



CARLSON
SCHOOL

MMR

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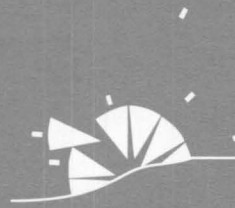
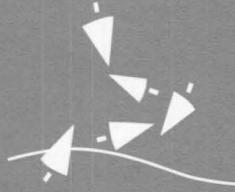


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Jeff Grosscup

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA



*Season's Greetings
from Dean David Kidwell
and all of us at the
Carlson School*

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Martha Douglas, *Editor*
Bonnie Klosterman, *Copy Editor*
Dawn Mathers, *Art Director*

COVER

Jeff Grosscup, *Photographer*
The model was designed and built by Joseph Statz, a University of Minnesota architecture graduate student.

EXTERNAL AFFAIRS DEPARTMENT

Martha Douglas, *Director, Communications*
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DAVID KIDWELL

BRINGING NEW STRUCTURE TO THE CARLSON SCHOOL

MMR: Why did you decide to accept the job of Carlson School dean?

Dean Kidwell: I accepted it for two basic reasons. One was personal and the other was professional. When I received the call, almost a year ago, asking if I was interested in the Carlson School deanship, frankly I was very reluctant. My first words were that I wanted to stay on the East Coast because of the cultural advantages, which both my wife and I enjoy.

But as I began to consider the idea on a professional level, I realized that it would be a unique opportunity because all the ingredients were here to take a school that is already very good and make it one of the country's premier business schools. What I saw was a school with a \$40 million endowment, supported by a dynamic and powerful business community. This location couldn't be better for a business school. The Twin Cities is the fifth-largest center of Fortune 500 companies and a leader in innovation and technology.

Other things I saw were a world-class research faculty, very good teaching programs and an outstanding student body. The two basic components of the educational mission—the generation of knowledge through research and then the transmission of that knowledge through publishing and teaching—are very important.

All these factors said to me that this school has the potential to move up. It has made enormous strides over the last decade. Pete Townley and David Lilly left the school well positioned for a big step upward, and I'm indebted to both of them.

Dean David Kidwell arrived in September with the goal of building the Carlson School into one of the country's premier public business schools. The foundation for achieving this goal, he believes, is our national leadership in research and our excellent teaching programs. In addition, Dean Kidwell is committed to making the school a strong economic asset for Minnesota by fostering an intellectual partnership with the business community.

In the following interview, Dean Kidwell talks about his vision for the school and the changes taking place in higher education. He also tells us about himself and how he got where he is today.

There are also two leadership factors that are intangible but are really aces in the hole for this school. One is the very active involvement of Curt Carlson. He is one of America's great entrepreneurs and he has a personal commitment to making the school better. To have a major benefactor who wants to be involved with the school in this way is really unique.

Edited by Martha Douglas

The other is Nils Hasselmo. He is an outstanding college president and he understands that it's in the university's best interest to have a strong business school that serves a major constituent in this state—the business community.

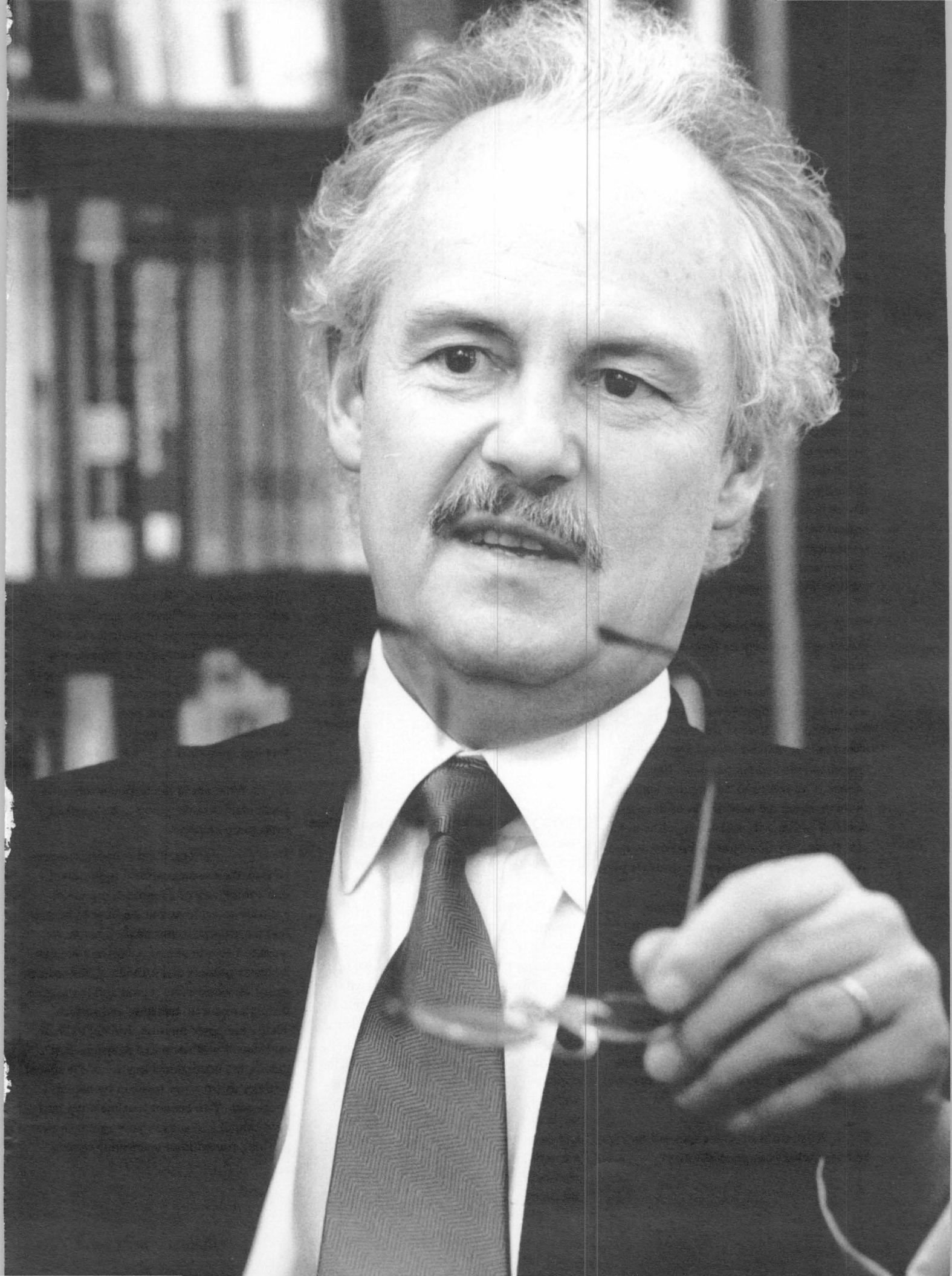
MMR: What were the personal reasons you mentioned?

Dean Kidwell: It was a revelation, once I got out here and seriously interviewed, to see the depth and breadth of cultural activities in the Twin Cities. In many respects, it is even more desirable than New York City because these things are more accessible here. That was a very important consideration for my wife and me.

Secondly, once we got out and looked at the cities, we saw that it's probably one of the most livable metropolitan areas in the country. The lakes, the professional sports, the shopping—they're all here and they're wonderful. Crime is low, and within 30 minutes you can be in any location of the city to take advantage of these things. And, the "Scandinavian ambiance" is very attractive. So, I give this area an A+ on both potential for the business school and the quality of life.

MMR: We're glad you like it here. But other schools have some of the same things going for them. What is there about the Carlson School that is unique?

Dean Kidwell: I think the school's uniqueness comes from the entrepreneurial spirit that dominates the Minnesota business community. The Twin Cities area has had an ability to foster new enterprises, allow



them to flourish and grow, and then when those enterprises are no longer viable, to let go of them and find something new. That cycle has been an ongoing part of the history of this area. A hundred fifty years ago the region was dominated by the lumber industry. When that was no longer viable, the railroads emerged. Then the grain mills that Minneapolis is famous for originated and later converted into food processing and marketing firms that sell products worldwide. The mainframe computer industry started in the Twin Cities and those firms have now transformed themselves into software and telemarketing. This is a hotbed for medical technology and biotechnology. That's the spirit of entrepreneurship and that's something we want to capture in our program.

MMR: On the other hand, what kinds of threats could prevent us from achieving our goals?


Dean Kidwell: The major threat facing this school is not being able to initiate change. Not only do we have to continue moving ahead but we also have to change direction. Organizations and people don't like to change. I've talked to the faculty, staff and students about the need for us to develop a sense of community spirit. My job is to harness these enormously talented people and get us to move forward with a strategic plan that is consistent with our goals.

We're actually in a good position because the school is at a turning point, which helps prepare people for the idea of change. This might be harder for a school that had too many "traditions" to hang on to. I'm banking that the Carlson School has that Minnesota entrepreneurial spirit and can make the change. If we can, all the indicators are that we are going to be an absolutely awesome school. Just remember, we are already very good.

MMR: What kinds of challenges are facing business schools in general today?

Dean Kidwell: There is a structural shift going on in the way businesses operate worldwide. Computer technology and telecommunications are changing the way they produce products, where they operate, how management is structured and, most importantly, the way costs are structured. The days of great mass production and hierarchical management structure are over. American business firms are restructuring to be competitive in global markets, with new production techniques and products.

So now American business schools have to shift the way they educate people or they will become obsolete and will produce obsolete students. Some schools will make that transition quickly and effectively; others probably will not and those schools will decline. The kind of education it's going to take will require a real partnership with the business community.



I realized that accepting the job of Carlson School dean would be a unique opportunity because all the ingredients were here to take a school that is already very good and make it one of the country's premier business schools.

MMR: You talk a lot about developing close working relationships with the business community. What can we do that we are not already doing?

Dean Kidwell: We're probably doing the right types of things already. We just need to do more. The business community is ultimately our primary customer and we need to sit down with them and find out what they need and how we can serve them. This year we will go through a strategic planning process that's going to reach out to every major constituent, and this will give us the opportunity to re-explore our partnership with the business community. For example, we'll want to make sure that our evening and executive education programs, which are very important to them in providing continuing education for their employees, are on track for their needs.

MMR: Do you feel that the Carlson School is in a "glass house," given the budget crisis at the university and in the state?

Dean Kidwell: The whole university is in a glass house in a negative sense. It has taken some substantial hits to its image through negative press coverage, which is unfortunate. Public institutions are being attacked and scrutinized beyond the realm of prudence today, but that is the political environment we're in and it's probably not going to change.

The good news is that President Haselmo is extremely sensitive to those issues and is well aware that the university has to actively promote itself. In the past the University of Minnesota has been—using one of my favorite terms since I'm new here—"Minnesota nice." We haven't gone out and told our story; we have an incredible story to tell—of economic importance to this community, of educational impact, of a high-quality institution that ranks as one of the country's great institutions of higher education. I don't think people fully appreciate the enormously positive contribution that this university makes to the state.

MMR: What about the business school in particular? Are we going to be watched even more closely?

Dean Kidwell: Yes, there is enormous pressure on the business school right now. I don't think any of us mind being under pressure to achieve, but we have to be sure that we are true to our goals. That is, we want to become one of America's premier business schools and provide quality educational services to the region and to the state through research, teaching and service. That's our basic mission. It's not to chase rankings. I will not make decisions that debase the educational quality of the school or deter us from our mission by taking short-cuts. You cannot become a top business school and sustain your rankings over the long run without underlying quality.

MMR: Why do we keep asking our alumni and the business community for more money?

Dean Kidwell: Well, first of all, although the school has an endowment of \$40 million, it takes some time before all that money is paid in. For example, a \$1 million chair may be paid over ten years. Meanwhile, we have to fund some of those activities out of our own cash flow.

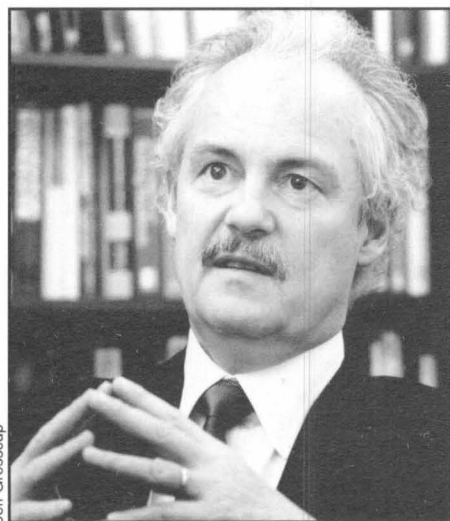
Furthermore, it simply costs a lot to run a top business school. We've used our endowment to recruit and retain top faculty, and to recruit top students through new scholarship offerings. This basically allows us to put our foot in the door of the marketplace. But to become a **premier** school, you have to go beyond that and do extraordinary things to serve the students, faculty and the business community.

These things cost substantially more than the amount of money that we receive from the state. We are really more properly called a state-assisted institution, not state-supported, because only two-thirds of our operating budget comes from state dollars. The balance comes from donations, research grants, non-degree programs and, of course, student tuition.

One thing I'm concerned about is that public institutions are becoming almost like private ones with respect to tuition. But the higher you raise tuition, the more you deny access to students who can't afford to come. One of the great benefits of public education is that all residents of the state who have the ability have an opportunity to get a world-class education at a reasonable cost. It's to the state's economic benefit to allow people to achieve their full potential and not limit it because of financial need. When you make public education as costly as private, you've defeated the whole purpose.

MMR: Let's shift gears now. Could you tell us about your background, where you grew up, and some of the things you did before getting into academics?

Dean Kidwell: I grew up on the West Coast. I was born in Oregon and later my family moved to San Diego. I received my bachelor's degree in science in engineering from San Diego University, and then worked for about six years for Bethlehem Steel, in San Francisco. During that time I starting working on my MBA degree at San Francisco State University, and after that joined Coopers & Lybrand as a management consultant. I got my Ph.D. at the University of Oregon. So I think I am philosophically a West Coast person, which tends to be a little more nontraditional or entrepreneurial in outlook. Ever since I got my Ph.D. I've lived east of the Rockies.



Jeff Grosscup

MMR: How did you go from working as a sales engineer to becoming a finance professor?

Dean Kidwell: At Bethlehem Steel, we sold fabricated steel for skyscrapers and reinforcing bar for highway bridges. My job was to negotiate the financial aspects of the sales contracts. In construction work there are continual readjustments and problems that come up on jobs, so you're always having to renegotiate. Almost everything I was doing had to do with financial issues.

I started an evening MBA program at San Francisco State, majoring in marketing. Then I took a finance course and it was just like everything I was dealing with on a day-to-day basis. I decided to switch to finance, and the department chairman suggested that I go back to school full-time. I said, "I'd

like to, but it's pretty expensive." He said, "Well, if we gave you a fellowship to teach finance lab would you do it?" And I thought it over and said yes. I stayed there almost two more years and got my MBA degree. At the same time I took all the undergraduate accounting courses such as auditing, tax and cost accounting, and also got an undergraduate degree in accounting.

MMR: And then you went from there to get your Ph.D.?

Dean Kidwell: No, then I went to work for Coopers & Lybrand as a consultant working with distressed businesses that were going under. But it became clear to me that the best consultants had Ph.D.s, so two years later I enrolled in a Ph.D. program at the University of Oregon. I never planned to stay in academics as a career. One of my dissertation advisors was Dick West, who was dean of the School of Business there and, interestingly, is now dean of the Stern School at New York University, one of our major competitors. He counseled me very strongly to stay in academics for awhile and then leave if I wanted to. I took that advice and went to Purdue and have never left academics. But I've always viewed myself as more of a business person.

MMR: Oh, really?

Dean Kidwell: I've always had a very different view of business education in that I feel strongly about the need for linking the business school to the business community—that is, linking theory back to practice. I believe that the kinds of research questions we answer have to be relevant to our constituent base. We also have a responsibility to take that research and bring it into the classroom and then to write it up in forms that can be read by the business community. In my own publishing I wrote many articles once for the academic community and published them in leading academic journals, and then rewrote them for practitioners, because I think they had important messages for them as well.

My vision for the Carlson School

by Dean David Kidwell

MMR: What does your family consist of?

Dean Kidwell: I have a wife and one child. My son is 23 years old and is a junior at the University of Connecticut, majoring in art and history. He's very artistic. He worked a couple years in the music business with his own band and booking other bands. He's also had a free-lance business drawing political cartoons for local newspapers, and is publishing a political satire comic book.

My wife, Jill, grew up in a musical family and is very interested in the arts, especially music and the theater, as I am. However, we have both been too busy since we've moved here to get out much. When you move you have to do a lot of pedestrian things like hanging pictures, unpacking boxes and painting the walls.

