spent 1992 in Kuala Lumpur on Fullbright Scholarships for the government of Malaysia, doing training and consulting. She was invited to return in 1994 as a keynote speaker at a conference for federal government executives. She has also lectured in China and Holland.

"Things are evolving from where they were in the 60s when each program was an island," she says. "Now, information is a corporate asset which becomes all the more valuable when it is shared." For an educator like Johnson, sharing information is what it's all about.

"Currently, a large percentage of our graduates are in the information and technology management divisions of medium and large companies, or in consulting businesses," says Carl Adams, professor and chair of the Information and Decision Sciences Department. "Our plan for the MBA (MIS) program is to make it more specialized — to offer three or perhaps four tracks within the MIS concentration. Students would then have the option of taking a more technical track, for example, such as design and development of information system infrastructure, or another specialty like e-commerce. We're talking to companies to get ideas of what would benefit these middle managers."



CARL ADAMS, DEPARTMENT CHAIR

The Right Place at the Right Time

In 1992, Jennifer Frommelt, '96 MBA (MIS and Marketing), was working in the insurance department of a car rental company. A neighbor mentioned that Northwest Airlines was looking for a business analyst. "I thought, why not?" she says. "I interviewed and got the position, which was my first parlay into information systems." Not long after, she made the decision to go back to graduate school.

After finishing her MBA, Frommelt went to work at Guidant, a medical device company, where she is now supervisor of applications development and support. In her two and a half years with the company, Frommelt has had a variety of positions—from Human Resources representative to project lead for a database development project in information systems.

"In information systems, our 'clients' are actually other areas within the company," Frommelt says. "We support sales, marketing and other divisions by developing and maintaining applications for them."

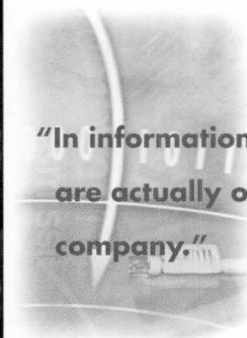
Looking to the future of information technology, Frommelt points to a couple of hot areas. "Electronic commerce is really hot now," she says. "We're looking into how to tap into it in a way that will best serve our company and customers." Data warehousing, according to Frommelt, is another area of interest.

"In addition, there is a second constituency emerging," continues Adams. "The convergence and integration of technology and content has created a booming new information industry." In the past, content-driven businesses, such as newspapers, were distinct from telecommunications companies which were different from software developers. "Now, the same organization can do it all—deliver the content and supply the technology."

"For this emerging industry, we are developing a new executive MBA, aimed at middle managers and focusing on the particular issues and needs of this unique field," says Adams. "The program, which could be in place as early as the fall of 2000, could draw students nationally and internationally. In addition, the program has the potential to



JENNIFER FROMMELT, '96 MBA



"In information systems, our 'clients' are actually other areas within the company."

— Jennifer Frommelt

"People are realizing how important it is—not just that data be stored, but that it be organized and easily-accessible."

Although her work keeps her very busy, Frommelt finds time for two activities outside the office—both of which focus on children and youth. A former gymnast, Frommelt now coaches gymnastics for girls from ages 9 to 16 in Forest Lake. "It's three or four days per week, which really keeps me running," she says. "I also judge gymnastics. This past year, I had the chance to judge the University of Minnesota team. It was a great opportunity."

Frommelt is also leading a Citizen Review Panel for the United Way. "Our purpose is to work with nonprofit groups applying for grants in the Youth and Child category," she says. "We make recommendations to help them put together better proposals." Frommelt has been on United Way panels for the last two years, but this is her first experience at leading one. "It's a great experience," she says. "I've met the most interesting, diverse group of people."

LEE PROKORSKY

incorporate technology, such as on-line courses and teleconferencing, into its delivery. "We're exploring the possibilities," says Adams. "However, it's very important to keep the student-faculty contact time intact."

While the MBA (MIS) programs are moving towards greater specialization, the School also recognizes that non-IS (information systems) majors need technology information, too. A marketing major, for example, would definitely want to explore e-commerce—selling goods and services over the Internet. "E-commerce is a major interest now," says Les Wanninger, a full-time faculty member and coordinator of the University College programs for the Information and Decision Sciences Department. "Five years from now, e-commerce will be part of the fabric of companies and key to building and maintaining customer relationships." To make sure no student is left out of the information technology boom, specialized IS courses for non-IS majors are planned.

In developing the MBA programs, the Carlson School is aided by its strong partnerships with area businesses, such as Imation, 3M, Unisys, and General Mills. "Faculty development will be a key part of the initiative," says Adams. "Fortunately, we can rely on our business partners for adjunct faculty positions as well as guest speakers." Individuals from a number of companies also serve on advisory boards and take part in focus groups. In addition, some corporations sponsor courses.

Connecting to the Business Community

Expanding course offerings for MIS and non-IS students will produce graduates more than ready to take on the challenges of the information technology industry. In addition, the Carlson School is expanding the research and outreach activities it provides directly to businesses.

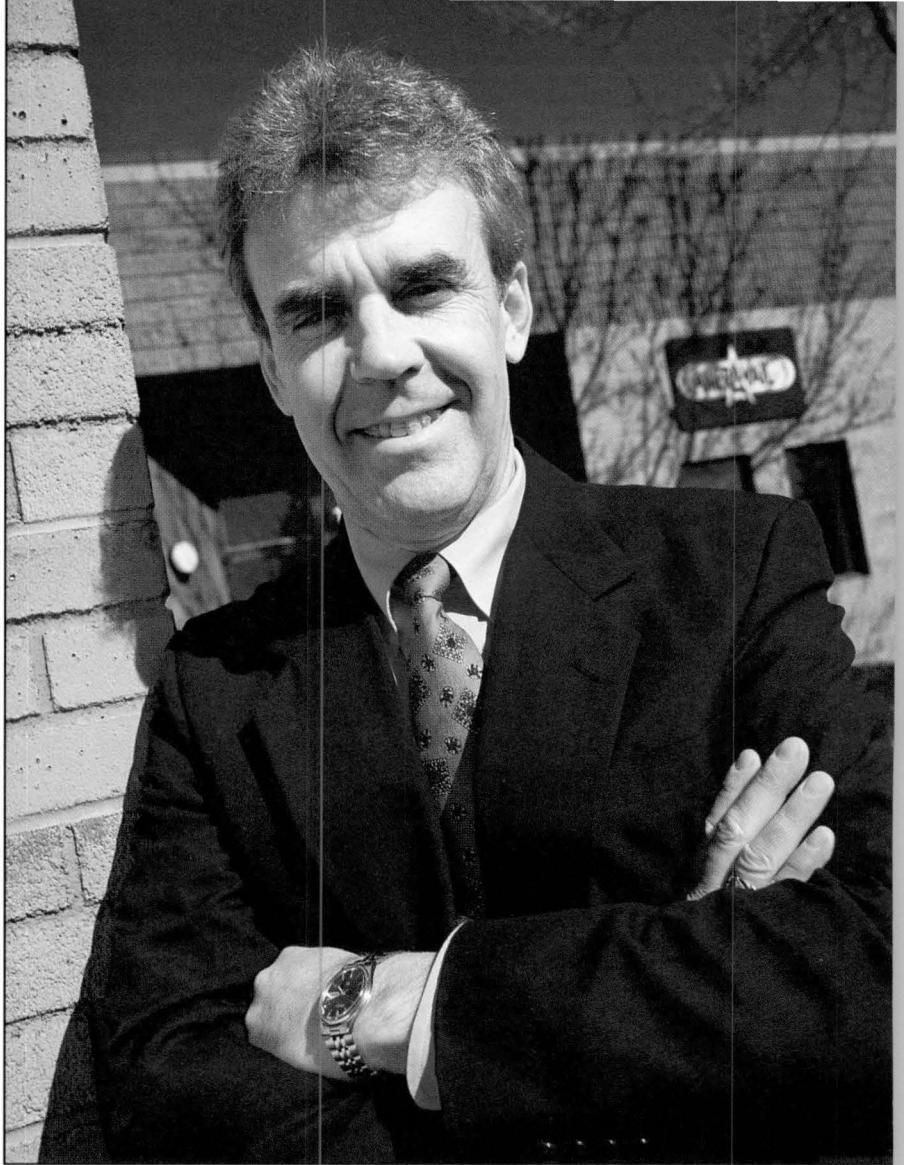
A Scarce Commodity

According to Jim McCleary, '67 BSB, the boom in information technology means there is often more work than workers. "Talented, unique professionals are a scarce commodity, a fact that businesses have to acknowledge," he says. "At the same time, many people in the field want more independence, more opportunity to choose projects — more control over their destinies."