Jill works for Peat Marwick in their higher education consulting practice in New York City. She travels two or three days every week to clients or to New York and otherwise works out of our home. She's had a long career in higher education and really loves it because there is so much change happening right now. A big part of her practice is helping college presidents whose institutions are in financial trouble deal with issues such as merging institutions, doing strategic planning, reducing costs and managing enrollment. She has also done economic impact studies to help universities justify themselves to their legislators or constituents.

MMR: It sounds like the kinds of problems the University of Minnesota is facing are common throughout the country.

Dean Kidwell: Yes. One of the problems that higher education, and especially public education, has had is trying to do too many things for too many people. This is a period of retrenchment for higher education and, just like American business, it is going to be asked to make hard choices. Ultimately we have to decide if we are going to be a river that is a mile wide and an inch deep or if we are going to have some pinnacles of excellence. Universities that don't make

(continued on page 8)

When I was hired as Carlson School dean, I was given the charge of building this school into one of the country's leading business schools. This is a very serious undertaking. I accepted the challenge because, when I thought about the factors needed to build a top school and then looked at the foundation already in place here, I realized that it's a very achievable goal.

I'd like to outline for you what I think the key elements of a top business school are and where we stand on each.

First, an absolutely indispensable thing a leading business school must have is top scholars who are involved in world-class research, and on this point we are in great shape. A 1989 University of Maryland study of the quality of management-faculty scholarship ranked the Carlson School 11th-best in the country and 4th among public schools. Since that time we've hired many more truly outstanding faculty members, so that ranking would probably be even higher now.

The second thing you need is top-notch, highly visible teaching programs. And because of the way business schools are ranked, the flagship has to be the MBA program. We are focusing our energy on this area now. We've begun a major review of the MBA program, which will look at curriculum, student services, extracurricular activities, and many other aspects of the program. As part of this review, we will talk to students, staff, alumni, the corporate community, campus interest groups and the faculty.

The third thing all the best schools do well is reach out to the business community in a meaningful way. The business community is our primary constituent, and in return for providing service to them, we ask for their support. There is a lot more we could be doing in this area, and to begin, we are going to talk to business leaders and ask them how we can serve them better.

Dean Kidwell spent his first months at the Carlson School getting to know students, alumni, the business community and many other friends of the school, and sharing with them his vision for the school.

Dean Kidwell met with members of the business community, including Curt Carlson (left), at the MBA Corporate Partnership Reception.



Jim Hansen

Another characteristic that the leading schools have in common is that they actively promote themselves. Here at the Carlson School, we have to get out more and tell people our story. This is already a *very* good school. Consider, for example, that of the 1,500 business schools in this country, only 250 are accredited by the American Assembly of Collegiate Schools of Business, the major accrediting organization. These are the schools that *Business Week* looks at when it does its rankings, and of these, we are 22nd-best. Among public schools, we are ranked 8th-best. So we're already in the top league. People should also hear more about the enormous impact we make on economic development in this region. We need to stop being "Minnesota nice" and be a little more "New York pushy."

The sixth requirement for competing with the best is that you must have good facilities. Today's business environment is sophisticated, glitzy, and you need special classrooms for case discussion, breakout rooms for small-group work, atriums where people can mingle and talk, auditoriums, special spaces for executive education, and so forth. It's a tough image game and, in this respect, our facilities are marginal at best. Correcting this situation is one of my highest priorities, and this year we'll begin to lay the foundation for a capital campaign to raise money. The university has agreed to pay for half the cost of a new building if we can raise the other half.

Finally, to move ahead as a school we need to generate a sense of unity and community. All of us—faculty, staff, students, alumni—need to come together and work toward common goals.

So, can we really achieve our goal of becoming one of America's premier business schools? My answer is, yes, we can. The Carlson School is already an incredibly good school. We have an outstanding student body, whose GPAs and test scores are as good as those of students at the leading schools. Our faculty is simply awesome. We are part of a very strong university, which is important because the reputation of your parent institution always affects your standing. We have an extensive network of outstanding alumni right in our back yard who are vitally interested in the school.

Also, we couldn't ask for a better location. To be a leading business school, you must be located in a strong, healthy and dynamic business community. There is a spirit of entrepreneurship here in the Twin Cities that has always been part of its history. At the Carlson School, we want to capture that spirit and make it an integral part of our identity.



Jim Hansen

And we have something else going for us—our "secret weapon." Curt Carlson, our major benefactor, is willing to be personally involved in helping the school move ahead. That is really unique.

My job as dean is to harness all the energy and talent of the faculty, staff and student body and get everyone to focus on our common goals. We've already started a major strategic planning process that will involve everyone connected with the school. We'll be looking to you, our alumni, for your input and support. If we can work through some important changes together, this is going to be a business school competitive with every school in the nation.

Dean Kidwell addressed undergraduate students at a ceremony recognizing Advantage Scholarship recipients (above), and he met with MBA students at the MBA Corporate Partnership Reception (below).



Jim Hansen

those kinds of choices are going to find themselves cheating their constituents by providing poor-quality education.

Here at the University of Minnesota, President Hasselmo is setting a course that is very realistic. The trouble with many college presidents is they don't want to "belly up to the bar." I think Nils is doing it the right way, and with a great deal of dignity and considerable political skill.

MMR: What do you like to do in your free time?

Dean Kidwell: Jill and I like the Uptown area of Minneapolis. We eat out most evenings and there's a wonderful variety of little restaurants there. We love the lake area. I try to run at least four times a week—I've run marathons in the past, but not in the last five or six years. We have bicycles and have been biking on the lake trails. I have foolishly purchased a pair of roller blades and found out that roller blades go very fast but you can't stop with them. I'm an absolute terror around the lake. We also plan to do a lot of ice skating and cross-country skiing. You've got to get outdoors in the winter here.

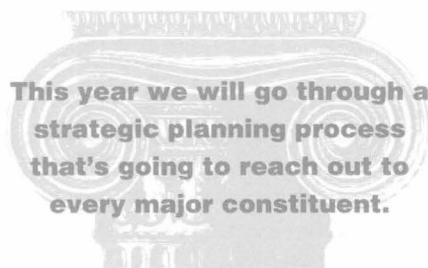
MMR: What's a typical work day like for you?

Dean Kidwell: As a dean, you have many constituents to interact with—students, staff, faculty, the business community, other administrators. At a school like the Carlson School, you must spend a good deal of time on strategic issues, on policy calls, and on leadership, because you are the spokesperson for change. You are also the school's chief ambassador and salesperson. You have to be out selling the school, raising money, taking the school's message outwards.

A typical day is very interesting, but it's really a day that starts at 7:30 a.m. and ends about 8:00 p.m. Yesterday, for example, I had a breakfast meeting with some business people. Then I visited a CEO whose com-

pany is a major donor. Back to the school, then, for meetings with my administrative staff and some students. Later I met with an important dignitary who was speaking on campus. I sometimes need to meet with central administration. Very typically I'll give a talk or introduce someone to a student group. In the evenings I often have a public speaking commitment. As a new dean I get many requests to come out and talk about the Carlson School or the future of higher education in general.

I do a fair amount of traveling in connection with some of the school's international relationships, to professional meetings and conferences, or to New York for consulting relationships that I maintain to keep current in my own academic area of banking and financial systems. For example, I'm on the Board of Advisors of the Stonier Banking School, which is the American Bankers Association's flagship school to educate bankers.



MMR: How do you manage all these activities?

Dean Kidwell: The key is to have a really strong group of associate deans who run things on a day-to-day basis. My senior staff is Mike Houston, Associate Dean of Faculty; Mary Nichols, Associate Dean of Academic Programs; Bill Scheurer, Director of the Executive Development Center; and Randi Yoder, Associate Dean of External Affairs. We have Monday meetings that last two-and-a-half to three hours, where we go over all the agenda items and make decisions. That's the heart of running the school.

MMR: Has your background prepared you for the kinds of skills that you need on this job?

Dean Kidwell: The kinds of training that you need to be an effective dean are very diverse. First of all, you have to have a

strong academic publishing record to gain the respect of the faculty. The second thing you need is to understand the teaching mission. In other words, you have to understand the core of the business, which is the generation of knowledge and then the transmission of knowledge through publishing research and teaching.

You have to be an effective public speaker. And, you are the chief salesperson, so you have to be good at negotiating. When a major donor is going to make a gift, you are the one who closes the deal. If you don't like selling, you wouldn't be happy as dean of a major business school.

You also have to know business and come across to business people as relevant. Any dean who has not had business experience has an enormous handicap.

What makes a top professional school dean are many of the same characteristics a corporate CEO or university president must have. The days of deans wearing tweed jackets with leather patches, smoking a pipe and sort of stumbling around for the day talking with students and being Mister Chips simply aren't there anymore. Higher education is a big business today, even in a smaller school such as the Carlson School with its \$23 million budget.

On the other hand, it's very rewarding because it's a people business. We have very few physical assets; our assets are all faculty, staff, and students. We are in the business of educating young people and molding their lives. We're helping them develop their careers. So it's a very responsible business to be in.

MMR: What advice do you have for people who are moving up in their careers?

Dean Kidwell: First of all, there is a continued need for education and development throughout your career. You don't graduate from college and then just do a job. You have to lay out a strategic plan or you'll get stuck in one place.

Secondly, early in your career you tend to focus on specific skills, such as being a good accountant, a good engineer, a good mathematician. Often people are attracted to areas because they like that particular skill set. Mid-career you find that those skills are less important and you have to develop people and leadership skills. You have to become a manager, learn how to interact with people, begin to take leadership roles, even do public speaking.

And then later you find you need conceptual, strategic skills, which is what a CEO must have. These help you understand how to make all the parts of an operation fit into the whole. And along with this conceptual understanding, you have to have the vision to reorientate your organization to change.

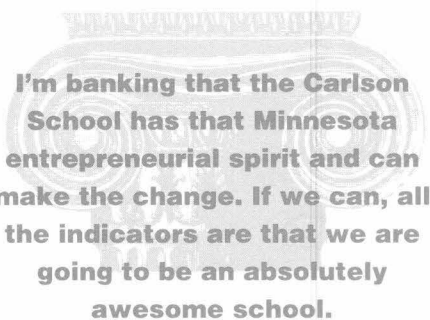
If you want to continue to progress in your career, you have to realize that it has a life cycle, and you must be able to make those adaptations and recognize that there are going to be changing demands. Thus, you must always be educating yourself; education is a lifelong process.

The final tip I would give is, whatever you do, be sure you like it. Don't do something because your parents or society want you to or you think you're going to make more money. I have seen too many people chase careers for these reasons and end up being unhappy. If you do what you like you'll be successful and happy with yourself.

And you need to be willing to change. When I went to get my MBA I left what appeared to be at that time a high-paying job, with a company car and expense account. I sold my house, left all of that and went back to school. I've never regretted it. People can do things if they want to and if they believe in themselves.

MMR: In closing, I'd like to ask you about an issue that's been in the news lately, and that's CEO salaries. Do you think CEOs of major corporations are paid too much?

Dean Kidwell: I think that market forces ultimately determine how much CEOs are worth; if CEOs are overpaid, those firms that overpay them will probably in the long run be unsuccessful. There is no doubt that a top CEO is worth a lot of money to a company because very few firms have individuals who have the foresight, vision and leadership skills to be able to make critical changes or bring the firm through critical times.



I'm banking that the Carlson School has that Minnesota entrepreneurial spirit and can make the change. If we can, all the indicators are that we are going to be an absolutely awesome school.

Great businesses are built around great CEOs who have vision. All the great entrepreneurs—the Henry Fords, or Curt Carlson, for example—are worth an incredible amount of money to their organizations. By offering high salaries, firms are trying to attract and retain people like that—people who can make those critical decisions and change the course.

On the other hand, it's good when the marketplace purges ineffective CEOs out. If a firm is undervalued because of poor management, a corporate raider is likely to come in and buy that firm, put new management in place and bring the firm up to value. That's precisely the way the market should work. I find that an attractive concept because many American companies—their management and boards of directors—become stagnant, and the stockholders become either docile or disenfranchised so they don't have the power to remove management. I think every manager should be kept honest by the marketplace.

So, are the very best CEOs overpaid? Probably not. I've worked with a number of Fortune 500 CEOs and the good ones are incredible. They are visionary people and I'm awed by their ability to comprehend and understand complex relationships. **MMR**

David Kidwell — Biographical Sketch

Dr. David S. Kidwell became the ninth dean of the Carlson School on September 1, 1991. He comes to us from the University of Connecticut, where he served as dean of the Business School since 1988.

A specialist in the U.S. financial system and capital markets, Dr. Kidwell has published over 80 articles in leading academic journals and has participated in a number of National Science Foundation-funded research projects on the efficiency of U.S. capital markets and the impact of government regulations on the delivery of consumer financial services. He has written the leading college-level textbook on the U.S. financial system.

Dean Kidwell has held distinguished faculty positions at three universities, most recently the Keehn Berry Chair of Banking at Tulane University. He began his teaching career at Purdue University, where he was twice chosen the Outstanding Teacher of the Year for the School of Business.

In addition to his extensive and distinguished university teaching career, Dean Kidwell has been a sales engineer for Bethlehem Steel Corporation and a management consultant for Coopers & Lybrand in San Francisco. He remains active as a management consultant, and several major New York City banks and Wall Street firms number among his consulting clients.

A native of San Diego, Dr. Kidwell earned his B.S. in mechanical engineering from California State University-San Diego in 1964, an MBA in finance from California State University-San Francisco in 1970, and a Ph.D. in finance from the University of Oregon in 1975.

This time in "Ideas" we bring you summaries of selected faculty research projects, and the thoughts of four women who spoke at a special presentation on "Women of Color in Corporate America."

Sexual Harassment Surveys - A Guide

Since allegations of sexual harassment surfaced during the Clarence Thomas Supreme Court hearings, conscientious managers are more concerned than ever about the issue. And well they might be—courts have repeatedly made it clear that curtailing and preventing harassment in the workplace is to a considerable extent the responsibility of the employer.

When a manager hears rumors of harassment, a logical next step is to try to verify the facts and the extent of the problem. But how?

Carlson Professor of Industrial Relations Richard Arvey recommends bringing in an outside firm that specializes in surveys of workplace conditions. Such surveys are used to provide estimates of how many women in a given workplace feel they have been sexually harassed, and to measure the impact of harassment on the victims' performance and job satisfaction.

But, Professor Arvey cautions, unless the effort involves rigorous survey methodology, the results may portray the problem as being worse than is actually the case. Arvey, who specializes in staffing, training and development, offers the following guidance on evaluating survey instruments.

- Does the survey have reasonable limits on the time horizon of events in question? Respondents asked to report incidents from too long ago may have suffered real harassment but the harasser may have

since departed—indeed, the whole company may have changed in the interim.

- Does the survey rely too much on self-reporting? A survey that relies on individuals' reports of their own experiences, without any means of corroboration, is vulnerable to bias.

- Is there a built-in bias about who will respond to the survey and who will be excluded? An accurate survey should use a sample of respondents that reflects the overall makeup of the employee group. The danger here is that those who have been sensitized to the issue of sexual harassment may be more likely to respond to the survey—in short, victims may respond at a higher rate than non-victims. If so, the victims may well have a genuine complaint, but their relative over-participation inflates the results.

- Can the survey's results be checked for reliability and validity? Will the survey firm follow up to see if results from a second test are consistent with the first? Will responses of individuals working in the same department or for the same supervisor be compared?

A survey that over-reports sexual harassment may drive valued employees to seek work elsewhere, and may prompt alarmed managers to devote more resources than necessary to fixing the problem.

Not least important, if accusations of sexual harassment go to litigation, a survey—even though flawed—could be introduced as evidence for expanding the case to a class action, which could multiply damages the business would have to pay.

Managers owe it to their organizations to be sure such surveys accurately describe workplace conditions, says Arvey. "I endorse the notion that we should eradicate sexual harassment," he adds. "But I don't believe that we should unfairly paint a picture of the organization as a jungle, or suggest that women should be afraid to work there."

(Marc Hequet)

Managing for Cultural Harmony

Tried and true business procedures that have worked for decades in familiar settings may flop in a new context. That's the challenge faced by managers as the U.S. workforce diversifies and as business goes global. Managers now need to know how to run a far-flung corporation relying on workers from a checkerboard of ethnic backgrounds.

Most theories of organizational behavior deal with an individual's response to workplace stimuli. Cultural context is considered little or not at all. But blindness to the effects of culture has led to some corporate blunders. A classic example was quality circles. The concept worked beautifully in team-oriented Japanese culture, but not nearly as well when it encountered the rugged individualism of the United States.

Help for avoiding such mistakes is on the way with a new book to be published by Oxford University Press next fall: *Culture, Self-Identity and Work*, by Carlson School Associate Pro-

fessor Chris Earley and his colleague Miriam Erez, from Technion-Israel Institute of Technology.

The pioneering book by Erez and Earley is about the need to understand work and organizational behavior in an international environment. They develop a theory of how individuals' work-related motives are influenced by culture.

"We're looking at how a person's self-identity acts as a translator of culture in the workplace," says Earley. "For example, we find that people in a collectivistic society like the People's Republic of China are very likely to put forth a very strong effort in the workplace because their sense of self-worth is based on the group's success. In a more individualistic society like the United States, people's sense of self-achievement and self-competence is based on their own achievement. Because of that, they're not concerned as much about the group's success."

It also means that in collectivistic cultures, workers may not need to be monitored as closely for performance. However, we shouldn't confuse work-group orientation with the inherent structural problems facing many collectivistic societies, such as outdated equipment, excessive bureaucratization and economic turmoil. Panaceas are not the focus of Erez and Earley's approach in explaining an individual's work behavior.

A strong corporate culture may very well be a good thing. But when a culture becomes too strong it runs the risk of ignor-

ing society's values. The recent parade of Wall Street investment bankers who have gone to jail suggests to Earley that the culture of investment banking got out of step with the culture of society at large.

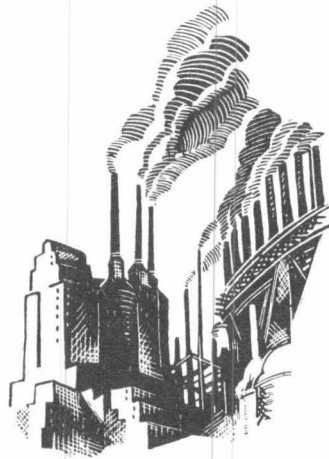
When a business spans many cultures, problems multiply. The big Israeli printing equipment company CTX was baffled by its international subsidiaries' refusal to comply with daily reporting procedures. CTX deemed such reporting crucial, and called a workshop.

The company's competitive Italian representative angrily said that headquarters insisted on the reports without telling why it needed the information, or how the Italian information compared with that of other subsidiaries. The Belgian representative coolly suggested that "No response is also a response"—meaning that not sending the reports ought to have elicited a quick inquiry from headquarters to find out what was wrong.

"The importance of the book for managers," says Earley, "is that it gives them a better perspective on what diversity means and what cultural diversity might dictate for their organizational practices."

For example: Suppose your company wants to introduce an employee empowerment program at your Russian partner's plant. How will you explain it? By telling them you're going to give workers more control over the means of production? Maybe you should wait until the book comes out.

(Marc Hequet)



Splicing U.S. and Soviet Manufacturing

In ventures with countries that formerly made up the Soviet Union, the outside partner's first priority is to hack through the red tape. Second priority, for those interested in selling in these countries, is to find marketing channels to reach the 300 million consumers.

But joint venture partners come soon enough to the third step—the thorny problem of how to splice Soviet manufacturing practices with their own. Guidance is available in a study by Carlson School Associate Professor Arthur Hill and Alexander Ardishvili, an economist who came to the Carlson School from Moscow as a visiting professor and is staying to get an MBA.

Their study, "Manufacturing Practices in the Soviet Union," details the results of a 1991 survey of 49 Soviet machine tool makers and non-fashion textile manufacturers.

If a U.S. manufacturer tells a Russian partner that a plant should have a total quality program with statistical process control, just-in-time inventory, materials requirement planning (MRP) and modern inventory planning and control proce-

dures, the Russians may respond with blank looks.

Those concepts, now commonplace in the United States and Western Europe, are not well known in the former USSR, and U.S. partners likely will have to take it upon themselves to educate Soviet workers if the venture is to be a success. Ardishvili and Hill write that the experience of joint ventures in other countries "indicates that the long-term success of a project depends heavily on the compatibility of manufacturing philosophies and practices of both partners and on their ability to find common ground for cooperation."

Their survey of Soviet manufacturing processes shows some startling differences from standard U.S. practice. For example, 27 percent of the machine tool respondents and 58 percent of textile makers had no training programs at all. Ninety percent of the textile industry respondents and 80 percent overall had never heard of just-in-time inventory management. Computer-based planning and control techniques are not widely used because of the lack of computer hardware and software.

Western firms intent on quality face daunting challenges. At a Moscow watch factory, Hill says, he observed one worker reject half the parts she was fitting into a watch. Yet the size of the Soviet consumer market is too great for Western business to ignore. Hill fears, however, that the U.S. is behind the Germans, Japanese and Finns.

Hill sees a venture with the former Soviet countries as a very good investment for a

company willing to wait 10 years or so for a return. Companies shouldn't run from the opportunity because of the difficult situation, he argues. "The fact that they're in poor condition is an opportunity because it means you can get in there and get market share."

The Soviets have definite strong points: They're advanced in space, aviation and composites. Natural resources are abundant. People are well educated. And there is the will to succeed, characterized by the entrepreneurs who wait in hotel lobbies and scurry after Western visitors to pitch their business ideas.

Are the people from the former Soviet Union ready to learn Western manufacturing ways? Says Hill: "They're very eager for change. Now is a unique time in history for us to intervene with joint ventures and educational programs—and to make a positive difference in a land that has been viewed as our enemy for too many years."

(Marc Hequet)

Women of Color in Corporate America

"I have asked myself if I've cracked the glass ceiling, or simply reached it. Most of the time I answer 'Yes, but . . .' Cracking it is very, very difficult," said University administrator Marvelene Hughes at a panel discussion on women of color in corporate America.

Whether it is gender or race that makes the cracking so difficult is hard to say. Pillsbury executive Linda Baker Keene said, "Race is the biggest issue I



Jim Hansen

Participants in the "Women of Color in Corporate America" panel discussion were Reatha Clark King, from General Mills; Linda Baker Keene, from The Pillsbury Co.; Marvelene Hughes, from the University of Minnesota; and Sandra Alcaparras, from U S West.

have to deal with. Still, the higher you go up the corporate ladder, gender becomes more important. Gender is a very, very significant barrier."

Panelists in the discussion, co-sponsored by the University's Commission on Women and the undergraduate program at the Carlson School, said the environment in corporations is better for women of color than it used to be, and that their jobs are personally satisfying.

Nevertheless, Hughes, vice president for student affairs at the University; Keene, vice president, market development and strategic planning for The Pillsbury Co.; Sandra Alcaparras, internal consultant to U S West; and Reatha Clark King, vice president and executive director of General Mills Foundation, reported that there are still many challenges to be faced by women of color choosing corporate careers.

One of the biggest problems is isolation. "You have to be prepared to face the fact that you are not going to see many people like you," said Keene, "especially as you go up the ladder."

"You're an object of curiosity because you stand out in the crowd, and it takes some energy to deal with it," said King. "I remember coming to Metropolitan State College [where she was president for 11 years] and carrying that label 'the first black.' We've come far from those times, but you're constantly integrating the place."

Hughes added that it is important to raise the question of how to assist people who are not of color to carry their share of the burden of integrating.

All four emphasized the importance of relying on a personal support network to help cope with the isolation. Alcaparras said, "How I maintain that pioneering state of mind is to keep in touch with my support network." She also stressed that it helps her to remember that she is not trapped in her position. "For me it's about the work and about choice."

The women also advised being open to a variety of different kinds of mentors. King said the most important quality in her mentoring relationships has been "a caring spirit." Keene noted that she has had mostly white male mentors. Alcaparras said she has never

had a Hispanic mentor, but she has had several male mentors, some of color and some white. She also said that she "decided to look within herself" for mentoring.

Indeed, all four women strongly urged valuing personal authenticity. Keene said the best advice she could give is to "bring the strength of who you are to your job. Be authentic."

Despite the difficulties, the women gave hopeful messages about the possibilities for change in the corporate environment. Pillsbury embarked on a major effort to examine its cultural environment, and upper management spent several days together, "telling some real home truths to each other," said Keene. "I have seen real behavior change in people that I didn't think could change."

However, Keene cautioned that the company undertook the examination because its market is becoming increasingly multicultural. "Dollars and cents is the reason for doing this, and this is the message you have to give people," she said. "The one thing corporations understand is money . . . economic power." MMR

(Yvonne Pearson)

IN YOUR OPINION

Here's what alumni think about job security

In the most recent *MMR* "In Your Opinion" survey, we polled alumni to find out how they are being affected by today's unstable job market. More than half said their companies have laid off employees in the last two years, and 35 percent expect layoffs in the next year. Of these, almost 70 percent believe that jobs comparable to theirs will be affected.

Of the 600 surveys that were mailed, 287 were returned, giving a 48 percent response rate. A profile of the respondents and their answers to our questions about job security follow. *MMR*

Who responded to this survey?

Gender	Degree earned		
Males	74.6%	Bachelor's	52.4%
Females	25.4%	Master's	41.3%
		Doctorate	6.3%

Years with current employer and current salary (in thousands)					
Males	<\$25	\$25-\$36	\$37-\$69	\$70-\$150	>\$150
1 year	27.8%	5.6%	22.2%	38.8%	5.6%
1-5 years	8.9%	19.3%	45.5%	24.6%	1.8%
5-10 years	0.0	3.4%	63.3%	33.3%	0.0
> 10 years	1.6%	4.7%	40.6%	34.3%	18.8%
Retired	27.8%	11.0%	27.8%	16.7%	16.7%
Self-Emp.	35.7%	14.3%	28.6%	21.4%	0.0
Females					
1 year	22.2%	33.3%	44.5%	0.0	0.0
1-5 years	8.2%	12.5%	70.8%	8.3%	0.0
5-10 years	0.0	10.0%	50.0%	40.0%	0.0
> 10 years	8.4%	25.0%	33.3%	33.3%	0.0
Retired	75.0%	25.0%	0.0	0.0	0.0
Self-Emp.	25.0%	12.5%	50.0%	12.5%	0.0

How have they been affected by the unstable job market?

Have there been layoffs or other cutbacks at your company?			
Yes	57.7%	No	42.3%

If yes, what was the average tenure of those who were laid off?			
1-5 years	6-10 yrs	10 or more	Not sure
40.0%	10.6%	14.4%	35.0%

Do you expect layoffs or cutbacks in the next 12 months?			
Yes	35.0%	No	52.6%
Don't Know		12.4%	

If yes, will jobs comparable to yours be affected?		
Gender	Yes	No
Male	70%	30%
Female	56.5%	43.5%
Degree Earned		
Bachelor's	71.4%	28.6%
Master's	64.3%	35.7%
Ph.D.	0	100%
Years with current employer		
Up to 1 year	100%	0
1-5 years	75.9%	24.1%
5-10 years	60%	40%
10 or more	56.7%	43.3%

If you've been laid off, how long did it take to find a new job?				
Gender	Up to 6 months	6-12 months	More than 12 months	Still Looking
Male	65.7%	14.3%	11.4%	8.6%
Female	78.9%	15.8%	0	5.3%
Degree earned				
Bachelor's	70.4%	7.4%	14.8%	7.4%
Master's	64%	32%	0	4%
Ph.D.	100%	0	0	0
Salary				
< \$24,999	50%	12.5%	25%	12.5%
\$25 - 36,999	83.3%	8.3%	0	8.4%
\$37 - 69,999	72.7%	22.8%	0	4.5%
\$70 - 149,999	53.8%	23.1%	15.4%	7.7%
> \$150,000	100%	0	0	0

Did your new job offer a comparable salary and benefits?			
	Bachelor's	Master's	Ph.D.
Comparable	33.4%	44%	0
Higher	33.3%	32%	100%
Lower	33.3%	24%	0

Survey conducted by Animle Quaye, '92 MBA.

CAMPUS NEWS

"Tight Market Tactics" help students in competitive job market

Graduating students who have been interviewing for jobs this year and last are facing a very difficult job market. Business school placement directors across the country report that many companies that previously recruited regularly at their schools have dropped their interviewing schedules entirely, or come with fewer openings. Students are not receiving as many offers as in previous years, and it is taking longer for them to find jobs.

To help students who are facing this kind of recruiting environment, the Carlson School Career Planning and Placement Office (CP&P) has developed a set of strategies called Tight Market Tactics (TMT). TMT was implemented last year and has been expanded this year.

Some TMT activities are designed to generate more job and internship openings and to encourage employers with openings to recruit at the Carlson School. Last spring gradu-

ate assistants called 300 local small and mid-sized companies that do not typically recruit on campus to ask if they had openings. CP&P also began hosting campus luncheons for medium-sized local companies to explain how they can use the school's placement services.

This year CP&P staff and Dean Kidwell have planned an aggressive schedule of visits to targeted companies in the Twin Cities and locations such as New York, Chicago, San Francisco, Milwaukee, St. Louis, and others, to promote the Carlson School, its students, and its placement services.

The Carlson School also continues to take students to national job fairs, such as the MBA job fair in San Francisco last year and a Chicago MBA Consortium Job Fair this year. To help students follow up on national job leads and offers, a free long-distance telephone service was installed.

Other TMT activities are designed to better prepare students for the job search. Last year 200 students attended a special job search preparation program presented by David Magy, vice president of Career Dynamics. This fall CP&P hosted a new series of Career Nights, giving information on specific professional areas. The Alumni Career Advisors Network has been expanded nationally, and a Student-to-Student

Career Advisors Network has been instituted, through which students can share information about companies and jobs.

How alumni can help

Jan Windmeier, director of CP&P, says that there are several ways alumni can help students (and other alumni) facing today's difficult hiring environment. She encourages you to join the Alumni Career Advisors Network. This is a list of alumni who volunteer to be contacted for information on their companies, careers and the job search, both locally and nationwide. Alumni fill out a form, the information is entered on a computer in the CP&P office, and then students can access the network and contact alumni directly. Alumni on the network may also be invited to participate in Career Nights or other job search programs.

Another way you can help is by letting the placement office know if there are openings for jobs in your company, or openings for internships. Internships are very important for students who do not have much prior work experience.

To contact the Career Planning and Placement Office, call (612) 624-0011. Both local and out-of-town alumni are needed.

(Martha Douglas)

MBA students pull their weight for charity

Carlson MBA students moved tons on behalf of charity in November. A group of volunteers spent one Saturday morning in a warehouse sorting and bagging clothes that had been donated to Exchange Foodshelf Charities so that they could be distributed on Thanksgiving Day. The volunteer effort was organized by the MBA Association Community Affairs Committee.

The committee also sponsored a Fall Donation Drive on behalf of the Second Harvest Food Bank before Thanksgiving. Donations, which totaled \$1,430, were collected during core classes.



Jim Hansen

MBA student volunteers sorted and bagged clothes that had been donated to Exchange Foodshelf Charities.

As MBA program grows, national forums help achieve recruiting goals

The Carlson School will be admitting more students into its MBA programs over the next few years, and to maintain a good balance of Minnesota and out-of-state students, MBA program recruiters have intensified their national recruiting efforts.

This year 110 students are enrolled in the regular day MBA program; by fall 1992 that number will be increased to 130, and by fall 1994, to 180. "Ideally, we like 50 percent of our students to come from Minnesota, 35 percent from other states, and 15 percent from other countries," explained Larry Bjorklund, recruiting coordinator. "The hardest part is maintaining the percentage of out-of-state students, and as we increase the overall size of the class, it will be harder yet."

Bjorklund has found the national MBA forums, sponsored by the Graduate Management Admissions Council (GMAC) every fall, to be one of the most effective methods of promoting the Carlson School to out-of-state students. This year Carlson School recruiters attended all six forums, for two days each, in Boston, New York, Washington, D.C., Los Angeles, Cincinnati and Detroit. Next year forums in Chicago and San Francisco and one-day forums in Atlanta and Dallas will be added.

Prospective students attend the forums to get information on a variety of MBA programs, or to find out more about schools they have already applied to. The number of prospective students visiting the

Carlson School booth this year was up, especially in Washington, D.C. (up 35 percent) and Los Angeles (up 53 percent).

Applications to the regular day MBA program increased 30 percent last year, and 25 percent so far this year, Bjorklund reports, with most of the increase representing out-of-state students. "We're seeing a good balance in where people are applying from," he said.

Alumni have also played a part in helping the school achieve its recruiting goals by serving as contacts for pros-

pective students who would like more information about the school. (Please see the article on the back cover of this issue.)

Carlson School to attend MBA Forum in Japan

GMAC is sponsoring its first MBA Forum in Japan, to be held this May in the Tokyo area, and the Carlson School will be attending. Bjorklund said the Japanese forum will follow the same format as those held in American cities, except that recruiters will also visit with sponsoring companies.

Most Japanese students who attend American MBA programs are sent by their employers.

Changes in evening MBA application deadlines

The deadlines for applying to the evening MBA program have been changed to be more flexible and to coordinate with GMAT test dates. Beginning Fall 1992, students will be admitted to the evening program each quarter, rather than the current two times a year.

(Martha Douglas)

Alpha Kappa Psi Scholarship benefits record number of students

The Carlson School recognized 12 undergraduates awarded Alpha Kappa Psi scholarships and also the successful fund-raising efforts of many of the alumni of that business and social fraternity at a ceremony in the students' honor on November 18.