Enter McCleary, founder and CEO of AmerAvail, a brand new staffing services business for the information technology industry. The company matches temporary consultants with companies' needs. For the independent employee, AmerAvail takes care of marketing and job searching in addition to what McCleary calls "backroom administration"—billing and collections, benefits, and so on. For the employer, the company eliminates the time and expense of searching for temporary employees.

McCleary came out of retirement to start AmerAvail a few months ago. He had operated his former company, AmeriData, for 17 years, growing it into a \$2 billion company with more than 3,500 employees before selling it in 1993.

McCleary entered the university after serving in the military. After graduating, he worked first at Control Data, and later for a variety of companies, including Xerox, Texas Instruments, and Techtronics,



LEE PROHOFESKY

JIM MCCLEARY, '67 BSB

The Carlson School has long been home to the Management Information System Resource Center (MISRC), which links scholarly research with the professional community. The MISRC publishes the MIS Quarterly, one of the most respected academic and professional journals in the field. More recently, the Information Industry Initiative (III) has played a role in linking academics to business in the information technology industry.

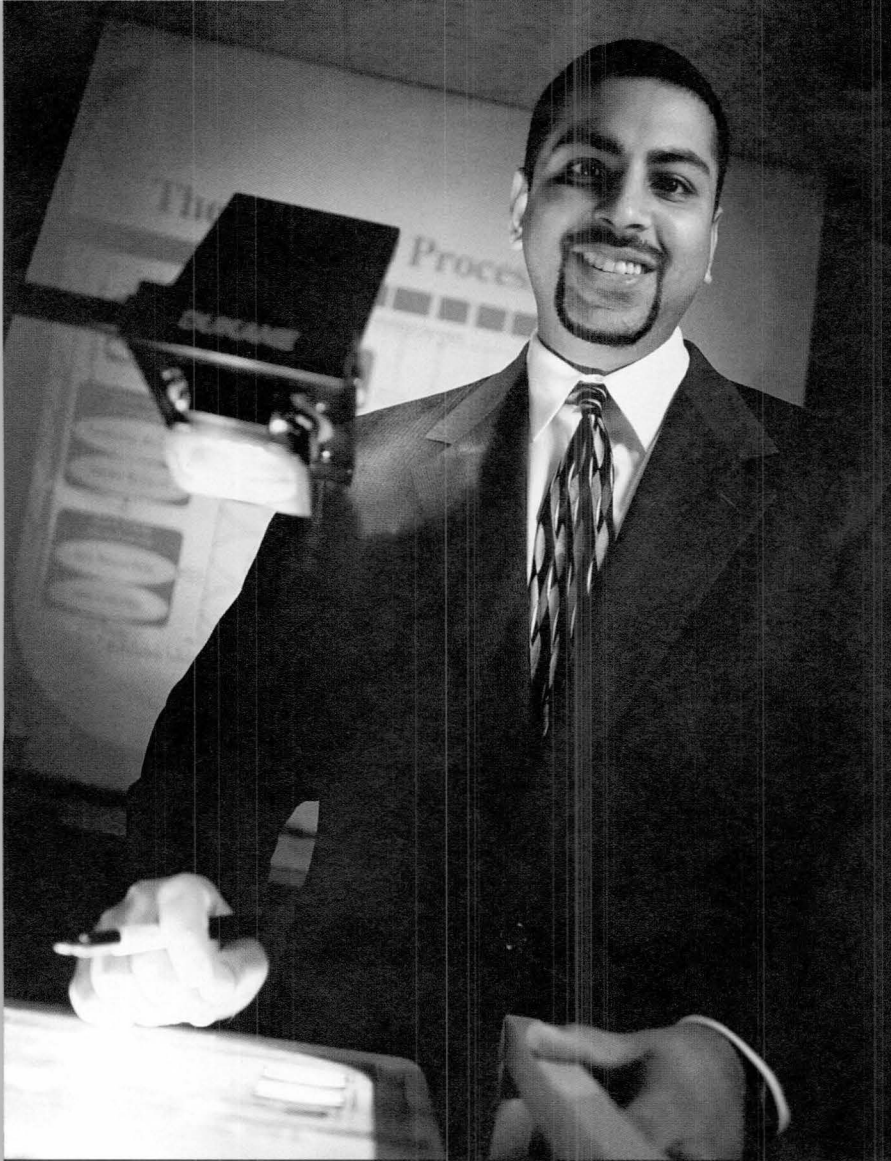
"We patterned the III after the MISRC, but with a different slant," says Wanninger. "III members are from all kinds of industries and disciplines, and may be solo entrepreneurs or managers in large companies." Activities of the III include seminars and workshops, and the publication of working papers, as well as the annual University of Minnesota conference on e-commerce.



LES WANNIGER, FACULTY

The III has a close relationship with the school of journalism, as well as other schools at the University and departments at the Carlson School. "We knew it had to be multidisciplinary, says Wanninger. "We're not just about technology—we're about communication."

Wanninger offers proof of the ties that have developed between the school and local businesses. "As part of the application process for a National Science Foundation grant, I needed to obtain industry partners to use as sites for research," he says. "We were proposing a study of the connection between e-commerce and customer relations. I had a short time to get the information. I sent out five e-mail requests, and within a week, I had five letters of support." In October 1998, the Carlson School got the grant.



GAURAV KHETRAPAL, '98 MBA

located in Beaverton, Oregon. He returned to Minnesota and went to work for Tele-Terminals, a company that he later bought.

In his new endeavor, McCleary believes strongly in helping independent professionals find balance in their lives, a belief he has clearly applied to his own life. "It's important not to forget the spiritual side—the soul," he says.

With funds from a foundation he established, McCleary has started a family values entertainment company called Main Street Entertainment. "It's a virtual company," he says. "We find worthwhile projects, like video projects and television series, and find people to put them together—creators, producers, investors. We're looking for alternatives to the typical offerings for entertainment." The company is in the process of releasing a music video and a children's video.

McCleary obviously has a talent for noticing what's missing, whether it be a business need or entertainment, and stepping in to fill the gap. "I'm a practical guy," he says. "I go out and get things done."

"The field covers so much. To me, it's about managing change, managing people, managing expectations, and managing scope. When I finished the logistics project, I know I wanted to get my MBA." — Gaurav Khetrpal

Harnessing Knowledge

Gaurav Khetrpal, '98 MBA (MIS), was first introduced to the field of information technology just a few years ago. A former investment banker in New York, Khetrpal switched to doing project management for a logistics company. "I learned a lot in a short time," he says. "The field covers so much. To me, it's about managing change, managing people, managing expectations, and managing scope. When I finished the logistics project, I knew I wanted to get my MBA."