The jump in the number of scholarships, from three in the 1989-90 school year and four in 1990-91 to this year's total, is due directly to the fund-raising prowess of private businessmen, many of them Carlson School graduates, who have taken the restrengthening of Alpha Kappa Psi Fraternity as a pet project.

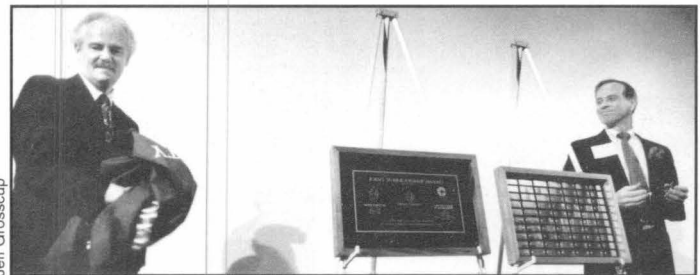
One of these investors is Bruce Hendry, who, when asked to help raise \$50,000 for the fund, raised more than \$200,000. Hendry, a broker with the Minneapolis brokerage firm of Craig-Hallum Inc., was

a lead investor in the buyout of G. Heileman Brewery Co. in the "recreation" of Schmidt Brewery (see p. 27). He is nationally known for his ability to pick investments out of financially troubled or bankrupt businesses.

Alpha Kappa Psi is a business and social fraternity with a newly renovated house on campus just west of Dinkytown. The \$4,000 merit-based scholarship primarily benefits high-

school seniors who are selected to participate in the Carlson School Preferred Admission program. The award is non-renewable and includes a \$2,000 living stipend.

This year's winners are: Andrea Mack, Todd Hering, Christopher Brown, Heather Beer, Gary Brothers, Stephanie Biery, Stacie Linzmeyer, Eric Enders, Mark Vitelli, Michael Gondek, Leigh Lonson, and Jennifer Seboth.



Dean David Kidwell and Bruce Hendry, '64, unveiled new plaques recognizing the Alpha Kappa Psi-Carlson School Joint Scholarship and the scholarship recipients at a ceremony this fall.

MBA student travels to the Soviet Union to teach business

Only two days before the August 18th Soviet coup attempt, Kristine McKasy, who will graduate from the Carlson MBA program this spring, arrived in the Russian city of Kolpino. McKasy, who has a background in public accounting, and Patrick Mendis, a professor of agricultural economics at the Humphrey Institute, journeyed to the Kolpino business school to teach approximately 20 students about free market economies. Kolpino, with 130,000 people, is the site of one of the former Soviet Union's biggest defense plants, which served as a sponsor for the trip.

McKasy describes her time teaching in Kolpino as "exciting and difficult. It was difficult because we had to communicate through translators, but exciting because the students began to respond to a new style of teaching, open to their questions and concerns. From their experience in Soviet classrooms, they seemed to anticipate a much more passive approach to learning."

While McKasy went to Kolpino with the intention of teaching, she feels that she "learned so much more than she taught them." Her most valued insight from the trip is "realizing how a government's ideology can affect people's behavior. The students, for example, initially viewed us as authorities whom they shouldn't question—until we encouraged them to interact with us. They were also encour-



Kristine McKasy was teaching at the Kolpino business school, in Russia, when the attempted Soviet coup took place last summer. After it failed, she went with friends to the city center, where they rode on horses and waved the new Russian flag.

aged, in no small part, by the fact that the coup failed and that, for the first time anyone could remember, there was open political debate."

"When news of the coup first broke, many of the students thought that Gorbachev had been assassinated and that things would quickly return to the old ways. However, when they discovered that he was being held hostage and that he might return to power, they became infuriated with the plotters and excited about his return. That changed the classroom atmosphere. Students began to shed their meek demeanor and ply us with questions."

McKasy returned home with a renewed appreciation for the democratic system. She says she "was overwhelmed by appreciation for the insight our country's founders had when they designed our system of government." Also, she learned that "the Russians are really wonderful people. For years both the Soviets and the Americans have been taught to view each other with fear and suspicion. Spending time with each other quickly erased those pred-

judices. All of us started to view the world as a much smaller and friendlier place."

McKasy's invitation to teach in Kolpino was arranged through TecLink International. TecLink, a St. Paul-based consulting firm, helps secure partnership agreements for American companies that wish to operate abroad and for foreign countries interested in American business expertise.

(David Pink)

Rosemount Chairman Heath honored with endowed chair

A new endowed chair has been established at the Carlson School, thanks to a gift by Emerson Electric Co., parent company of Rosemount, Inc.

The Vernon H. Heath Chair in the Department of Strategic Management and Organization honors Vernon Heath, the retiring founder and chairman of Rosemount, Inc., and celebrates 35 years of technological partnership between Rosemount and the University of Minnesota. It will deal with organizational innovation and change, and is the third endowed chair in the department.

Heath, a 1950 graduate of the Carlson School, has been Rosemount's champion of innovative organizational growth and change for 35 years. Under his leadership, Rosemount grew from a small manufacturer of sensor devices to an international leader in sophisticated

measurement and control products and systems for process industries. Rosemount is based in Eden Prairie, Minn.

In addition to serving as chairman and former CEO of Rosemount, Heath is a director of The Tennant Company; Super Valu Stores, Inc.; and Medtronic, Inc.; and is life director and former chairman of the Sister Kenny Institute. He was also a member of the Board of Regents of St. Olaf College and the Carlson School Board of Overseers, and is currently a trustee of the University of Minnesota Foundation. He was inducted into the Minnesota Business Hall of Fame in 1984.

Emerson Electric Co. is a worldwide manufacturer of a broad range of electronic, electrical, and other products for consumer, commercial and industrial markets. Fiscal 1990 sales totaled \$7.6 billion.

Houston and Nichols become new associate deans

Dean David Kidwell appointed Carlson School faculty members Michael J. Houston and Mary L. Nichols to new associate dean positions, effective January 1. The two positions replace the former Associate Dean of Academic Affairs.

As Associate Dean of Faculty, Houston is now in charge of the school's budget and facilities, and all faculty matters such as hiring, promotion and tenure, and the Ph.D. programs. All department chairs report to him.

A major task for Houston this year will be to oversee the strategic planning process and develop a plan to guide the school in its policy decisions, budget allocations, and activities in general, with the goal of realizing greater national and international impact.

"The goal of the plan, broadly speaking, is to identify exactly what steps the school needs to take to further realize its potential," Houston said. "The strategic planning process will encompass the concerns of all our constituents—faculty, students, staff, alumni, the rest of the university, the corporate community, and government—and we will seek their guidance and advice on what our strengths and opportunities are." The plan will also address how to continuously improve the school's existing strengths, one of which is generally acknowledged to be the exceptionally strong faculty.



Tim Rummelhoff

Michael Houston

Another area Houston will be focusing on is building a stronger sense of community at the school. "An important ingredient in making it possible for the school to realize its potential is for everyone to develop a school-wide, rather than departmental, perspective," he said. "We need to work on changing the culture of the school in this way."

Mary Nichols, who was named Associate Dean of Academic Programs, is now overseeing Undergraduate Studies, the MBA programs, and the MAIR, MBT and MS-MOT programs. The creation of an associate dean position dedicated to academic programs demonstrates the school's commitment to the educational component of its mission, she said.

Nichols explained that the primary objective of this position is to carry out a mandate to move the school's academic programs forward. "To accomplish this, we will look at the form and structure of the programs, we will explore how to



Tim Rummelhoff

Mary Nichols

deliver first-class administrative processes, and we will enhance the student educational experience," she said.

Undertaking a complete review of the MBA program is the first stage of this objective. Nichols is chairing an MBA Program Task Force that will make recommendations to the faculty by the end of spring quarter. "Our goal is to have program improvements in place by the fall of 1993," she said, "although we will implement some things immediately, when possible."

Nichols would also like to implement service improvements in all the school's programs as soon as possible. Another immediate goal of hers that affects all Carlson School students is to develop a learning climate that extends beyond the classroom. "I want the school to be a learning community, where there are opportunities for everyone to engage in informal debate, explore new areas of interest and develop leader-

ship—this atmosphere should be an essential element of a Carlson School education."

"My focus in all these activities will be on innovation," she continued. "I'd like to unleash the imagination of the faculty and students, and bring these ideas together into coherent programs. I'd like people to think about how we can capitalize on our assets and about what it is that is distinctive about the Carlson School."

Both Houston and Nichols agreed that it's an exciting time to be involved in creating change at the school. "The school is at a crucial point right now," Houston said. "We've made a lot of progress in the past few years, and whether we ultimately achieve our goal of being even more of a first-rate business school will be determined in the next couple of years. There's a lot of energy here now with our new dean, and a real sense of purpose, so it's a great time to be part of the dean's office."

Houston is a professor in the Department of Marketing and Logistics Management, and was the department chair prior to this appointment. Nichols is an associate professor in the Department of Strategic Management and Organization and is also director of the Strategic Management Research Center.

Also reporting to Dean David Kidwell is the Associate Dean of External Affairs, Randi S. N. Yoder, who has held this position since 1990. MMR

(Martha Douglas)

FACULTY UPDATE

NEW GRANTS

Mario Bognanno received a \$10,000 grant from the Canadian Embassy to co-sponsor the conference, "North American Free Trade: Labor, Industry, and Government Policy Perspectives," in November.

Joseph Galaskiewicz received grants from the Northwest Area Foundation and the Program on Non-profit Organizations at Yale University for a study on "Twin Cities Non-profit Organizations and Their Funding Environment."

Don Harper received a \$30,000 grant from the Center for Transportation Studies on "Analysis of Transportation Facilities and Services Available to Minnesota Exporters to Serve Pacific Rim Markets."

Paul Johnson has received a \$146,192 grant from U S West to study "Knowledge-Based Tools for Software Maintenance," an \$80,000 grant from IBM-Fishkill for a study on "Device Diagnosis and Feedback Expert Systems," a \$113,559 grant from IBM-Sommers to study "Smart Test Generation for Complex Devices," and a \$43,462 grant from the NSF for a study on "Generativity of Expertise."

Roger Schroeder has received grants from 3M and Honeywell for a study on "Improvement of Manufacturing Competitiveness."

PUBLICATIONS

Dennis Ahlburg, "Predicting Job Performance: What Do Professionals Know?," *International Journal of Forecasting*, 1992; "Forecast Accuracy Criteria: What Not to Use," *International Journal of Forecasting*, 1992; "Remittances and Their Impact: A Study of Tonga and Western Samoa," *Pacific Policy Monograph No. 7*, Australian National University.

Rajiv Banker, "Optimal Resource Allocation and Transfer Pricing," with S. Datar, *Contemporary*

Accounting Research, 1992; "Selection of Efficiency Evaluation Models," *Contemporary Accounting Research*, 1992; "Estimating Returns to Scale in Data Envelopment Analysis," *European Journal of Operational Research*, 1992; "A Monte Carlo Comparison of Production Frontier Estimation Methods," with V. Gadh and W. Gorr, *European Journal of Operational Research*, 1992; "An Empirical Study of Object-Based Output Metrics in a Computer Aided Software Engineering (CASE) Environment," with R. Kauffman and R. Kumar, *Journal of Management Information Systems*, Winter 1992; "Reuse and Productivity: An Empirical Study of Integrated Computer Aided Software Engineering (ICASE) Technology at the First Boston Corporation," with R. Kauffman, *MIS Quarterly*, September 1991; "A Case Study of Electronic Banking Operations at Meridian Bancorp," with R. Kauffman, *Information and Software Technologies*, April 1991.

George Benson, "The Effectiveness of Imprecise Probability Forecasts," with K. Whitcomb, *Journal of Forecasting*, 1992.

Avner Ben-Ner, "The Introduction of Markets in a Hypercentralized Economy: The Case of Romania," with J.M. Montias, *Journal of Economic Perspectives*, Fall 1991; "Non-profit Organizations in the Mixed Economy: A Demand and Supply Analysis," with T. Van Hoomissen, *Annals of Public and Cooperative Economics*, 1991; "Employee Ownership: An Overview of its Growing Incidence Around the World," with D. Jones, Industrial Relations Research Association Series, *Proceedings of the Forty-Third Annual Meeting*, 1991.

Philip Bromiley, "Paradox Or At Least Variance Found: A Comment on Mean Variance Approaches to Risk-Return Relationships in Strategy: Paradox Lost," *Management Science*, September 1991.

John Budd, "The Determinants and Extent of UAW Pattern Bar-

gaining," *Industrial and Labor Relations Review*, 1992.

Gary Carter, "Donative Transfers of Expensed Property and the Fundamental Inconsistency Rule of Hillsboro," *Tennessee Law Review*, Winter 1991.

John Dickhaut, "A Program for Finding Nash Equilibria," *The Mathematica Journal*, 1991.

Joseph Galaskiewicz, "Estimating Point Centrality Using Different Network Sampling Techniques," *Social Networks*, 1992; "Networks of Interorganizational Relations," *Sociological Methods and Research*, 1992; "Interorganizational Contagion in Corporate Philanthropy," with R. Burt, *Administrative Science Quarterly*, 1992; "Making Corporate Actors Accountable: Institution Building in Minneapolis-St. Paul, in *The New Institutionalism in Organizational Analysis*, Univ. of Chicago.

Jack Hughes, "Empirical Assessment of the Impact of Auditor Quality on the Valuation of New Issues," *Journal of Accounting and Economics*, December 1991.

Deborah Roedder John, "Age Differences in Children's Choice Behavior: The Impact of Available Alternatives," with R. Lakshmi-Ratan, *Journal of Marketing Research*, May 1992.

George John, "Do Norms Matter in Marketing Relationships?," with J. Heide, *Journal of Marketing*, April 1992.

Paul Johnson, "Fraud Detection: Intentionality and Deception in Cognition," with S. Grazioli and K. Jamal, *Accounting, Organizations and Society*, 1992; "Analysis of Expert Reasoning in Hardware Diagnosis," with N. Reed, *International Journal of Man-Machine Studies*, 1992; "Software Representation to Support Change," with K. Heisler, W. Tsai, Y. Kasho and J. Snyder, *IEEE Tools for AI Conference Proceedings*, 1990; "When Less is More: Representation and Selective Memory in Expert Prob-

lem Solving," with F. Hassebrock, P. Bullemer, P. Fox and J. Moller, *The American Journal of Psychology*, 1992.

Michael Keane, "Individual Heterogeneity and Interindustry Wage Differentials," *Journal of Human Resources*, January 1992; "A Note on Identification in the Multinomial Probit Model," *Journal of Business and Economic Statistics*, March 1992.

David Kelton, 1991 *Winter Simulation Conference Proceedings* (ed.), with B. Nelson and G. Clark; "Simulation," in *Macmillan Encyclopedia of Computers*, G. Bitter, G. Davis, D. Gabaldon, W. Grosky, C. Norris and M. Roblyer (eds.); "Empirical Input Distributions: An Alternative to Standard Distributions in Simulation Modeling," with A. Shanker, 1991 *Winter Simulation Conference Proceedings*.

Stephen LeRoy, "On the Arbitrage Pricing Theory," with C. Gilles, *Economic Theory*, 1991; "Econometric Aspects of the Variance Bounds Tests: A Survey," with C. Gilles, *Review of Financial Studies*, December 1991.

Alfred Marcus, *Managing Environmental Issues: A Casebook*, with R. Buchholz and J. Post, 1992; "Victims and Shareholders," with R. Goodman, *Academy of Management Journal*, June 1991; "Causes and Consequences of Leveraged Management Buyouts," with I. Fox, *Academy of Management Review*, January 1992; "EPA Organizational Issues," *Journal of Law and Contemporary Problems*, 1992.

Cheri Ostroff, "Training Effectiveness Measures and Scoring Schemes: A Comparison," *Personnel Psychology*, 1991; "The Effects of Climate and Personal Influences on Individual Behavior and Attitudes in Organizations," *Organizational Behavior and Human Decision Process*, 1992.

Paul Sackett, "A Monte Carlo Examination of Banding and Rank Order Methods of Test Use in Personnel Selection," with L. Roth,

Human Performance, 1991; "Ratee Race Effects on Performance Evaluation: Challenging Meta-Analytic Conclusions," with C. DuBois, *Journal of Applied Psychology*, 1991; "Employment Testing and Public Policy: The Case of Integrity Tests," in D. Saunders (ed.), *Human Rights and Employment: Interdisciplinary Perspectives*, 1992.

Linda Schneider, "A Taxonomy of Consumer Purchase Strategies in a Promotion Intensive Environment," with I. Currim, *Marketing Science*, 1991; "Consumer Purchase Behaviors Associated with Active and Passive Deal-Proneess," with I. Currim, *International Journal of Research in Marketing*, 1991.

Roger Schroeder, "The Effects of Organizational Context on Quality Management: An Empirical Investigation," with P. G. Benson and J. Saraph, *Management Science*, September 1991; "Strategic Management of Operations," with J. Anderson and G. Cleveland, *International Journal of Operations and Production Management*, 1991.