"Minnesota's IT program is well-known, and I had been to the state before on canoe trips," he says. "It was an easy decision to come here."

A co-founder and former co-president of the School's MIS Club, Khetrpal is now on the board of the club and keeps in constant contact with the current officers of the club. "I'm really happy that it's still going strong and would like to see it become an integral part of the program," he says.

While at Carlson, Khetrpal took advantage of every opportunity to get practical, hands-on experience. As a Carlson Volunteer Consultant, he worked on a project for a homeless shelter, creating a database for the staff to use in tracking clients and donations. In addition, Khetrpal completed a consulting project with the St. Paul Companies. "It was a great experience," he says. "We went through everything a consultant would go through. I really got a feel for what it was all about."

For Khetrpal, the decision to stay in Minnesota was also easy. He applied to Medtronic after meeting a Carlson graduate at a corporate reception, and the company, with its large portfolio of life-enhancing products, appealed to him. A project leader working on business process improvement projects, Khetrpal is interested in "harnessing knowledge." "A lot of information and explicit knowledge resides within a company," he says. "It's in people's heads, on hard drives, in e-mail—everywhere. But if there's no central repository for that information, it's not much

use to the company. A person new to the company, for example, will have to gather it all himself. Companies are racing to deliver solutions to how to capture and harness this knowledge."

The next step, according to Khetrupal, is knowledge management. "Once the data is collected, what does the company do with it?" he asks. "How will the information be disseminated? Most importantly, how will it be used to make good business decisions? Companies that make the leap from simply gathering and storing data to using it effectively will be the successes of the future."

Born in India, Khetrupal lived in East Africa for a time and has family in New York and San Francisco. He and his wife enjoy international travel, recently traveling to Brazil, Kenya and India. But they're always glad to return. According to Khetrupal, Minnesota "struck a chord" with him. It seems he came for the school, and stayed for the career opportunities. And the canoeing, of course.

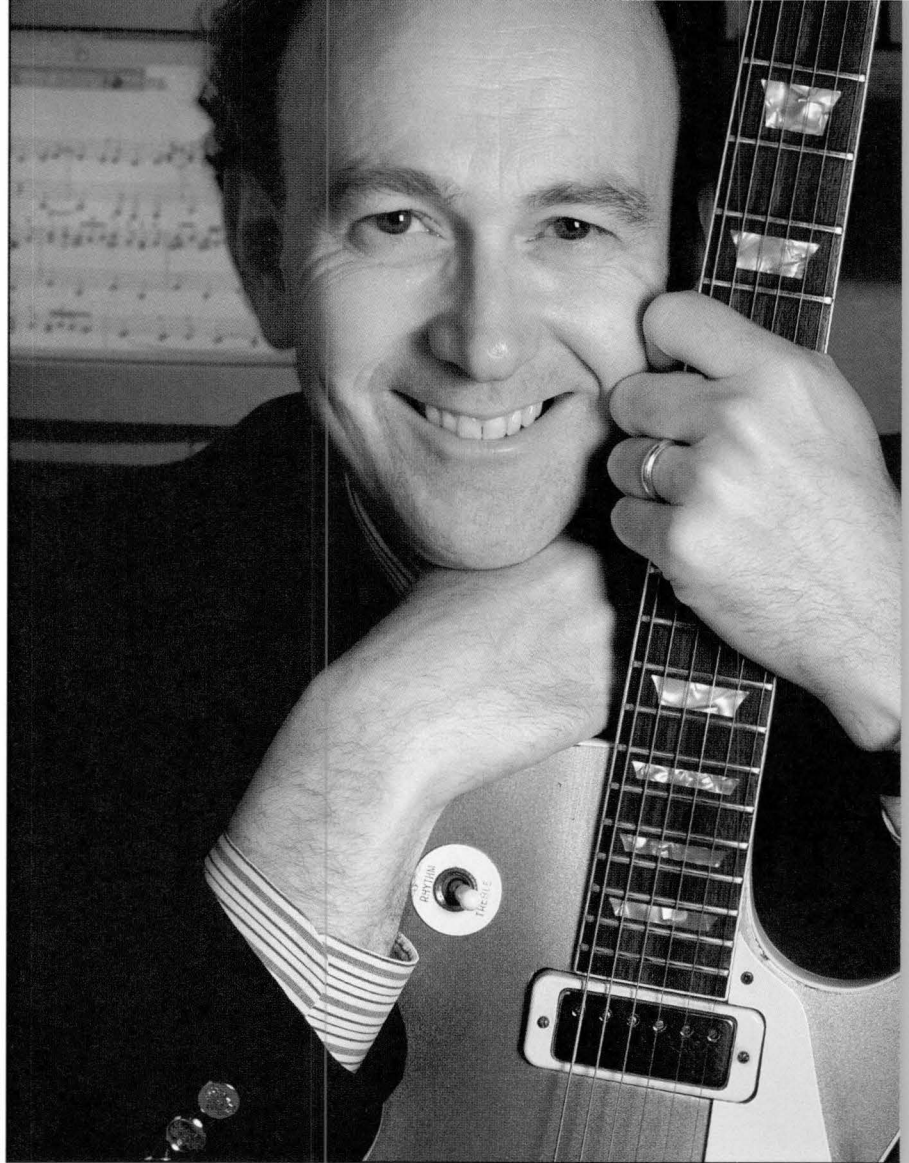
Musical Chairs

"Technology has 'upped the ante' for what it takes to have a professional and polished image," says Don Rylander, '90 MBA (MIS). "A company that is serious about being successful in business should have a good presence on the web, as well as professional-looking office documents and materials. One nice thing about today's technology is that small companies can present as polished an image as large companies."

Rylander speaks from experience. He is director of information services at Compass International Research and Information Services, a company that does market research for the engine industry, as well as consumer package goods and phone surveys. "Working at a small company, you wear a lot of hats," he says. "A friend warned me that I'd go from taking out the garbage to putting together the next big deal."

Rylander's role at the company includes keeping information operations running, as well as defining the role of information and technology in the organization. "It's an opportunity to put into place systems and procedures to facilitate growth," he says. "We're expanding into more services and are on a real growth pattern. It's exciting to be part of it."

To many people, Rylander's background might be unusual for an information technology specialist—his undergraduate degree is in music composition. "There's actually a lot of connection," says Rylander. "Coming from music, I had always played around with technology. It was an easy move to the business side."



LEE PROHOFESKY

DON RYLANDER, '90 MBA

After graduating in 1990, Rylander worked for Burlington Northern RR in a variety of positions from programming to project management. When the company relocated to Texas, Rylander went to work for Deluxe for a couple of years before joining Compass in January of 1998.

Throughout his career, Rylander keeps coming back to the fundamentals. "The basic grounding in subjects such as accounting and finance really is valuable over time," he says. "Some things don't change that much. I still use the ideas I learned in statistics and accounting, for example."

Over the years, he has kept in touch with faculty and fellow graduates, in part by his involvement with the executive advisory board of the Department of Information and Decision Sciences. "It's fun because I've met a lot of people in other businesses, and have been involved in the development of some of the new programs," he says. "The good relationships and camaraderie have been a highlight."



NANCY CARLSON, '98 MBA

A New Perspective

"I'll never look at a grocery store in the same way again," says Nancy Carlson, '98 MBA (MIS). A senior business analyst at Pillsbury, she works on a variety of projects that support sales.

Her first project, for example, was in category management. "We developed and built a database to help grocery retailers manage what goes on their shelves," she says. "We'd had a cobbled-together approach, and wanted to pull together data from our company, plus the retailers, into a single interface."

A current project is designed to help sales reps who go into the stores. "They need a fast, efficient way to gather data—what's on the shelves, what's out-of-stock or unsalable, what competitors have out. We're evaluating what will work best." A third project, one which Carlson is leading, is aimed at promoting supply chain efficiency by tracking the size of customers'

orders and truck loading time. Looking to the future of information technology, Carlson points to e-commerce, especially the capabilities it might provide for serving customers, and sales force automation.

Prior to getting her MBA, Carlson worked for about six years with a small company, selling PC software training products. "I met a lot of people and had a lot of business exposure," she says. "I talked with systems administrators and analysts and found out what they were doing. When I decided to go back for my MBA, I knew I wanted to go into MIS. It was a 'hot' area and Carlson's concentration was highly ranked."

Like other MIS graduates, Carlson appreciated the hands-on approach of the program. "Sal March's data base design course was very interesting and lively. We had to design and build a system for a company he was head of—going through all the steps a consultant would take." She also got a graduate assistant fellowship and was a teaching assistant for an undergraduate database design course. Carlson has stayed in touch with the school. She has been on the recruiting team for Pillsbury, and last fall helped select candidates for permanent positions.

In her spare time, Carlson and her husband like to camp, run, travel and ski. They even belong to a giant slalom ski-racing team. "Such as ski-racing can be in Minnesota," says Carlson. "We're no experts, but it's fun." New owners of a house built in 1908, they are also busy entertaining and working on the house.

LEE PROCHORSKY

Technology: The Great Equalizer

Dick Gillespie, '75 BSB, is taking a year off from his position as director of Northwest Operations for Cisco Systems. He recently returned from a five-week trip to Asia, which appears to have confirmed his view of technology as "the great equalizer." "The web is changing everything," he says. "The way we live, work, learn and play. In the past, there were so many barriers to accessing information. Now, there's no reason that a kid in Malaysia can't have access to the same information as the kid who lives across the street from MIT."

"Historically, a third world country is a nation with insufficient capital to compete," he explains. "With the technologies we now have, you don't need the capital. The threshold for entry into business—in terms of money, real estate, infrastructure, etc.—is almost zero." According to Gillespie, many countries

"The web is changing everything. Now, there's no reason that a kid in Malaysia can't have access to the same information as the kid who lives across the street from MIT." — Dick Gillespie

that have not had economic success in the past are ripe for change. "People in these developing countries aren't complacent. They're working very hard and they're not afraid to take risks."

Gillespie believes it's essential for U.S. companies—and business schools—to recognize the profound effect technology has on the way we do business. "I really believe small is better," he says. "There are tremendous opportunities for entrepreneurs. Even within large corporations, there is a focus on entrepreneurship and on managing smaller groups of people. Companies have to be able to move quickly and to correct mistakes quickly." Businesses that don't understand the changing landscape are putting themselves at risk, says Gillespie. "We've already gone beyond what traditional theories said was possible—in growth rates, for example. It's a whole new ball game."

Cisco Systems illustrates Gillespie's point. In its approximately 15 years of existence, it has grown to one of the most highly-valued companies in the country. Eighty percent of the Internet is on Cisco devices. "When I joined the company in 1993 as a regional sales manager, revenue was \$500 million," he says. "Today, it's \$10 billion." In 1994, Gillespie became director of Northwest Operations, responsible for sales, systems engineering and customer satisfaction in 13 states—about one-fourth of the U.S.

Gillespie began his career in 1975 at Burroughs (which later became Unisys), selling small computers to small companies. "The company recruited on campus at the business school," he says. "They found it was easier to teach their systems to people with accounting backgrounds." From 1979 to 1994, Gillespie worked for Data General, a mini computer company. Starting in sales, he worked his way up to vice-president for Sales in the Midwest before leaving to join Cisco.

Gillespie hasn't decided whether he will return to Cisco when his year-long sabbatical is up. He's interested in investigating ways technology can



LEE PROHOFSKY

DICK GILLESPIE, '75 BSB

improve other areas of society, such as education and government services. "There's no reason that most of what we stand in line to do at the Hennepin County Government Center—licensing, records searches, and so on—couldn't be done on the web," he says. "And we could turn the schools inside out. If there's a gifted student in International Falls, and a professor here in Minneapolis, why not hook them up?"

"Those who understand what technologies can do should give back," says Gillespie. "If you stay in the same place, you may end up being very good at what you do. But you run the risk of being pigeonholed, and maybe you stop growing." It doesn't look like staying in one place is Gillespie's style. After Asia, he was off to visit the Cisco office in London, a place he might like to spend some time. Then, he'll be back in Minnesota—just in time to pack for an RV trip to Alaska.

His Legacy Lives On **CURTIS L. CARLSON**

July 9, 1914 - February 19, 1999

The Carlson School lost a tireless advocate, a generous donor, and a loyal friend when Curt Carlson, 84, died on February 19, 1999. Carlson shared the vision of transforming the business school into a national leader, and contributed his time, energy, and financial support to make that vision a reality. His many contributions to the Carlson School will be “one of his greatest legacies,” said Dean David Kidwell. Carlson, founder of the Gold Bond Trading Stamp Company in 1938, possessed sharp business acumen, a true entrepreneurial spirit, and an ethic of hard work. Starting with a \$55 loan, he grew his company to one of the world’s largest privately held corporations. Until his retirement in 1998, he was president and CEO of Carlson Companies Inc., a \$7.8 billion travel, marketing and hospitality empire employing more than 50,000 people. Even after retirement, he retained the title of chairman of the board. Carlson had suffered a



stroke on February 10, and died peacefully, surrounded by his wife of 60 years, Arleen, and family members.

Throughout his life, Carlson received many honors for his community service and business achievements. He was proud of his Swedish heritage, and in 1982 received the prestigious Linnean Medal, Royal Swedish Academy of Sciences, presented by H.M. Carl XVI Gustaf, King of Sweden. Awards from the University of Minnesota include an Honorary Doctor of Laws Degree in 1996, the Outstanding Achievement Award (the University's highest non-degreed award), and the Regent's Award. He was also awarded many national and international industry honors for his work in travel and marketing.

A Passion for Education

Carlson, '37 BA, credited the University for giving him the tools he needed to succeed. Although he attained remarkable business success, friends say Carlson cared more about people than numbers; his connection to the school was far more than simply financial. He was a popular guest lecturer, student mentor, and a familiar figure on campus. "Carlson had an ability to light up students," says Kidwell. "It was one of the great joys of his life to meet with the students and see them on campus. Students would say, 'I'm really ambitious and I want to make a lot of money.' Curt would say, 'That's beside the point. Do what is a passion for you. Every day I wake up excited, and I'm excited at the end of the day.'"

The school lost one of its closest friends. And although he will be missed dearly, Curt Carlson's legacy will live on at the school he so dramatically shaped and the University he loved."

—Dean David Kidwell

Carlson Endowed Positions

Curtis L. Carlson Land Grant
Chair in Accounting
John Dickhaut

Curtis L. Carlson Professor
in Decision Sciences
Paul Johnson

Curtis L. Carlson Chair in
Entrepreneurial Studies
Richard Cardozo

Curtis L. Carlson Chair
in Marketing
Deborah Roedder John

Curtis L. Carlson Chair in
Strategic Management
and Organization
Philip Bromiley

Curtis L. Carlson Professor
in Industrial Relations
Brian McCall

Curtis L. Carlson Chair
in Finance
unfilled

Clearly, education was one of his greatest passions, and he sought ways to give back to the school. "If there was something outside of his business he cared about, it was education and the opportunity to learn and grow," says Carlson's grandson Curtis Nelson, '92 CEMBA, president and CEO of Carlson Hospitality Worldwide.