James Scoville, "Status Influences in Third World Labor Markets: Caste, Gender and Custom," ed. and author of four chapters, Berlin: de Gruyter, 1991.

Allan Shocker, "Brand Equity: A Perspective on its Meaning and Measurement," with R. Srivastava, *Working Paper Series*, Marketing Science Institute, 1991; "Consideration Set Influences on Consumer Decision-Making and Choice," with M. Ben-Akiva, B. Boccara and P. Nedungadi, *Marketing Letters*, 1991; co-edited, with R. Ruckert and R. Srivastava, a special issue of *Journal of Marketing Research* on brand management.

Mahmood Zaidi, "Social Ascription vs. Market Forces: Impact on MNC Employment Practices and Compensation in Thailand," with J. Lawler, V. Atmiyanandana and C. Hongladarom, in *Status Influences in Third World Labor Markets*, J. Scoville (ed.), Berlin: de Gruyter,

1991; "International Pressures on Industrial Relations: Macroeconomics and Social Concertation," with D. Mitchell, in *Participation in Public Policy Making: The Role of Trade Unions and Employers Associations*, T. Treu (ed.), Berlin: de Gruyter, forthcoming.

EDITORIAL APPOINTMENTS

Rajiv Banker, associate editor for *Information Systems Research*.

John Fossum, to the editorial boards of the *Journal of Labor Research* and *Human Resource Management*.

Joseph Galaskiewicz, to the editorial board of the *Sociological Quarterly*.

Laurent Jacque, to the editorial board of *Recent Developments in International Banking and Finance*.

Roger Schroeder, to the editorial board of *Asia Pacific Journal of Quality Management*.

Alfred Marcus, to the editorial board of the *Academy of Management Journal*.

HONORS, AWARDS & ACTIVITIES

Dennis Ahlburg will teach a new course, in a two-quarter sequence, on Public Policy and Economic and Demographic Change in the American Family. The course is offered through the Humphrey Institute.

Rajiv Banker received an award for the "Most Notable Contribution to the Government Accounting Literature" in 1991.

George Benson was re-elected president of the University of Minnesota Golf Club for 1992. He was also the advisor for the 1991 MBA Field Project Team of the Year.



Industrial Relations Professor and Director of International Program Development Mahmood Zaidi (right) and Alice Nakamura (center), University of Alberta, were honored for organizing the Conference on Economic Well-Being of Women and Children, which was hosted by the Carlson School Industrial Relations Center. The conference was the culmination of a joint U.S.-Canada project sponsored and funded by the Donner Foundation. Almost 50 scholars from the United States and Canada presented research papers. Selected papers will be published in *Journal of Human Resources*.

Avner Ben-Ner was on leave fall quarter at Northwestern University's Center for Urban Affairs and Policy Research.

Thomas Brush has been awarded the 1991 Free Press Award for Outstanding Research in Business Policy and Strategy, by the Academy of Management, in the Doctoral Dissertation Competition.

Balaji Chakravarthy was co-chair of the Minnesota Conference on Strategy Process Research, along with Yves Doz, of INSEAD. The conference focused on the scope of strategy process research, the methodologies appropriate to it, and some of the unique contributions that this stream of research can make to the theory and practice of strategic management. It attracted 90 scholars, 20 percent of whom were from Europe, and a follow-up conference was held in December, in France.

Gordon Davis represented the Carlson School at IBM University Partnerships Day in Bethesda, Md. IBM invited eight universities to participate to acquaint IBM managers and researchers with university research activities, so that partnerships might be facilitated. Other activities include: an invited presentation on "Managing the Doctoral Dissertation Process" and "How to Become a World-Class Scholar in Information Systems" to doctoral students at Jyväskylä, Finland; chairing the annual meeting of national representatives to Technical Committee 8 (Information Systems) of the International Federation for Information Processing (IFIP), the leading international body in the field; participation in an international conference in Helsinki on "Collaborative Work, Social Communications, and Information Systems"; a presentation on assessment of information systems and workplace technology at "The Workplace in 2001" conference;

and participation in the General Assembly and committee meetings of IFIP as chair of Technical Committee 8.

John Dickhaut is the Accounting Area head of the Economic Science Association.

Chris Earley received the Best Paper Award for the Organizational Behavior Division of the Academy of Management for a paper examining work group dynamics in the United States, the People's Republic of China and Israel; he will be one of three panelists discussing approaches to conducting sophisticated intercultural research at an all-Academy symposium this summer.

Joseph Galaskiewicz was a visiting scholar at the Institute of Ethnology, Academia Sincia, in Taipei, Taiwan, this fall.

Laurent Jacque has been elected to the Board of Water Technologies Inc.

Deborah Roedder John was elected treasurer of the Association for Consumer Research for 1992.

David Kelton was the general chair for the 1991 Winter Simulation Conference.

David Kidwell received the 1991 FMA Competitive Papers Award in the Fixed Income Research area for "RJR/Nabisco and Event Risk Protection: The Evolution and Valua-

tion of Event Risk Provisions in Corporate Debt." The competition is sponsored by the Fixed Income Analysts' Society and the Financial Management Association.

Alfred Marcus is on sabbatical at the Sloan School, M.I.T.

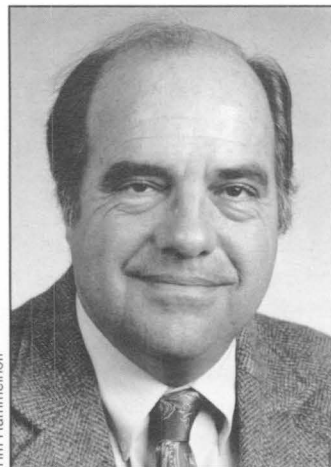
Linda Schneider was a participant in the Bush Faculty Development Program in Teaching Excellence.

Allan Shocker visited the Australian Graduate School of Management, Sydney, and the Graduate School of Management, Melbourne, to promote student/faculty exchange programs for the Carlson School.

Detmar Straub was the Carlson School's exchange scholar at Keio University, Tokyo, during April-August. While there he completed the Japanese portion of a cross-cultural study of the use of E-mail, FAX and traditional communications media, as part of an overall study of how organizations select, adopt and implement emerging technological innovations and how this affects productivity.

Andrew Whitman organized a seminar on Insurance Company Solvency, and testified as an expert on insurance and corporate risk management issues in several court cases.

Stephen LeRoy, new Carlson Professor of Finance, challenges established economics theories



Tim Rummelhoff

Stephen F. LeRoy, formerly a professor of economics at the University of California-Santa Barbara, joined the Carlson School faculty this fall as the Curtis L. Carlson Professor of Finance, one of four endowed finance positions created during the Minnesota Campaign. The search committee, in recommending him for the position, noted that several of his scholarly articles "have dramatically altered the received wisdom of academic finance and its research

orientation." Furthermore, the committee described him as "someone who generally writes an article for publication only when he has something of genuine importance to say."

LeRoy savors this last remark as one of "the few kinds of compliments you can really feel flattered by," especially considering that some of his articles were slow to find publication, although today they are lauded as seminal contributions to economics research. LeRoy's first jobs were at the Federal Reserve Bank of

Kansas City and the Federal Reserve Board in Washington. Macro and monetary economics have long been his primary interests, but recently he has become more involved in finance research. He notes that economics and finance "have developed a much more reciprocal relationship than they had in the past; while finance used to be focused on training practitioners, it now has a large and active interest in research, and a recent body of theory as sound as anything in economics."

And, practitioners themselves have over the last 30 years turned toward mathematical models developed in economics and finance for help in predicting the performance of financial markets. LeRoy explains, "having powerful mathematical models and the computational horsepower to implement them convinced Wall Street that theory might make a real contribution to the bottom line."

However, LeRoy is more interested in finding bedrock than the bottom line. His approach to economics questions is more analogous to a physicist's than an engineer's. As he puts it, "the physicist wants to understand the principles that keep a bridge up and the engineer wants to build bridges. It's not that there's any conflict between the two, it's just a difference in emphasis."

LeRoy's work has substantially altered some of the very foundations of the finance discipline. For example, his research regarding the capital market efficiency theory has rendered that theory at best in need of serious remodeling and at worst just plain wrong.

PRESENTATIONS & WORKING PAPERS

Dennis Ahlburg, "Fertility and Family Planning in Papua New Guinea"; "Male-Female Differences in Pay: The Importance of Job Characteristics," with P. Schumann; and "Human Capital and CEO Compensation in Nonprofit Organizations," with M. Lee.

Rajiv Banker, invited presentations at UCLA, San Diego State University, University of California-Irvine Department of Information Systems, Michigan State Uni-

versity, Rice University, Stanford University, University of California-Berkeley, MITRE Department of Information Systems, University of Wisconsin-Madison, and Columbia University.

Avner Ben-Ner, "A New Theoretical Framework for the Analysis of the Impact of Employee Participation, Profit Sharing and Ownership on Firm Productivity," and "Non-profit Organizations in the Mixed Economy," Northwestern University; "Discussion of Barter Among Non-profit Organizations," at the Conference on Non-profit Organizations, Case Western Reserve University; "Internal Governance in For-profit Firms and Non-profit Organizations: Should

Policy Differ?" Conference on Non-profit Organizations, Northwestern University; "Interdisciplinary Collaboration in Research on Non-profit Organizations," closing speech of the annual conference of the Association for Research in Non-profit Organizations and Voluntary Associations.

Mario Bognanno, "The Future Role of Labor Arbitrators," at the Mid-Year Meeting of the National Academy of Arbitrators.

Philip Bromiley, "Transaction Costs in Organizations with Trust," with Larry Cummings, at the International Strategic Management Society Meeting.

John Dickhaut, "The Sealed Bid- Offer Auction," with G. Sevcik, at the Economic Science Association Meetings and the University of Wisconsin; "The Sunk Cost Phenomenon and Escalation," with J. Berg and C. Kanodia, at the Economic Science Association Meetings.

John Fossum, "Research on Collective Bargaining," with J. Delaney, J. Fiorin, and M. Masters, at the Personnel/Human Resources Division, Academy of Management Doctoral Consortium.

Joseph Galaskiewicz, "An Urban Grants Economy Revisited: Company Contributions in the Twin Cities," at the Annual Meetings of the

The efficient capital markets doctrine holds that current information regarding a stock is already reflected in its price. For example, when you read in the paper that Northwest Airlines expects increased business, the net asset value of Northwest's stock should already reflect this anticipated gain.

LeRoy began to question the wisdom of this theory, however, as a result of his own experience with the stock market. In 1974, after paying off his graduate school bills, he invested a small sum and promptly lost over half of it during the 1974-75 stock market sell-off. But it puzzled him that the big market dip seemed completely out of proportion to any predictable change in dividends. Since then, he observed other drops that did not seem to have any correlation to available information, which led him to posit that perhaps capital markets weren't efficient, after all. The trick was to develop tests to prove whether the efficient capital markets model had predictions for the average volatility of asset prices.

LeRoy's tests eventually proved that stock prices, in relation to future dividends, exhibit more volatility than should be rationally expected. His work and that of other researchers leads to the conclusion that economists really do not have a good line on what determines asset prices, a conclusion that is both daunting and exhilarating.

"It's exciting," LeRoy says, "because it raises questions that wouldn't have seemed fruitful 15 years ago. For example: Do psychological factors systematically affect asset prices? Fifteen years

ago, the answer would have been that maybe individual traders are subject to psychological influences, but that the trend is not reflected overall in the data. Today, researchers would have to say that they can't exclude the possibility of psychological factors playing an important role over and above the objective data."

LeRoy believes that "We are not going to succeed in answering such questions until we broaden the traditional modes in which economists think about economic problems. The fact that we have trouble explaining why the Dow Jones can fluctuate so much suggests that those who try to incorporate psychological and sociological factors into their explanations cannot be laughed out of court. While a more generalized efficient capital markets theory based on orthodox economic theory may be developed, economists may also have to travel further from their home base to find answers to the way markets work. For example, the work of cognitive psychologists in documenting how people behave in situations of uncertainty might help economists develop a link between individuals' perception of uncertainty and fluctuations in asset prices."

LeRoy brings the national reputation he's earned for his path-breaking research to the Finance Department, which is a stone's throw from the Economics Department and a short stroll from the Psychology and Sociology Departments. If his hunch is right, these departments may find themselves moving even closer together.

(David Pink)

American Sociological Association; "Philanthropic Networks Among Corporate Chieftains," at the Second European Conference on Social Network Analysis; "A Longitudinal Analysis of Corporate Contributions in Minneapolis-St. Paul," at the Independent Sector's Spring Research Forum; "Networks of Interorganizational Relations," with M. Mizruchi, at the Sunbelt XI Social Network Conference.

Don Harper testified before the Minnesota House and Senate Transportation Committees on the rationale for the development of economic regulation of motor truck transportation in the United States and Minnesota.

Jack Hughes, "The Impact of Earnings Announcements on the Adverse Selection Problem of Market Makers," at the 2nd Annual Conference in Financial Economics and Accounting; served as a discussant at the Contemporary Accounting Research Conference on Emerging Issues in Accounting Research.

Laurent Jacque, "The International Control Conundrum with Flexible Exchange Rates," at the Freeman Center International Trade Policy Colloquium Series.

George John was invited to participate as a faculty presenter at the American Marketing Association's Doctoral Consortium.

David Kelton, "Measurement of Errors in Input Modeling," with A. Shanker, and "Practical Performance Parameters for Distributed Simulation," with M. Shanker, TIMS/ORSA Joint National Meeting; "An Overview of Initialization Problems and Methods in Steady-State Simulation," Texas A&M University; "Design and Analysis of Simulation Experiments, at SEMATECH, Inc., Austin, Texas; "Statistical Design and Analysis for Simulation of Manufacturing Systems," at the Technical University of Vienna, sponsored by the Federal Economic Board, Institute for Manufacturing Engineering; "Designing Simulation-Run Initial-

ization and Analysis," Catholic University of Leuven, Belgium; "Cures and Preventions for Starting and Stopping Simulations," Catholic University of Brabant, The Netherlands; "Using Flexible Parametric Families as Simulation Input Distributions," with A. Shanker, ORSA/TIMS Joint National Meeting; "Empirical Input Distributions: An Alternative to Standard Distributions in Simulation Modeling," with A. Shanker, at the 1991 Winter Simulation Conference.

Brian McCall, "Testing the Proportional Hazards Assumption in the Presence of Unmeasured Heterogeneity," at Dartmouth College.

Linda Schneider, "A Neural Network Model of Decision Weight Dynamics," with I. Currim and G. Esteban, at the Fall ORSA/TIMS conference; "Brand Distinctive Competencies Across Consumer Purchase Strategy Segments," with I. Currim.

Allan Shocker, "On the Managerial Relevance of a Theory of Market Behavior," at Dartmouth College, University of Toronto, American Marketing Association Doctoral Consortium, and the Australian Graduate School of Management.

Mahmood Zaidi, "Unions and Human Resource Management Practices in East and Southeast Asia," with J. Lawler, at the 44th Annual Meeting of the Industrial Relations Research Association; and "Measures of Excess Demand and Unemployment in Canada and the United States," with C. Siebert, at the North American Economics and Finance Association meetings.

The Proceedings of the 12th International Conference on Information Systems are being edited by Carlson School faculty and staff members Cynthia Beath, Janice DeGross and Gerardine DeSanctis, and Isak Benbasat, from the University of British Columbia. This conference is the premier academic conference in information systems. MMR

Incentives and markets research center studying institutional design

Some business problems are beyond the scope of a manager to address, even though they affect how he or she does business on a daily basis. These are problems whose source lies in the nature of fundamental business forces, and in how business institutions are designed.

This is the realm of research currently under way by accounting faculty members John Dickhaut, Kevin McCabe and others. They work within a computerized business environment to explore the design and behavior of market mechanisms, the impact of various financial strategies, and the effectiveness of certain training experiences. On a practical level, their research could help companies with everyday problems such as understanding how to recognize and drop a losing business proposition, analyzing the feasibility of creating markets within a firm to provide incentives, or

training employees to make decisions in highly volatile pricing situations.

Most recently, they have been studying market theories in the context of changes occurring in Eastern European countries, looking at what happens as a country changes from a bureaucratic to a market environment and how this affects attempts to crack new markets for trade or privatization.

Dickhaut and McCabe have developed software that builds environments in which the market forces of risk, conflicts of interest, inside information, escalating prices and reputation all exist. This allows them to experiment with various business situations in a laboratory setting, and develop and test theories about why things happen the way they do.

They have also made their technology available to students in managerial accounting and

advanced incentives courses. The lab setting provides students with training and experience that formerly only took place on the job.

These research and teaching activities have been organized as the Minnesota Institute for the Study of Incentives and Markets (MISIM), and have received funding from the Carlson School, the University of Minnesota and the National Science Foundation. MISIM researchers are exploring additional sources of funding, with the hope of eventually establishing a dedicated computer laboratory. They are also expanding their activities to involve members of the business community, to compare what happens in the lab with what happens in the real world, and to disseminate their findings to the business practitioner.