Touching Students' Lives

While all students are clearly affected by the Carlsons' giving, two scholarship funds directly support some of the most talented and promising students. The Student Aid Fund provides 15 to 18 MBA scholarships per year. To date, more than 100 recipients have benefited. In addition, five to six Carlson Companies Scholarships are offered each year to Carlson Company employees or their children and grandchildren—a total of 23 to date. Like the MBA scholarships, Carl-

son Company tuition support is awarded based on merit. The impact of a scholarship is clear. "Just being offered the fellowship meant a great to me," says Kelly Matsuka, '98 MBA. "It indicated that the Carlson School was as interested in me as I was in the School. It was one of the major factors in my decision to choose this school for my MBA program. This fellowship allowed me to concentrate fully on my studies and be an active, contributing member of the program. I also felt I owed it to the school to be an active student since it had demonstrated its commitment in me through the fellowship."

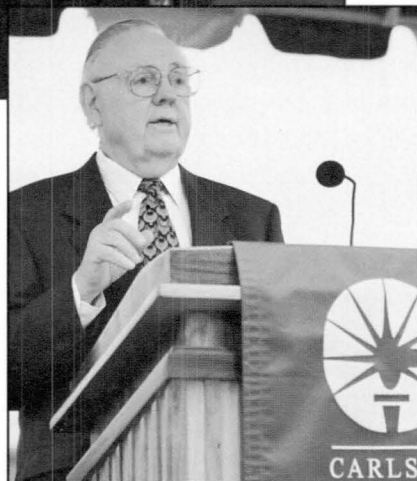




Dean David Kidwell and Curt discuss the building's completion.



A salute from the business community.



"Do what is a passion for you."

Supporting Faculty Excellence

Carlson and his wife Arleen, '38 BSB, gave their first gift to the University in 1952 to help sponsor a conference on Savings and Inflation. Since that time, the Carlsons have made a powerful impact on the school's ability to attract and retain top faculty. In 1967, they provided seed money for the Regents' Professors Program and the Carlson School's MIS (Management of Information Services) Research Center. The Carlsons also donated monies to launch the Carlson Distinguished Lecturers Series in 1980, bringing more than 40 world-renowned speakers to the University to date — from heads of governments to top journalists to human rights leaders.

In 1986, the school was named for Carlson in recognition of his generous support. At that time the school had no endowed faculty positions. Today, there are five Endowed Chairs and two Professorships that carry the Carlson name, and because others followed Carlson's example, the School has a total of 25 endowed positions.

An endowment can play a key role in making research possible, according to Paul Johnson, who holds the Curtis L. Carlson Professorship in Decision Sciences. "For me, the professorship provides the opportunity to initiate projects that have the potential for long-term benefit to both the University and collaborating companies. If I did not have the support of the professorship, I would not have the time or resources to develop these kinds of opportunities."

Leading by Example

When Kidwell joined the University, the school was scattered about the campus, housed in five different buildings. Carlson, who had traveled around the country with former University of Minnesota President Nils Hasselmo, visiting other business schools, agreed what the school needed was a top-notch facility. The Carlsons led by example, contributing the initial funds. Alumni, friends of the school, and the business community donated another \$10 million, and the state committed the final \$25 million. Fittingly, the Carlsons' largest gift to the School was an investment in people.

A Lifetime of Giving

Curt Carlson was an integral part of the University of Minnesota, who donated time and experience, as well as dollars, to help build a world-class institution. He helped build the University of Minnesota Foundation, served on numerous University advisory committees and boards, and provided counsel to seven University presidents. He set an example for the business community and helped create strong ties between the school and businesses. In the end, the full impact and power of the Carlsons' vision, philanthropy, and volunteerism may be impossible to measure. The school's rankings are increasing, faculty and students are conducting innovative, cutting-edge research, and the school is expanding its programs on campus — and abroad. This growth and transformation was made possible in large part by the Carlsons. "The Carlson School of Management lost far more than a namesake with Curt's passing," says Kidwell. "The school lost one of its closest friends. And although he will be missed dearly, Curt Carlson's legacy will live on at the school he so dramatically shaped and the University he loved."

Service Celebrates Carlson's Life

On Wednesday, April 7, 1999, Carlson School students, faculty, staff, alumni and friends gathered with members of the Carlson family for "A Celebration of the Life of Curtis L. Carlson." Close to 300 people attended the event, held in the 3M Auditorium at the Carlson School.

The following speakers fondly recalled Carlson's love for his family and friends, his passion for excellence in business and education, and his generosity towards others: David Kidwell, Dean, Carlson School of Management; Jeanie Callen, '99 BSB, Carlson Companies Scholarship Recipient; Russell Bennett, Principal, Gray Plant Mooty Mooty Bennett, Senior VP, University of Minnesota Foundation's Board of Trustees; John Dickhaut, Curtis L. Carlson Land Grant Chair in Accounting, Carlson School of Management; Winston Wallin, '48 BSB, Chairman Emeritus, Medtronic, Inc.; Mark Yudof, President, University of Minnesota; Scott Gage, '98 MBA, grandson of Curtis L. Carlson; Curtis Nelson, '94 CEMBA Carlson School Alum, grandson of Curtis L. Carlson.

Memorials may be sent to the University of Minnesota, Curtis L. Carlson School of Management.



Curt, '37 BA and Arleen, '38 BSB enjoy the gala event at the dedication of the Carlson School.



Heritage Gallery Seeks Minnesota Books

The University of Minnesota Alumni Association (UMAA) is gathering books for the Heritage Gallery, a collection that will be housed in the future Gateway building, on the East Bank of the campus.

The exhibit will feature books by and about the University community. The UMAA hopes to collect 5,000 books written: by or about alumni, faculty, staff and/or students; about the University's history, inventions, accomplishments, and challenges; and about the state of Minnesota, with an emphasis on the University.

Publications should be hard-cover books with lettering on the spine, and may be fiction, nonfiction, technical manuals, dissertations or textbooks. The UMAA requests that donors not contribute pamphlets, stapled materials, oversized books, loose-leaf books, or rare, one-of-a-kind books. The University libraries

staff will help the UMAA to find places for any books that are not used in the display.

Alums with books to donate may mail the books to the UMAA at 501 Coffman Union, 300 Washington Avenue SE, Minneapolis, MN 55455.

For more information, contact Elizabeth Patty, UMAA, (612) 625-9180 or 1-800-UM-ALUMS.

Mentoring Helps Others

The Carlson School of Management Undergraduate Studies Office is currently accepting mentors into the 1999-2000 Carlson School Undergraduate Mentorship Program. We will match mentors with interested sophomores and juniors in late September, and a Kick-Off reception will take place in mid-October. The time commitment with your mentee is at least one meeting per month from mid-October through mid-April. Participants are especially invited to attend Carlson School events and speakers such as First Tuesday luncheons, Cargill Speaker Series and program receptions.

Qualifications for the mentor include experience in at least one area of business such as Accounting, Finance, Marketing, International Business, Management of Information Systems, Entrepreneurship, Operations, Health Administration, or Industrial Relations, and a desire to help an undergraduate student explore career options and clarify his or her goals.

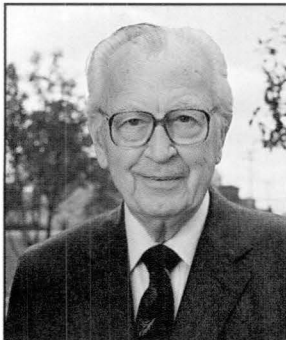
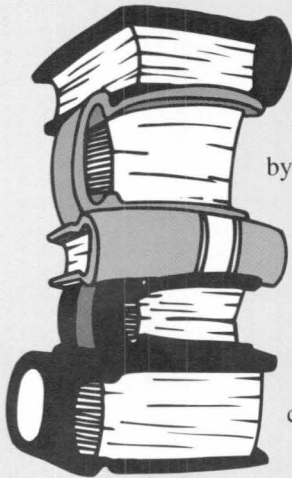
If interested, contact Therese Allen at 612-624-1637 or tallen1@csom.umn.edu. Feel free to pass this information on to colleagues who may be interested.

Day MBA Class '94 Reunion

The Day MBA Class of 1994 is having its five-year reunion on Saturday, July 31 from 4:00 p.m.-6:30 p.m. with a dinner cruise on board the Andiamo on the St. Croix River. The cost is \$20 and includes dinner. Kids under 12 are free. For more information on the reunion, please call Sara Oxtan in the Alumni Relations office at 612-626-7799.

Homecoming—Gophers Against Purdue

Homecoming Weekend is just around the corner! The Gophers will take on Purdue for his year's Homecoming on Saturday, October 30. Gametime is 11:10 a.m. The undergraduate classes of 1989 and 1997 will be having their ten and five-year reunions, respectively, during Homecoming weekend. Mark your calendars now and look for invitations shortly after Labor Day. Call Sara Oxtan in the Alumni Relations office, 612-626-7799.



Carlson Alum Donates Rare Book Collection

Former Governor Elmer L. Andersen, '31 BSB, donated 12,500 books, including many limited editions and other rare books, to the university libraries in early April. The former university regent and trustee and president of the University of Minnesota Foundation had previously made several book donations to the Special Collections and Rare Books departments of the University Libraries. The Andersen Horticultural Library at the Minnesota Landscape Arboretum is named for Andersen and his wife, Eleanor.



C L A S S N O T E S

'40s

Kenneth D. Simon, '41 BSB and **'47 MBA**, is the chairman of ACCO Air Conditioning Company in California. He resides in Sherman Oaks, California.

Mildred Simpson, '43 BSB, resides in Friday Harbor, Washington. Mildred wrote that the U of M experience of her husband, Dr. Floyd Simpson's ('43 Ph.D., deceased '74) served him well as he became the first dean of the School of Business and Economics at the emerging California State University, Los Angeles.

'50s

Mark Z. Jones, '52 BSB, president of Highland Management Group in Edina, Minnesota, spoke in Paul Seguin's MBA Corporate Investment & Financial Strategy class on valuation.

'60s

Tom Teresi, '64 BSB, is the president of Tom Teresi, Inc., in Minneapolis, Minnesota.

John D. Hughes, '65 BSB, recently accepted the position of group controller and CFO of Radiac Abrasives, Inc., in Salem, Illinois.

David Koentopf, '66 BSB, is the president of Command Tooling Systems in Ramsey, Minnesota. He also resides in Ramsey.

'70s

Steven Matthiesen, '71 BSB, is the vice president and director of Technical Underwriting at the Hartford Life Insurance Company. He and his wife, Diane, reside in Plymouth, Minnesota.

William Ludwil, '71 BSB, is the director of Quality Assurance at Schwan's Sales Enterprises, Inc., in Marshall, Minnesota.

Lynn H. Bentley, '72 MAIR, serves as a senior partner with O.I. Partners, Inc., in Ft. Lauderdale and Boca Raton, Florida. While consulting, he watched the company grow to 200 locations around the globe. He resides in Boca Raton, Florida.

James T. Flecher, '74 BSB, is the president and CEO of Trans-Environmental, Inc., in Minneapolis, Minnesota. The organization provides transportation logistics and environmental compliance services.

George Harris, '75 MBA, is employed by Northwest Airlines in St. Paul, Minnesota, as a manager of the Warranty Division.

Ross E. Arneson, '76 BSB, was recently re-elected as Blue Earth County Attorney and has held the position since 1987. He has also been elected to the Minnesota County Attorneys Association Board of Directors and has been elected as a Trustee for the Public Employees Retirement Association.

Dean Sanberg, '79 BSB, has formed a new company called Marcom Direct which specializes in direct mail marketing and digital printing and mailing in Edina, Minnesota.

'80s

Pamela Sveinson, '80 MAIR, has begun a new venture in Montana at Kirkwood Ranch at Hebgen Lake. She will continue her board assignments and do coaching/consulting projects in Minneapolis.

Mike Propp, '80 BSB, is the president of Haldeman-Homme, Inc., in Minneapolis, Minnesota. He resides with his wife, Shirley, in Eagan, Minnesota.

Maureen Steinwall, '81 MBA, led a roundtable discussion at a Graduate Women in Business breakfast in January. The talk was titled, "Effective Workplace Communication." Maureen is president of Maureen Steinwall Industries in Coon Rapids, Minnesota.

John A. Clark, '82 BSB, achieved the level of Fellow by the American Society of Heating, Refrigerating and Air Conditioning Engineers. He is the vice president of Engineering at Hammel, Green and Abrahamson, Inc., in Minneapolis, Minnesota. He resides in Eagan, Minnesota.

Thomas Mungavan, '84 MBA, recently spoke in Jim Begun's Organizational Behavioral Class. Thomas is president of Change Master, Inc., in Minnetonka, Minnesota.

Rebecca Miller, '86 MBA, will represent the accounting industry on the Advisory Council on Employee Welfare and Pension Benefits Plans. She has been appointed to a three-year term by Secretary of Labor, Alexis M. Herman, and will be one of the 15 representatives from various sectors of the employee benefits field. Rebecca is a partner in the Rochester, Minnesota-based McGladrey & Pullen, LLP, which is the nation's seventh largest accounting and consulting firm.

Jeffrey D. Pflaum, '86 MBA, has been named vice president, general counsel and corporate secretary for Telecommunications, Inc. In this position, he will be responsible for advising the company on legal matters related to its business activities around the world. Telecommunications, Inc., is a supplier of voice, video and data systems and is located in Minneapolis, Minnesota.

Jeffrey A. Polack, '86 MBA, is a medical consultant for CV Med Consulting in San Francisco, California. He also resides in San Francisco.

Lisa Pope, '86 MBA, is the interactive management supervisor of interactive web sites at Fallon McElligott in Minneapolis, Minnesota.

John D. Regal, '88 BSB, is now the manager of risk management at Minnesota Life in St. Paul, Minnesota. Prior to joining Minnesota Life, Regal worked as an assistant risk manager for the City of St. Paul. He is also a member of the Risk and Insurance Management Society.

Thomas Ries, '88 MBA, is now the vice president of Finance and Operations at Concordia University, St. Paul. Ries is a former senior associate at Howard Schultz & Associates.

Alan Zenk, '88 MBA, is now the vice president of Internet Development for U-Ship, Inc.'s Intelligent Kiosk Company subsidiary. Zenk was a consultant for the company and will now manage the development and implementation of all Internet products.

'90s

Zon Ellis, '90 BSB, senior analyst at General Mills in Minneapolis, Minnesota, spoke to the accounting SAFA club winter quarter.

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 by e-mail at ebolin@csom.umn.edu, or by phone at (612) 625-1556.

Arunavo Mukherjee, '90 MBA, is a senior consultant for the Energy Sector of Tata Consultancy Services in Mumbai, India. Arunavo resides in Calcutta, India.

Jeanne Squires, '90 MBA, is a customer teams systems manager at Procter & Gamble in Eden Prairie, Minnesota.