(Martha Douglas)

ALUMNI NEWS

From the president

by John Bergstrom, '85 MBA

Carlson School alumni were pleased to meet Dean Kidwell at our annual Leadership Workshop in September and at the first of this year's Executive Luncheons, in October. The dean expressed his interest in promoting greater activity in external relations and in maintaining and improving communication with alumni. The Alumni Council and the entire alumni organization are very pleased to welcome David.

The Alumni Council began the year with the Leadership Workshop, attended by over 40 committee members and other interested people. Plans for the year were reviewed, including the operations of six functional committees and the election of 1991-92 officers. A new Annual Event Committee has been formed this year to plan an annual forum of Carlson School departmental mini-courses, offering alumni the opportunity for an update in their fields of interest. Please see page 32 of this issue of the *MMR* for a complete list of Alumni Council committees and chairs.

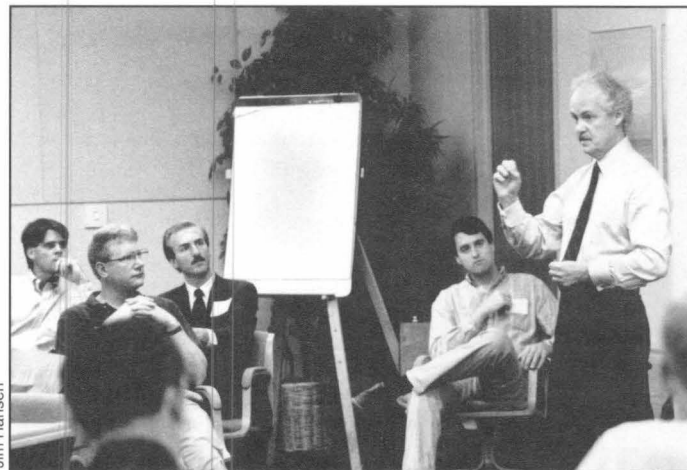
Alumni groups around the country were busy this fall. The Chicago Chapter, under the leadership of Jane Foreman, gathered for an evening cruise on Lake Michigan with a spectacular view of the Chicago skyline. The San Francisco Area Chapter gathered twice at Ricky's Sports Lounge & Restaurant in San Leandro to cheer on the world champion Minnesota Twins! The organizers were John Madson and Tom Hammer.

Although the Alumni Council provides the central forum for dissemination of information, planning and scheduling of alumni events for the Carlson School, other independent alumni organizations at the school represent a variety of special interests. The Council is particularly pleased with the success of the Executive MBA alumni group over the past year in sponsoring events, seminars and networking gatherings. Representatives of that group, the Industrial Relations alumni group and any other independent alumni organizations are invited to each of our Council meetings to exchange information and ideas.

I am pleased to announce that the Student Recruitment Committee received a Program Extraordinaire Award from the Minnesota Alumni Association for excellence in alumni programming for the 1990-91 year (see back cover).

How to receive more information about upcoming events

We're very excited about the schedule of events for this year. Please see the calendar on the inside back cover for events coming up over the next few months. Announcements giving more details are mailed regularly to MAA members, Alumni Council committee members and Career Advisors Network members. If you are not on one of these mailings lists and would like more information or if you would like to receive announcements by mail, please contact Alumni Director Jeanne Katz at (612) 625-1556.



Dean Kidwell met with alumni at the annual Leadership Workshop.

'38 Ernestine Pittelkow, BBA, resides in Sun City, Ariz.

'47 Ivar Awes, BBA, is president of the Awes Agency Inc., in Edina, Minn. His son, Todd Awes, '76 BSB, is COO. He writes, "If it hadn't been for WWII, I would have been in the class of '42."

'53 George Glotzbach, BBA, reports that his collection of Wanda Gag materials is now open for study by researchers. Wanda Gag, award-winning author-illustrator, was born in New Ulm, Minn. Her book *Millions of Cats*, published in 1928, is a children's literature classic and is now in its 62nd edition. Glotzbach, born and raised in New Ulm and now living in Maryland, began in 1990 to assemble a collection of life-and-times information on the Gag family, in cooperation with the Brown County Historical Society and the Wanda Gag House Association. His collection now numbers over 1500 items and includes unpublished manuscripts, illustrations, book and periodical contributions, and other items. For more information, contact him at 6 Sedgfield Court, Lutherville, MD, 21093.

'56 Robert Trudeau, BA, retired on December 31, 1983, as chief accountant of the City of St. Paul. He was the city's first Director of Finance, from 1972-1974. He is a member of Beta Alpha Psi and Beta Gamma Sigma. He and his wife married in 1949 and had four children—three CPAs and one in marketing and advertising.

'60 Frederic J. Rosenwald, MAIR, is the wage and salary administrator at Westinghouse Electric Corporation's Science and Technology Center in Pittsburgh, Pa.

'66 Charles Lawrence, BSB, is the Director of Housing Services at the University of Minnesota. He was in charge of housing athletes at the University for both the U.S. Olympic Festival and the International Special Olympics.

'68 Robert Duffy, BSB, is the vice president of North American Operations for A.T. Kearney, Inc., in Redwood City, Calif.

Elizabeth Abraham, '81 MBA, and Regina Van Duzee, '67 MBA— Two who are not afraid of flying

"It's an up-and-down industry. Down right now," says Regina Van Duzee. "But it's like an inside joke: Anybody who's ever worked in aviation doesn't want to leave."

Van Duzee hasn't left after almost 20 years in the business, working first for the FAA and now as an independent contractor advising various states and municipalities about the feasibility of their airport plans. She's also traveled to Taiwan to work with their Institute of Transportation on expanding the Chiang Kai-shek Airport in Taipei, and to Lagos, Nigeria, to work on a feasibility study for a large aircraft maintenance plant.

Though Elizabeth Abraham is a relative newcomer to the aviation industry, she sounds like someone out to prove Van Duzee's adage. The license plates on her car read LUV2FLY and after getting her pilot's license last year, she's spent more than her fair share of time doing just that. "It still amazes me whenever I take off," she says. "How can this 2600-pound thing get up in the air?"

Both Abraham and Van Duzee are working in a field that has traditionally been dominated by men. But beyond that, their experiences diverge. Van Duzee lives in Virginia and subcontracts her consulting work through a firm housed near the federal hub of aviation regulations in Washington, D.C. Abraham established her business, Aviation Matters, at the Anoka County Airport in the Twin Cities area, and uses her training in marketing, management and finance to advise fixed-base operations (which might be charter services

or flight schools attached to airports) on how to find new sources of revenue. "A lot of these are small family operations that haven't used much creativity to find funding. There are always ways to create more opportunities," Abraham says.

Van Duzee uses her expertise to advise states and municipalities on the prospects of improving or upgrading local airports. "We go in and find out about the demographics of an area. How many aircraft are based there? Are local projects affecting activity at the airport? We plug in the numbers, add in our personal judgment, and forecast how much use the airport will see."

Van Duzee doesn't have her own pilot's license but she loves to travel and fly. Her years in aviation include a two-year stint in the late '70s working in Alaska, where she flew to every corner of the state in every conceivable kind of aircraft. "In Alaska," she says, "you travel in an airplane or you don't travel."

Abraham has a wealth of expertise beyond Aviation Matters. She has a master's degree in psychology, is owner and vice president of a Twin Cities-based tool-and-die company, and is a lecturer at the Carlson School. She recently had the opportunity to combine two of her interests when a rush job at the tool-and-die plant required her to hop in her plane and fly a late-night delivery to a remote airstrip. It was an exhilarating experience, she says, "though I'm sure someone watching us would have to wonder, 'Now what are they dropping off here in the middle of the night?'"

(Tim Brady)



Jim Barbour

Elizabeth Abraham combines business expertise with a love of flying as founder of Aviation Matters, an aviation consulting firm.



Regina Van Duzee has traveled widely as an independent contractor working with the aviation industry. She is shown here in Nigeria, where she worked on a feasibility study for a large aircraft maintenance plant.

'70 Max Granzberg, BSB, is retired from the Minnesota Revenue Department. He made his stage debut at the Jewish Community Center singing in the vaudeville show "Primetime Follies of '91."

'71 William Ludwil, BSB, is director of quality assurance for the Carolina Turkey Company, in Mt. Olive, N.C.

'72 Herbert D. Ihle, BSB, was named senior vice president for finance, and controller at Northwest Airlines, in St. Paul.

'73 Didier Etienne, MS, is personnel manager of the Treasury and Capital Markets Division of Credit Lyonnais in Paris. She was previously head of the Corporate Forex Sales department.

'74 Daniel Browning, BSB, is director of EDI for Baxter Healthcare Corp., in Deerfield, Ill.

Wendell Eriksson, BSB, is a self-employed money manager, investment counselor and financial planner in Minneapolis. He is CFA, CFP, Licensed Public Accountant, and Registered Investment Advisor.

Dr. Ronald MacKinnon, MBA, is a Professor of Math and Computer Sciences at St. Francis Xavier University, in Nova Scotia.

Michael Styba, BSB, is assistant general manager of Seattle Operations for U S West. He transferred from St. Paul, where he was director of Center Operations East Region with U S West.

'75 Susan Wolf, MBA, is vice president of CHI-AM International in Minneapolis. She left Lossing Orthopedic after 16 years to join

her husband, Andrew Wolf, '70 BSB, in his import/export firm.

'76 Geoffrey Stellmacher, BSB, joined Independence Mortgage Corporation of Winter Park, Fla., in April 1991 as vice president for secondary marketing. He was previously vice president of secondary marketing at Market Street Mortgage, Tampa.

'77 Mark Zorko, MBA, is chief financial officer for Inverness Castings Group Inc., in Bangor, Mich. He was corporate controller of Zenith Data Systems Corp.

'78 James Froisland, MBA, is vice president of finance at All-steel Inc., in Aurora, Ill.

Steven LaMere, BSB, is a manufacturing materials manager at FMC Corp. in Fridley, Minn.

Howard Schwartz, '78 BA, '82 MBA, was awarded the American Healthcare Radiology Administrators Gold Award, the organization's highest honor. He is senior administrative director of the Department of Radiology at University of Minnesota Hospital and Clinic.

Richard P. Slight, BSB, passed away in June of 1991. He worked at the Du Pont Companies, in Del.

'79 Tom Buchner, '79 BBA, '87 MBA, is a co-founder of Broadview Consultants, a Minnetonka-based firm specializing in the measurement and development of managerial potential. He and wife, **Paula Buchner, '87 MBA**, just celebrated 11 years of marriage. They live in Roseville with their children, Philip and Lisa.

Eldene Rosenwinkel, BSB, is a product manager for DCR Technologies in Minneapolis.

Bruce Hendry, '64 BSB—Making a landmark deal

The newest label in the local beer market has one of the oldest pedigrees. When the old Schmidt brewery in St. Paul reopened its doors this past fall and started producing Landmark beer, as well as the original-formula Grain Belt beer, it marked the latest chapter in the history of one of the oldest breweries in the state. Almost a year and a half after the G. Heileman Co. closed, there was activity once again at the West Seventh Street plant, thanks in part to the deal-making ability of a familiar local figure, Bruce Hendry.

Hendry, an investor who works out of offices of the Minneapolis securities firm Craig-Hallum, has played a major role in the reorganization of a slew of troubled corporations in the past 10 years, including Kaiser Steel of California and the giant First Republicbank Corporation of Dallas. He was first approached on the Schmidt brewery deal by an old broomball-playing friend, Bill McMahon, whose brother Dick was trying to find investors to help buy the St. Paul plant from Heileman.

"Dick McMahon had a plan to reopen the plant, but he needed financing," says Hendry. "The Schmidt deal is not one of the larger deals I've worked on, but it's certainly been one of the most enjoyable."

After Heileman closed Schmidt in July 1990, several attempts were made to purchase the plant but all had died aborting. Then, in early November, with the help of a score of local investors led by Hendry, \$3.2 million was raised, enough to secure the property from Heileman. But there were hurdles to jump along the way.

"Heileman wanted to create some cash because they were in bankruptcy," says Hendry. "They also had bidders who were willing to pay more than I was willing to pay for the brewery, who wanted to tear it down. They knew if they sold it to someone who was going to set the brewery up again, they would be setting up their own competition. So Heileman was never a very motivated seller."

Local pressure to preserve the site as a working brewery—from neighborhood activists, union representatives, and the city of St. Paul—helped

keep the deal afloat. "The Chicago investor who wanted to raze the plant eventually backed away. The city sent him a letter outlining about 150 ways in which he wouldn't get all the permits he needed to tear the structure down, and I think that was enough to convince him to step aside."

There are more obstacles to face now that the purchase has been made. "To open up a brewery like this will likely require some operational losses," says Hendry. "While the purchase price was \$3.2 million, the cost of reopening is going to add another \$5 million."



Jim Barbour

Thanks in part to the deal-making expertise of Bruce Hendry, the old Schmidt brewery in St. Paul is operating once again, producing the new Landmark label and original-formula Grain Belt.

Just one example of a reopening expense came about because Heileman failed to properly drain pipes in the plant during its shut-down. They froze and burst and needed to be replaced.

But now the plant is functioning, the brewing process has begun and both beers are being distributed. "We had a world-class party when the first brew was bottled," says Hendry. "Governor Carlson, Senator Paul Wellstone and St. Paul Mayor Jim Scheibel were there helping to taste the first brew."

(Tim Brady)

Welcome to new Presidents Club members

The Carlson School is proud to announce the following new members of the Carlson School chapter of the University of Minnesota Presidents Club:

Sharon Darby Hendry, a 1985 graduate of the University of Minnesota, is a writer who recently spent four years working on a novel, which is now being considered for publication. She is married to Bruce Hendry, '64 BSB, and they have two daughters, aged 15 and 18. Her gift has been designated to the Alpha Kappa Psi Scholarship Fund.

David S. Kidwell, the new dean of the Carlson School, has joined the Presidents Club with an undesignated gift to the school.

Thank you and congratulations to our new members.

'80 **Shu-Yu Lin, MBA**, is a partner in KPMG Peat Marwick accounting firm in Taipei, Taiwan.

'81 **Pamela Cheseborough, MBA**, received her J.D. and law license and is moving to Florida to seek employment in immigration law. She writes, "I obtained my divorce and a sports car, and while I'll miss my friends in the tundra, I'm looking forward to another equally exciting decade!"

Shelley Smith Curtis, MBA, is corporate counsel for Oracle Corporation in Redwood Shores, Calif.

John Hammergren, BSB, is vice president and general manager for Kendall Healthcare in Mansfield, Mass.

'82 **Mark Erickson, BSB**, has been promoted from national marketing manager to regional manager of the Northern Region at Toshiba America/Computer Systems Division, in Parsippany, N.J.

Tim Stanga, BSB, is a contract specialist for the Prudential Insurance Co., in Marietta, Ga.

Darrell E. Sykes, MMI, is senior vice president and CFO for Ellerbe Beckett, in Minneapolis.

'83 **Mark Bakko, '83 BSB, '85 MBT**, has been promoted to senior tax manager for Deloitte & Touche, in Minneapolis.

Welcome Jerde, MBA, is the marketing director for Park Bank in St. Anthony Park, St. Paul. She and her husband have a 2-year-old daughter, Julia.

Scott Johnson, BSB, was promoted to branch manager for C.H. Robinson International, freight brokerage firm in Seattle, Wash.

Mark Lowder, BSB, has been promoted to vice president, international, at International Dairy Queen. He was previously a managing director in that division.

Steven Urke, BSB, is president of Sapp, Urke & Company, P.C., in Phoenix, Ariz. He graduated from the Executive MBA program at UCLA Anderson School of Management in September.

'84 **Christine Anderson, MBA**, is manager of custom research at Barlow Research Associates, a market research and consulting firm serving the financial services industry, in Minnetonka, Minn. Her second son, Ethan, was born June 20.

'85 **Finn Kristian Aamodt, '85 BSB, '86 MBA, and Marianne Mithassel Aamodt, '86 BSB, '87 MBA**, are the proud parents of Finn Magnus, born July 11. Finn is a consultant with Andersen Consulting in Oslo, Norway, and Marianne works at Norsk Hydro.

Miles Davenport, MBA, is director of U S West International in Englewood, Colo.

David Dripps, BSB, is a heavy-truck engineer with the Ford Motor Co. in Atlanta, Ga.

Scott Etnyre, BSB, is in sales for Alabama Cellular Communications, in Birmingham, Ala.

Craig Evans, MBA, is vice president of corporate market development at HSN Entertainment, a subsidiary of the Home Shopping Network, St. Petersburg, Fla.

Pamela Evans, BSB, is a revenue auditor for the Minnesota Department of Revenue in St. Paul.

Jonathan Kim, MBA, is an assistant professor at the International University of Japan, in Niigata.