Shelly Dinkin, '90 BSB, works for KNOLOGY Holdings, Inc., in West Point, Georgia, as a plant controller.

Patrick F. Thuecks, '91 BSB, is the regional vice president for Lincoln Financial Advisors in Minnetonka, Minnesota.

Cheryl Boe, '92 BSB, teaches business and marketing at Chaska High School in Chaska, Minnesota.

Cynthia Haro, '93 BSB, is the vice president of Institutional Equity Training at Dain Rauscher Wessels in Minneapolis. She resides in North Oaks, Minnesota.

Mark Stoering, '93 CEMBA, NSP's director of Corporate Strategy and Business Development in Minneapolis, Minnesota, spoke in Ari Mukherji's Managerial Accounting class.

Pablo Jauregui, '94 MBA, is a manager for the Deloitte & Touche Consulting Group Argentina LLC, in Buenos Aires. Pablo was a 1998 MBA Forum volunteer.

Mike Dietz, '94 MBA, is a manager in Customer Services Strategic Planning at SABRE in Lake Dallas, TX. Mike was a 1998 MBA Forum volunteer.

Paul Berman, '94 BSB, is an accountant at Fairbault Foods, Inc., in Minneapolis and resides in the same city.

Milind Gadre, '94 MBA, works in Jakarta, Indonesia, as the managing director for Vision-Ease Lens. The company is based in Brooklyn Park, Minnesota, but Milind has directed the lens manufacturing branch in Asia for two years.

Katherine Holt, '94 Ph.D., is the CEO and representative director for PDI Japan, which is based in Tokyo. She resides in Foster City, California.

Samantha Beaulieu, '95 MBA, is a program manager of Marketing Communications at Hewlett Packard in Cupertino, California. She resides in Santa Clara, California.

Travis Jackson, '95 MHA, is a strategy and marketing manager at Intermountain Health Care in Salt Lake City, Utah. He resides in Kaysville, Utah.

Eric P. Strauss, '95 BSB, is the founder, president and CEO of Crazy Carrot Juice Bar, Inc. The company, which opened its first location in January, 1998, now has five locations in the Twin Cities and Naples, Florida. The company employs more than 50 people and serves freshly squeezed fruit and vegetable juices and fruit smoothies. Strauss resides in Minneapolis.

Kenichi "Ken" Yamaguchi, '95 MBA, is an assistant manager in the Industrial Energy Department of Japan Energy Corporation in Tokyo, Japan. Kenichi was a 1998 MBA Forum volunteer.

Charles Lindgren, '95 MBA, is a senior product manager in Voice Technology Systems at Charles Schwab & Co., Inc., in San Rafael, CA.

Stephane Devin, '95 MBA, is a senior auditor for KPMG Audit in Paris, France. She was a 1998 MBA Forum volunteer.

Chan-Young Park, '96 MBA, is a deputy general manager in the Treasury Department at SsangYong Investment & Securities Co., Ltd., in Seoul, Korea. He was a 1998 MBA Forum volunteer.

Hiroko Mikurino, '96 MBA, is a manager in Finance and Administration at Altera Japan, Ltd., in Tokyo, Japan. Hiroko was a 1998 MBA Forum volunteer.

Winnie Johnson, '96 MAIR, is a human resources manager at General Electric in Lynn, Massachusetts. She resides in Newburyport, Massachusetts.

Steve Lowe, '96 MBA, is a securities analyst at Lutheran Brotherhood in Minneapolis. He resides in Edina, Minnesota.

Vladimir A. Makatsaria, '96 MHA, is the franchise manager for Johnson & Johnson Moscow and resides in the same city.

Tom Thompson, '96 MBA, serves as the quality resources manager at Lutheran Brotherhood in Minneapolis. He resides in Roseville, Minnesota.

Richard D. Nelson, '96 MBA, is a product manager at Sunrise Medical in Stevens Point, Wisconsin.

Bob "Slappy" Keller, '96 MBA, is a self-employed consultant and resides in Cottage Grove, Minnesota.

Chris Zimdars, '97 MBA, resides in San Francisco, CA. Chris was a 1998 MBA Forum volunteer.

Yukiaki Ina, '97 MBA, is an assistant manager in the Secretary's Office at Hitachi, Ltd., in Tokyo, Japan. He was a 1998 MBA Forum volunteer.

Yoriko Irie, '97 MBA, works at Arthur Andersen in Tokyo, Japan. Yoriko was a 1998 MBA Forum volunteer.

Dino Kasdagly, '97 CEMBA, senior vice president of Development at Digi International in Minnetonka, Minnesota, spoke in Jim Begun's Organizational Behavior class.

Chris Jeffress, '97 MBA, in October of '98 returned to Morgan Stanley, New York City, where she interned previously.

Rob, '97 MBA, and **Gretchen, '99 MBA, Lieving**, recently purchased a home in Minneapolis, Minnesota. Rob is an associate in Accounting at US Bank.

Aslam and Jennifer (Miller) Mukhtiar, '97 MBA's, left their positions at Intel in Portland, Oregon, this past November and returned to the Twin Cities. Aslam is an analyst of Corporate and Specialty Lending at US Bank in Minneapolis, Minnesota.

Kevin Keys, '97 MBA, manages Financial Integrations for GE Capital's Global Consumer Finance in Brugg, Switzerland, and resides in Zurich, Switzerland.

Eric Johnson, '97 MBA, is a senior associate in Leveraged Finance for Salomon Smith Barney, Inc., in New York, New York.

Roshni Malik, '97 MBA, is employed by Ernst & Young as a senior consultant in Minneapolis, Minnesota.

Mesude Cingilli, '97 MBA, works for US Bank as a commercial banking associate in Minneapolis, Minnesota.

Michael Brousseau, '97 MBA, is the manager for Market Research, Strategy & Planning at Ceridian Employer Services in Minneapolis, Minnesota.

Mary Craig, '97 MBA, is the president of the Consulting Division at Vet America in Hastings-on-Hudson, New York.

Monte S. Johnson, '97 MBA, has accepted a position as senior vice president of Administration and Corporate Development at Pro Staff Personnel Services. He resides in Roseville, Minnesota.

Jeffrey Neau, '97 MBA, is the senior software engineering specialist for Rational Software in Woodbury, Minnesota. He also resides in Woodbury.

Tim Pomaville, '97 BSB, recently passed the California Certified Public Accounting Exam. He works for Deloitte & Touche, LLP, in San Francisco in the Audit department. He resides in the same city.

Chris Anecelle, '97 MBA, is a business analyst with Morgan Stanley Dean Witter & Co., in New York, New York. He was a 1998 MBA Forum volunteer.

Chris Zimdars, '97 MBA, resides in San Francisco, California. Chris was a 1998 MBA Forum volunteer.

Thomas "Truck" Morrison, '98 MBA, presently is working at Lehman Brothers in Chicago, Illinois, as an investment banking associate. He was a 1998 MBA Forum volunteer.

Jim Griffin, '98 MBA, is the director of Marketing at Office Depot, Business Service Division in Grand Prairie, Texas. He was a 1998 MBA Forum volunteer.

Hiroshi Fukai, '98 MBA, works in finance at the Oji Paper Co., Ltd., in Tokyo, Japan. He was a 1998 MBA Forum volunteer.

Sean Butler, '98 BSB, was named vice president of Finance and Operations for AccessAbility, Inc. in November. AccessAbility, Inc., is located in Minneapolis, Minnesota.

Cindy Lee Hogan, '98 MBA, works in management rotation for HB Fuller in St. Paul. She resides in Afton, Minnesota.