Michael Murtaugh, BSB, is an account representative for KATE-AM/KRGR-FM Radio in Albert Lea, Minn. He married GERALYN McShane in October.

MBA Job Search Support Group formed

Do you have an MBA but no job? Today's tough job market and recent corporate downsizing are only two reasons why you may be currently unemployed. If you need support, encouragement and fresh ideas to help you look for work, we invite you to join our MBA Job Search Support Group. The group provides an informal atmosphere to brainstorm job search techniques and share networks. We understand the challenges of the job search!

The MBA Job Search Support Group meets on alternating Tuesdays at 7:00 p.m. at locations to be announced. If you are interested in participating, please contact Clare Foley in the Career Planning and Placement Office at (612) 624-0011.

Career mentors needed for students with disabilities

Career Connections, a program of the Office for Students with Disabilities at the University of Minnesota, is seeking individuals to serve as mentors. The main goal of the mentoring program is to match students with a professional who is currently involved in or employed in a related field of interest.

The student and mentor meet as agreed upon to discuss subjects of mutual interest. When possible, mentors are coordinated with an established alumni mentoring program. For more information, contact Donna Johnson, Career Connections, at (612) 624-6884.

'86 **Helen Ballinger, BSB**, is an accountant with EPI in St. Paul.

Glenn Davies, BSB, is an accountant with the Eaton Corp. in Eden Prairie, Minn.

Roug-Ruey Duh, Ph.D., is chairman and director of the Department and Graduate School of Accounting at National Taiwan University, in Taipei, Taiwan.

Dennis Jensen, BSB, is the director of international marketing at Burton Snowboards Inc., in Manchester, Vt. He frequently travels to Europe, Japan and South America.

Nora Whiteman, MBA, is a product manager for Nordic Track in Chaska, Minn. Her second child, Emelia, was born in July.

Barb Zeches, MBA, is manager of group information services at Minnesota Mutual, in St. Paul.

'87 **C. Gustavo Farell, MBA**, is president of Cesar-Scott, Inc., in El Paso, Texas. He left Honeywell to establish an international sales and marketing company that specializes in marketing to and from Mexico and Latin America.

Ann Koppe (Johnson), MBA, is a product development manager for the A.C. Nielsen Co. in Golden Valley, Minn.

Gary Peterson, MBA, is accounting manager at Western State Bank in St. Paul. He had a major role on the transition team that oversaw the conversion to an in-house computer system. His daughter, Anna Marie, is now two years old.

Michael Ward, MBA, is a business banking lender, in the Community Banking Group of First Wisconsin, in Waukesha, Wis.

'88 **Karena Casey, MBA**, is in marketing at the 3M Company in St. Paul.

Allen Lueth, '91 BSB—Striking gold with numbers

Allen Lueth struck gold last spring. Only a small amount, but enough to make him feel rich. "Yeah, it was a surprise," he says. "A good one."

In May, Lueth earned the top score in the nation in the Uniform Certified Public Accounting Examination, winning the Elijah Watt Sells Award—the gold medal. Twice a year almost 70,000 people take the two-and-a-half-day test, the standard-setter for accountants that allows them to put C.P.A. after their names.

Winning the award is heady stuff, but Lueth wants to keep it in perspective. "It's kind of like winning a marathon," he says. "You're happy about it, but you're out there running again. Now I've got to go out and get the job done."

Keeping things in perspective is one of Lueth's strengths, according to financial accounting instructor Terry Tranter. Calling him "probably technically the best accounting student we've ever had" and a student of "unlimited

potential," Tranter says Lueth is still "able to keep a very balanced life."

In addition to having an intelligence that seems as if it is "crackling," the 22-year-old Lueth was an active, friendly student to whom others were drawn, says Tranter. He was available for tutoring, and was never resented, as some students are, for being a "curve breaker."

Indeed, friendships are important to Lueth. An active member of Beta Alpha Psi, he says the fraternity was important for making contacts and understanding the accounting world, but developing friendships was just as important. "Whatever you do in life, you need to have fun," he comments. "Love what you do; do what you love. I love being with friends."

Lueth has always liked a wide variety of activities, including writing, reading, running and biking. He acted in high school, and says it was tough to make the decision to go into accounting.

"What brought me into it was all my relatives," he notes. His grandfather, brother and uncle are all accountants. "My brother really helped me out," says Lueth. "He gave a boost to my motivation when I needed it."

For now, Lueth is very satisfied in his job as an associate auditor at Coopers & Lybrand. In the future, Lueth says, he may be interested in working in Coopers & Lybrand's international exchange program, preferably in Germany, or perhaps working toward an MBA. Of this inquisitive and charismatic young man, Tranter says, he can go "as far as he wants to go."

(Yvonne Pearson)



Allen Lueth won a gold medal for earning the top score in the nation on the Uniform Certified Public Accounting Examination last May. He comes from a family of University of Minnesota accounting graduates. Shown here are James Lueth, '89, his brother; Allen Lueth; Stephen Dennis, '72, his uncle; and Warren Dennis, '46, his grandfather.

Larry Haberman, CEMBA, was recently named general manager of the Performance Division of Wenger Corp. in Owatonna, Minn. His division is responsible for manufacturing stages, acoustical shells, and the Showmobile. He previously spent 19 years as director of sales and marketing in the Truck Division of SPX Corp.

David Hellmuth, BSB, and Patricia Hessburg, BSB, were married on June 1. Patty is a sales consultant with Eastman Kodak, in Minnetonka, Minn., and David is a

third-year student at William Mitchell College of Law and is a law clerk for James D. Atkinson III.

Michael Weaver, BSB, has joined the firm of Messerli & Kramer as an associate engaged in general practice, in Minneapolis.

'90 **Christopher Anderson, BSB**, is a program representative at the Carlson Companies, Minneapolis. He married Sara Mohn in October, and they spent their honeymoon in Hawaii.

Mark Dolan, MBA, is the international marketing director for COTRA Limited in Taipei, Taiwan.

Jeff Kairies, '90 BSB, '91 MBA, recently accepted a position as customer service representative with the Ford Motor Co., Detroit, Mich.

'91 **Barbara Langmack, MBA**, is a marketing analyst with the 3M Company, in St. Paul.

Fred Harald Nomme, '70 BSB—A career in foreign affairs

"I have a problem sitting still for a long time," Fred Nomme laughs when he explains the variety of experiences he has had in his career as a member of Norway's Ministry of Foreign Affairs, as a private secretary to H.R.H. the Crown Princess, and now as vice president for IOC Relations, Hosting and Protocol, for the 1994 Winter Olympic Games.

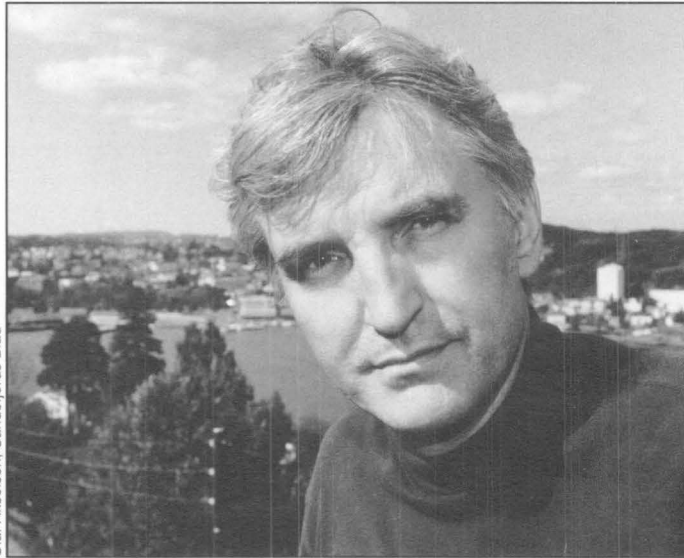
Nomme's longing to explore the world began when he was a child in the whaling town of Sandefjord, where he would watch people return from winters away with American chewing gum and Coca Cola. "I want to do that, too," he told himself.

In fact, he has done much more, and now has a multicultural family and lives a multicultural life. Working and living in New York, Saudi Arabia, Morocco and France with his Parisian wife, Evelyne Tissier Nomme, and their two daughters, his responsibilities have ranged from economic and political observation to helping people work out problems in multicultural marriages.

Much to his delight, both of his daughters continue to enjoy reaching out into the world. The eldest is at Smith College in Massachusetts, the youngest at University College in London.

Nomme says he is "lucky" to be in the Norwegian foreign service, in part because it is relatively small and thus allows its staff to deal with a wide variety of challenges. When he was in Norway's Saudi Arabian embassy from 1979 to 1981, he was one of a staff of three. Therefore he dealt with many issues, "economic, cultural, political, the press, the whole thing." He was in Saudi Arabia during one of the biggest surges in world oil prices, "a particularly interesting time," and, he says, "a lot of what I did was try to explain Saudi Arabian culture" to Norwegians.

As consul in France, on the other hand, where the culture was already familiar to Norwegians, he was engaged more in trying to solve individual personal problems, such as those relating to intercultural marriages, divorces, kidnapping, and so



Olaf Akselsen, Sandefjords Blad

Fred Harald Nomme has had a fascinating career in international affairs for Norway and is now vice president of IOC-Relations, Hosting and Protocol for the Lillehammer Olympic Organizing Committee. This photo was taken in August 1990, when he was in the Ministry of Foreign Affairs and negotiating the release of Norwegian hostages held in Kuwait and Iraq—all were home by Christmas.

on. He says it was "personally taxing" but also "fantastically rewarding to see the smile on someone's face when I helped them" solve a problem.

The same spirit of adventure that has guided his career so far prompted him to take the job he has now—as vice president for IOC Relations with the Lillehammer Olympic Organizing Committee (LOOC). "It's the same as when I was asked to take the job with the Crown Princess," he says. "The 1994 Winter Olympics will be the largest media event in this century in Norway, and you only get one chance this side of the millennium to do something like this."

Nomme will organize and take care of the program for the 1,200 to 1,300 "super-VIP" guests arriving from now until the end of the Winter Olympic Games in 1994. He is also in charge of coordinating LOOC relations with the International Olympic Committee in Lausanne, Switzerland. It is an exciting job for him. "Things have to be ready when the television cameras start running on February 12, 1994," he says. "Nobody can say, 'We will delay this for a week.' It's a tremendous live television show that has to be exactly right." (Yvonne Pearson)

1992 Business Day theme is Quality

The theme of Business Day 1992 is Quality: A Business Essential, to be held on Thursday, April 9 at the Radisson Metrodome Hotel. This will be the school's 32nd annual Business Day, and will serve as a forum for discussing how to achieve and maintain a quality-driven business. The concurrent discussion sessions will look at quality in different industries. Panel members will share their experiences in implementing quality programs in their organizations.

Business Week activities will take place April 6-10. They will include a barbecue, a volleyball tournament, the 3rd Annual Lip Synch and Talent Contest on April 10, special lectures, and other events.

Watch for more information on Business Day coming to you in the mail, or call Jeanne Katz at (612) 625-1556 for information on how to take part in any Business Week activities.

Alumni surveys still being collected

Questionnaires were mailed to all Carlson School alumni this fall, asking for updated information for our alumni records. If you have not yet returned your survey, don't worry—it's not too late! Please take a moment to complete it and send it back in the postage-paid envelope. Thank you. MMR

MESSAGE FROM THE DEAN

I am happy to present to you our annual overview of Carlson School programs and activities. This is one way we demonstrate how the school has fulfilled its mission of providing quality educational services to the region and the state through research, teaching and outreach programs.

The facts and data on the following pages tell part of the story of how we've carried out this basic mission. But there's more to the story, which is that the Carlson School makes an enormous impact on the economic vitality of Minnesota. Let me give you a few examples.

Every year hundreds of students graduate from our degree programs and begin their business careers. And every year hundreds of local and national companies that have job openings turn to the Carlson School for their hiring needs.

Many other students who come to us for continuing education return to their employing institutions with advanced skills and credentials. Our evening and weekend master's programs, as well as our non-degree executive education and employer education programs, provide a critical service to the business community by making it possible for their employees to continually upgrade their knowledge base.

Carlson School faculty, who are recognized worldwide for their scholarship, pursue collaborative research and work with a variety of profit and not-for-profit organizations to advance basic knowledge in many business fields. Their commitment to breaking new ground also finds its way into the classroom and translates into a superior educational experience for our students, and better prepared employees for the firms that hire them.

As budgets become tighter and competition with other schools becomes more intense, we are also exploring how we can serve our students better. The Placement Office is offering many new services for students to help them prepare for and carry out the job search process. We have begun a thorough review of our MBA program. This fall we held a series of Town Hall meetings for MBA students to gather their input on how to improve the program.

With almost 30,000 alumni around the world, we are also exploring new ways to reach out to them and keep them involved with the school. Three alumni chapters, in New York, Chicago, and San Francisco, were started last year.

I hope you will keep this broader picture in mind as you look through this report.

Another very important function of this report is that it gives us an opportunity to recognize the individuals and corporations who have made these activities possible through their generous contributions of time and money. I'd like to express my sincere appreciation to all our donors for their continued interest and involvement. Thank you for helping us provide the best possible opportunities for business education in the region.

Sincerely,



David S. Kidwell
Dean

1991 Annual Report

HISTORY

- Founded in 1919
- Named the Curtis L. Carlson School of Management in 1986

MISSION

- To understand and improve the process of management. The school seeks a national and international reputation through the preparation and placement of its graduates and the dissemination of its research. The school recognizes a special relationship with and responsibility to the region's businesses, labor unions, governmental units and not-for-profit agencies in furthering improved management study and practice.

FACULTY AND STAFF

- 127 full-time faculty; includes 24 endowed faculty positions
- 150 staff members

BUDGET

- \$23 million

1991 TEACHING AWARDS

In recognition of the Carlson School's commitment to providing high-quality teaching to its students, the following faculty were awarded for outstanding teaching during the 1990-91 academic year:

Carlson School Outstanding Teaching Award	Bruce Erickson
Herbie Award (<i>Industrial Relations</i>)	Ray Noe
Green Eyeshade Award (<i>Accounting</i>)	Terry Tranter
Rose Bowl Award (<i>Executive Development Center</i>)	Balaji Chakravarthy
Curtis Cup Award (<i>Carlson Executive MBA</i>)	Jim Gahlon
Finance Teacher of the Year	Peter Rosko

ALUMNI

- 28,500 alumni
- Located in 50 states, Washington, D.C., and 61 foreign countries
- 23 Outstanding Achievement Awards

DEGREE PROGRAMS

Carlson School degree programs and dates of founding:

- Bachelor of Science in Business
 - Regular program 1919
 - Accounting program 1926
 - Minor program 1989
- Master of Business Administration
 - Day program 1935
 - Evening program 1960
 - Carlson Executive program 1981
- Master of Arts in Industrial Relations
 - Day program 1953
 - Evening program 1984
- Master of Business Taxation 1978
- Master of Science in the Management of Technology 1990
- Ph.D. in Business Administration 1948
- Ph.D. in Industrial Relations 1963

ACCREDITATION

- Accredited by the American Assembly of Collegiate Schools of Business

PROFESSIONAL EDUCATION

- Executive Development Center:
 - Minnesota Management Academy
 - Minnesota Management Institute
 - Minnesota Executive Program
- Industrial Relations Center:
 - Employer Education Service
 - Labor Education Service

RESEARCH CENTERS

Research centers and dates of founding:

- Accounting Research Center 1977
- Entrepreneurial Studies Center 1989
- Industrial Relations Center 1945
- Institute for Financial Studies 1987
- Logistics Management Research Center 1987
- Management Information Systems Research Center 1968
- Operations Management Center 1983
- Strategic Management Research Center 1983

DEPARTMENTS

- Accounting
- Finance
- Industrial Relations
- Information and Decision Sciences
- Marketing and Logistics Management
- Operations and Management Science
- Strategic Management and Organization

INTERNATIONAL PROGRAMS

- MBA student exchange with top business schools in Brazil, France, Italy, Japan, Spain, Sweden and Switzerland
- Summer business program for graduate students with Université Jean Moulin-Lyon III in France
- Undergraduate study abroad in Austria, China, Denmark, France, Hungary, Japan, Singapore and Spain
- Faculty exchange programs in China, France and Japan

RANKINGS

- 4th among public business schools for faculty scholarship*
- 11th among all business schools for faculty scholarship*
- MIS area ranked 1st for faculty scholarship*
- MIS area ranked 2nd by *U.S. News & World Report*, 1990, 1991
- MIS area ranked 3rd by *Computerworld*, 1990
- Included in *Business Week's* "hidden 20" list, 1990 and 1991
- 15th in *Business Week's* most recent survey of MBA employers
- Included in *U.S. News & World Report's* list of five "up and coming" programs, 1990, 1991
- Industrial Relations program ranked 2nd best in country**

* University of Maryland study, 1989

** Ohio State University study, 1991

ENROLLMENTS

	1989-90	1990-91	1991-92
BSB*			
Accounting	328	342	335
Regular	648	638	575
Minors	48	61	79
MBA			
Day Regular	252**	219	214
Day Advanced Placement		97	95
Evening Regular	1223**	587	687
Evening Advanced Placement		593	556
Carlson Executive MBA	38	43	59
MAIR			
Day	101	105	129
Evening	108	86	119
MBT	125	150	150
MS-MOT	—	37	73
Ph.D.-Business Administration	109	114	128
Ph.D.-Industrial Relations	21	21	19

*Fall quarter only

**Combined regular and advanced placement programs

GRADUATES

	1988-89	1989-90	1990-91
BSB			
Regular	449	323	336
Accounting	190	134	147
Minors	0	5	8
MBA			
Day Regular	81	84	86
Day Advanced Placement	77	73	80
Evening Regular	93	102	96
Evening Advanced Placement	167	149	148
Carlson Executive MBA	19	26	12
MAIR			
Day	27	40	36
Evening	8	10	8
MBT	15	22	32
Ph.D.-Business Administration	16	17	15
Ph.D.-Industrial Relations	2	3	3

ALUMNI ORGANIZATIONS

The school's official alumni organization for BSB, MBA and Ph.D.-Business Administration graduates is the Alumni Council (AC), which is affiliated with the Minnesota Alumni Association.