Gaurav Khetrpal, '98 MBA, is a business systems project leader at Medtronic, Inc., in Minneapolis, and resides in St. Paul, Minnesota.

Karla Rootness, '98 MBA, is employed as a business consultant at Arthur Anderson, LLP. She resides in Golden Valley, Minnesota.

Milind Sohoni, '98 MBA, is a business development analyst at Cargill, Inc., in Minneapolis, Minnesota.

Mark Strefling, '98 MBA, works as a tax specialist at KPMG Peat Marwick, LLP, in Minneapolis. He resides in Hopkins, Minnesota.

Greg Waibel, '98 MBA, has been named co-president of a Brazilian joint venture between a subsidiary of Land O' Lakes and a Brazilian firm. He will be relocating to Curitiba, Brazil, to start his new position.

Kathleen Bourget, '98 MBA, works for Ford Motor Company in Dearborn, Michigan, as a treasury analyst.

Melanie Mitchell, '98 BSB, works in the Research Division of Investment Management Consulting at NationsBanc Montgomery Securities in New York, New York.

Richard Shannon, '98 MBA, is a research analyst for John G. Kinnard & Co., in Minneapolis, Minnesota.

Vince DiGiorno, '98 MBA, is an architect with Krech, O'Brien, Mueller & Wass, Inc., in Inver Grove Heights, Minnesota.

Peter Malakhov, '98 MBA, is employed by Bentall Properties in Etobicoke, Ontario, as a systems administrator and resides in Richmond Hill, Ontario, Canada.

Jon Lauritzen, '98 MBA, is an assistant marketing manager for Cargill, Inc., in Minneapolis, Minnesota.

Kenneth Mayer, '98 BSB, is an account administrator for Goldman, Sachs and Company in Chicago, Illinois.

Chi Nguyen, '98 BSB, works at Piper Jaffray in downtown Minneapolis, Minnesota, as an investment banking analyst.

Heike Zatterstrom, '98 MBA, is a consultant with Intelligence SE AB in Stockholm, Sweden.

Hayata Takeshita, '98 MBA, joined E & J Gallo Winery in Modesto, California, as a business analyst in the Technology Center

Perla Elena Bravo Ramirez, '98 MBA, works for Ernst & Young in Mexico City, Mexico. Perla was a 1998 MBA Forum volunteer.

Deceased

Curtis L. Carlson, '37 BA, passed away on February 19, 1999. (See remembrance article in this issue.)

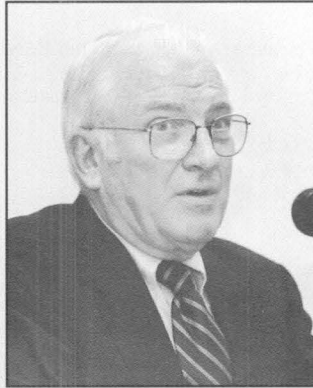
Richard Gaumnitz, '42 Ph.D., passed away on March 23, 1999, in St. Cloud, Minnesota. He began his education and career at the university by receiving a Bachelor of Science in Chemistry in 1937. A year later, he received his Master of Arts degree and went on to finish his doctorate in philosophy and economics in 1942. He taught strategy at the university in the 1960s and 1970s and his colleagues describe him as a very popular teacher.

Col. Robert C. Smith, '47 BSB, passed away February 16, 1999, in Maplewood, Minnesota at the age of 84. Robert (Bob) served as a captain during WWII and retired as a Full Colonel after 35 years in the Army Reserve. After many years as a public accountant, Robert served the State of Minnesota in the Emergency Services Department. He retired in 1980. He was involved in the VFW, the American Legion, the Lions Club and church activities. He was preceded in death by his first wife, Evelyn and survived by his second wife Marian Carlson Smith, six children seven grandchildren and three great-grandchildren.

Gene E. Malott, '63 MBA, passed away March 29, 1999, in Davis, California. He was 65. Malott wrote about travel in newspaper columns and books. He co-wrote a weekly newspaper column about traveling and was the publisher of a newsletter, "The Mature Traveler." He wrote a book in 1998 named, "The Mature Traveler's Book of Deals." Gene was born in Kansas City, Missouri and moved to Illinois to receive his bachelor's degree in journalism from Northwestern University. He moved to Minnesota where he wrote and completed his master's degree in business at the university.

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>

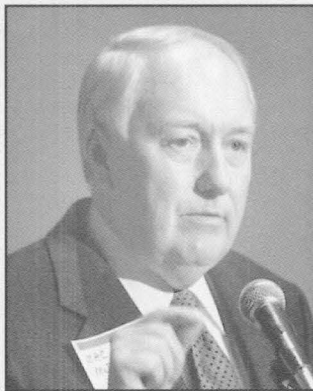
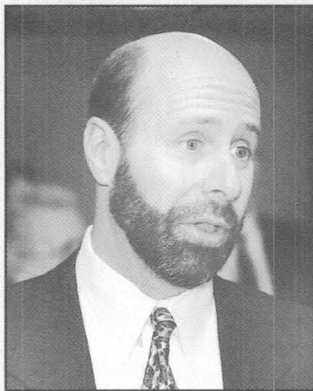


First Tuesday Luncheon Series Speakers
JANUARY - APRIL 1999

Gayle Holmes, (far left) CEO, Mentium Corporation, discussed "Mentoring: Myth and Paradox" at the January 1999 meeting.

In February, featured speaker John Turner, (left) Chairman and CEO, ReliaStar Financial Corporation delivered a talk on "Delivering Value in a Changing World."

Jack Helms, (below, far left) President, Goldsmith, Agio, Helms & Co., explained the "Ten Biggest Mistakes Sellers Make in Mergers & Acquisitions" during the March luncheon.



At the April Meeting, Malcolm McDonald, (below left) Chairman, First Union VA/MD/DC, spoke on "Consolidation in Banking: What's Happening and Why?"



The MBA class of 1988 held a reunion in Minneapolis on November 5, 1998. Pictured (left to right) are Bob Kohns, Colleen Gustafson, and Chris Ohlendorf.



"Carlson Stars on the Road," a special speakers series, traveled to an Arizona Alumni Event in November 1998. Doug Johnson (center back), co-director of the Center for Entrepreneurial Studies, spoke on Entrepreneurialism.

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FINANCE

Finance for Non-Financial Managers *October 12 - 15, 1999*

Financial Strategy *November 1 - 3, 1999* — NEW

GENERAL MANAGEMENT

Minnesota Executive Project (MEP) *September - December 1999*

Minnesota Management Academy (MMA) *October 25 - 29, 1999*

21st Century Program: Innovations *March - November, 1999*

MARKETING / SALES

Sales Management Executive Program *October 6 - 8, 1999*

Strategic Pricing *October 25 - 27, 1999*

Fundamentals of Marketing *November 15 - 17, 1999*

Distribution Strategy — *to be announced* —

Strategic Marketing *December 1 - 3, 1999*

GENERAL PROGRAMS

Advantage: an MBA Update *Sept. 27 - Oct. 1, 1999*

Presentations: Coaching for Executives *October 5 - 7, 1999*

Creating Value Through Strategic Alliances *October 18 - 20, 1999*

Strategic Excellence: A Decision
Focused Approach *November 3 - 5, 1999*

Contemporary Management
Practices in Healthcare — *to be announced* — NEW

Negotiating for Success *November 8 - 10, 1999*

PROJECT MANAGEMENT

Fundamentals of Project Management *September 27 - 29, 1999*

Advanced Project/Risk Management *October 18 - 20, 1999*

CONTACT THE EXECUTIVE DEVELOPMENT CENTER
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