Alumni volunteers work on six AC committees to provide programs and services to alumni, current students and the school.

The 1991-92 committees and officers are:

Chair

John Bergstrom, '85 MBA

Vice-Chair

Dan Marcotte, '86 MBA

Programs

Barb Langmack, '91 MBA

Spence Morley, '82 EE, '87 MBA

Mike Vitale, '87 MBA

Student Recruitment

Karen McLaughlin, '90 MBA

Jim Westerman, '89 MBA

Career Advisory

Greg Guenther, '87 BSB

Melissa Lindholm, '90 MBA

Annual Event

Tom Hauschild, '76 BSB, '81 JD

Bob Osgood, '86 MBA

International Forum

Prakash Puram, '81 MBA

Dale Weeks, '72 MBA

Fund-raising

Colleen Wheeler, '86 MBA

Additional members include:

Paul Wilkus, '75 BSB

Bill Poppert, '85 MBA

C. David Jones, '61 BSB, '70 MBA

Elizabeth Abraham, '81 MBA

1990-91 ALUMNI COUNCIL PROGRAMS AND EVENTS

<i>Date</i>	<i>Program/Event</i>	<i>Approximate Attendance</i>
8/28/90	International Forum on Business in the Soviet Union	80
9/12/90	Networking Night in St. Paul	50
9/15/90	Alumni Council Leadership Workshop—annual planning	40
9/19/90	MBA Mentoring Reception	150
10/3/90	Undergraduate Mentoring Reception	100
10/11/90	Alumni Reception in Chicago	40
10/12/90	Volleyball at Grandmas—alumni class teams	70
10/13/90	Alumni group attends the Homecoming Game	40
11/13/90	International Forum on Business in Eastern Europe	120
11/28/90	Venture Capital Seminar	80
12/22/90	Alumni attend Guthrie's "Christmas Carol"	50
2/25/91	International Forum on U.S./Canada Free Trade Agreement	60
4/05/91	MBA Preview Dinner	40
5/3/91	MBA Preview Dinner	100
5/21/91	International Forum on Careers in International Business	80
5/29/91	Seminar on Career Changes in Rapidly Changing World	80
5/30/91	Graduation party for graduating MBA students	120
6/26/91	Luncheon Seminar with E. Peter Gillette	35

Alumni Chapters in the New York, Chicago and San Francisco Areas were founded in 1991. The Alumni Chapter Chairs are:

New York Area

George Golub, '87 MBA

Chicago Area

Jane Foreman, '80 BSB, '82 MBA

San Francisco Bay Area

Tom Hammer, '87 MBA

For more information about Alumni Council activities, call (612) 625-1556.

A Carlson Executive MBA (CEMBA) chapter of the Alumni Council was launched in 1989. The chair is Richard

Murphy. For more information about the CEMBA alumni chapter, call (612) 624-1385.

Industrial relations alumni are served by the Industrial Relations Center Alumni Association. The 1990-91 president and vice president are Jean Herzberg, '72 MAIR, and John Thames, '76 MAIR, respectively. For more information, call (612) 624-9300.

ACCOUNTING AND GENERAL MANAGEMENT

The Carlson School's undergraduate curriculum enjoys national attention for its balance of liberal arts, communications and strong foundation in the management disciplines. It has been ranked one of the top ten undergraduate programs in the country by *Money* magazine.

The school offers two programs of study leading to the BSB degree—the accounting program, and the regular program, with nine areas of emphasis: actuarial science, banking, finance, small business management and entrepreneurship, marketing, logistics management, operations management and general management. There is also an option for a self-designed program. The BSB requires two years of pre-management, liberal arts education, followed by two years of coursework at the Carlson School.

MINOR PROGRAM

A minor program for Institute of Technology students was implemented in 1989, with 79 students currently enrolled.

PREFERRED ADMISSION PROGRAM

A new Preferred Admission Program was launched in 1990 to attract top high school seniors to the Carlson School. This program guarantees these students admission to the school in their junior year if they maintain at least a B average during the first two years of college. This fall, 38 freshmen are participating.

UNDERGRADUATE ADMISSIONS AND PROFILE DATA*

	1989	1990	1991
Regular program			
Number of applications	439	550	620
Number admitted	195	220	199
Percent of applicants admitted	44	40	32
Number of matriculants	176	196	202
Average overall GPAs—matriculants	3.24	3.25	3.33
Average age—matriculants	23	23	22
Percent female—matriculants	46	47	45
Percent minority—matriculants	6	8	10
Percent foreign—matriculants	2	3	3
Accounting program			
Number of applications	245	225	225
Number admitted	116	125	114
Percent of applicants admitted	47	55	51
Number of matriculants	105	111	120
Average overall GPAs—matriculants	3.35	3.31	3.35
Average age—matriculants	23	23	22
Percent female—matriculants	46	47	45
Percent minority—matriculants	6	7	3
Percent foreign—matriculants	2	3	3

*Data is for fall quarter only

UNDERGRADUATE AWARDS

The following undergraduate students received awards during the 1990-91 academic year:

Pillsbury Scholastic Achievement Award
Cathy Lakota

3M Marketing Leadership Award
Michele Rybak

Wall Street Journal Award
Michael O'Meara

Alpha Kappa Psi Scholarship Medal
Greta Carlson, Michael Egan,
Pam Rymer, Brett Reynolds,
Steve Alley, Allen Lueth,
Mark Vaupel,
Tim Amata, Kathy Ratz

Alpha Kappa Psi Tablet
Todd Williams, Sheila Saarela,
Virg Garbers, Eric Knobel

Business Association of Minorities Award
Todd Williams

Delta Sigma Pi Scholarship Key
Allen Lueth, Kathy Ratz,
Mark Vaupel

Tomato Can Loving Cup Award
Trent Spurgeon

THE CARLSON MBA

The Carlson MBA program was ranked 22nd in the country in the 1990 *Business Week* rankings. Located in an ideal environment for the study and practice of management, the program features: an emphasis on connecting theory and practice; a comprehensive, lock-step curriculum; active, well-motivated students; a growing number of opportunities to study abroad; and personal attention to students.

New developments in the MBA program are providing increased learning opportunities for students and broadening the background of the student body:

- **Increased fellowship money available.** Thanks to private contributions raised during the Minnesota Campaign, the school has increased fellowship money available for recruiting top students and can provide tuition fellowships for up to 30 entering students each year.

- **New student services.** The school has added personnel to assist students with advising, placement, internships and coordinating student activities.

- **MBA Program Review:** A task force has been formed to undertake a comprehensive review of the MBA program. All major constituents of the school will be involved in this review, which will look at the curriculum, student services, extracurricular activities, and other aspects of the student experience.

- **Increased study abroad opportunities.** In addition to the Summer Business Program in Lyon and the student exchange program with Keio University in Japan, the school now exchanges students with universities in France, Sweden, Spain, Italy, Brazil and Switzerland. These exchanges are made possible through the Programme International de Management, a network of 15 top business schools in 14 countries.

- **Fellowship program for American Indians.** The Carlson School is co-developer, along with the First Nations Development Institute, of a program that provides fellowships to American Indian students to earn an MBA degree, followed by at least one year of employment on a reservation. Five students are currently enrolled under this program.

MBA ADMISSIONS AND PROFILE DATA

	1989	1990	1991
Regular day program			
Number of applications	379	432	540
Number admitted	190	200	222
Percent of applicants admitted	50	46	41
Number of matriculants	95	106	102
Average GPAs—matriculants	3.20	3.23	3.33
Average GMATs—matriculants	578	594	611
Average age—matriculants	27.8	27.3	27.3
Percent female—matriculants	20	30	30
Percent minority—matriculants	4	6	6
Percent foreign—matriculants	23	12.5	11
Advanced Placement day program			
Number of applications	172	144	164
Number admitted	126	126	118
Percent of applicants admitted	73	88	72
Number of matriculants	74	82	81
Average GPAs—matriculants	3.40	3.35	3.41
Average GMATs—matriculants	583	573	589
Average age—matriculants	26.4	26.3	26.7
Percent female—matriculants	32	24	28
Percent minority—matriculants	4	4	0
Percent foreign—matriculants	8	12.2	7.5
Evening program			
Number of applications	506	519	497
Number admitted	340	342	347
Percent of applicants admitted	67	66	70
Number of matriculants	314	296	289
Average GPAs—matriculants	3.30	3.25	3.25
Average GMATs—matriculants	590	600	599
Average age—matriculants	28	28.5	28.8
Percent female—matriculants	40	33	34
Percent minority—matriculants	3	4	5
Percent foreign—matriculants	1	1	0

THE CARLSON EXECUTIVE MBA

The Carlson Executive MBA (CEMBA) Program is designed for professionals who have had at least eight to ten years of experience and wish to pursue an MBA degree through an innovative format. It is a two-year program that meets on Friday and Saturday on alternating weeks, allowing students to continue working full-time while attending graduate school. The curriculum is designed to sharpen managerial and decision-making skills and help prepare individuals for greater career responsibilities. A typical class size is 35 students. Students, on the average, have 17 years of work experience and are 39 years old. They come

from a variety of organizations and typically have the financial support of their organizations. CEMBA staff provide complete services to students, including purchasing their books and completing their registration.

MASTER OF ARTS IN INDUSTRIAL RELATIONS

Recognized as one of the top-ranking programs nationwide, the master's program in industrial relations (MAIR) has the largest enrollment of any industrial relations graduate program in the country. Its ranking is based on its faculty's reputation, the success of its large alumni body and its involvement with employers, unions and public-policy makers.

At the Carlson School, industrial relations broadly encompasses key aspects of the employment relationship: staffing, training and development; organization; compensation and reward administration; human resource allocation; and collective bargaining. These are supplemented with related field work in one or more of the fields of business administration, economics, history, law, psychology, sociology, statistics and other social sciences.

MASTER OF BUSINESS TAXATION

The Master of Business Taxation (MBT) program prepares individuals for careers in personal and business taxation. It is a joint program involving the Graduate School, the Carlson School and Continuing Education and Extension. Now entering its 14th year of operation, the program is offered exclusively in the evening, with 150 students currently enrolled. About 90 percent of the degree candidates are employed downtown. A significant percent of MBT graduates have risen to upper management positions in their firms. Twenty percent are partners or sole proprietors in accounting and law firms, and another 11 percent hold the title of president, vice president, treasurer, director or CFO.

MASTER OF SCIENCE IN THE MANAGEMENT OF TECHNOLOGY

A master's degree in the management of technology (MS-MOT) is being offered for the second year through the Center for the Development of Technological Leadership, co-sponsored by the Carlson School and the Institute of Technology. The program is geared to preparing experienced engineers and scientists for management roles in technology-intensive organizations. About 80 percent of the classes are taught by Carlson School faculty. Classes are held on Fridays and Saturdays. This fall 73 students are enrolled in the program.

MAIR ADMISSIONS AND PROFILE DATA

	1989	1990	1991
Day program			
Number of applications	81	87	106
Number admitted	63	59	78
Percent of applicants admitted	78	68	74
Number of matriculants	38	38	54
Average GPAs—matriculants	3.35	3.36	3.37
Average GREs—matriculants	501/575*	545/606*	493/583*
GRE percentile—matriculants	59/54*	69/62*	55/56*
Average age—matriculants	24	25	25
Percent female—matriculants	55	68	62
Percent minority—matriculants	5	2	13
Percent foreign—matriculants	n/av	3	9
Evening program			
Number of applications	35	42	44
Number admitted	27	28	31
Percent of applicants admitted	77	67	70
Number of matriculants	26	27	27
Average GPAs—matriculants	3.24	3.16	3.31
Average GREs—matriculants	547/573*	512/559*	539/578*
GRE percentile—matriculants	70/53*	60/50*	67/55*
Average age—matriculants	31	28	28
Percent female—matriculants	69	59	81
Percent minority—matriculants	0	4	4
Percent foreign—matriculants	0	0	4

*verbal/quantitative

MASTER'S STUDENT AWARDS

The following MBA students received awards during the 1990-91 academic year:

Wall Street Journal Award

David Alampi

Field Project of the Year Award

David Alampi, Elisa Cockburn, Sergio Fernandez-Truji and Bruce King, for a project at Carlson Companies in frequency marketing

PH.D. IN BUSINESS ADMINISTRATION

The Ph.D. program in business administration offers advanced graduate education for students seeking academic positions in leading universities, and research-oriented opportunities in business and government. It is aimed at teaching, research and service careers. The program is designed for individuals who have the intellectual capacity for advanced study, who enjoy independent research and analytical thinking, who wish to master a discipline within business administration, and who hope to contribute to its future development.

The primary objective of the program is to prepare students to conduct rigorous, high-quality research. Students acquire specialized knowledge and expertise in one of six areas of concentration: accounting, finance, information and decision sciences, marketing and logistics management, operations and management science, and strategic management and organization.

Carlson School Ph.D. students are in high demand and have a good placement record at universities throughout the world.

The Carlson School invests over \$1 million each year in support of its business administration Ph.D. students, and provides every admitted student with a competitive financial aid package for four years in the form of fellowships, research assistantships, teaching assistantships and tuition waivers. The program is designed to give students a good balance of both teaching and research experience.

PH.D. IN INDUSTRIAL RELATIONS

The Ph.D. program in industrial relations is considered one of the top three in the country. With 21 students currently enrolled, it is also one of the largest.

Students in the program are primarily interested in academic careers. Graduates of the program have found teaching positions at leading universities around the world.

Last year an Ohio State University study ranked the Industrial Relations graduate program 2nd best in the country.

PH.D.-BUSINESS ADMINISTRATION ADMISSIONS AND PROFILE DATA

	1989	1990	1991
Number of applications	298	359	383
Number admitted	38	48	40
Percent of applicants admitted	13	13	10
Number of matriculants	18	21	29
Average undergraduate GPAs—matriculants	3.44	3.56	3.56
Average GMATs—matriculants	651	672	677
Average age—matriculants	31	29	30
Percent female—matriculants	33	35	34
Percent minority—matriculants	6	0	0
Percent foreign—matriculants	56	30	24

PH.D.-INDUSTRIAL RELATIONS ADMISSIONS AND PROFILE DATA

	1989	1990	1991
Number of applications	20	30	29
Number admitted	8	9	9
Percent of applicants admitted	40	30	31
Number of matriculants	6	6	4
Average undergraduate GPAs—matriculants	3.42	3.34	3.45
Average GREs—matriculants	476/702	548/700	605/710
GRE percentile—matriculants	51/82	70/81	80/82
Average age—matriculants	26	29	29
Percent female—matriculants	50	33	50
Percent minority—matriculants	0	0	0
Percent foreign—matriculants	50	20	25

EXECUTIVE DEVELOPMENT CENTER

The Executive Development Center (EDC) offers several high-quality, short-term programs for practicing executives. These include residential programs, customized in-house programs for client companies and an exclusive lecture series, the 21st Century Program.

The residential programs include the Minnesota Management Academy, designed for newer "front-line" managers; the Minnesota Management Institute, for mid-level managers in significant operational positions; and the Minnesota Executive Program, for men and women in upper management positions.

During the past year EDC program enrollments continued to grow. These advances are due in large part to the quality improvements developed by the faculty.

INDUSTRIAL RELATIONS CENTER

Outreach activities are an integral part of the Industrial Relations Center's mission. Support from the Industrial Relations Education Fund enables the center to provide educational opportunities to employers, labor unions and business practitioners.

• **The Employer Education Service** provides professional development training and education opportunities to business, government and non-profit organizations in Minnesota and the Upper Midwest.

In 1990-91, EES presented 178 seminars and programs, which were attended by more than 5,500 individuals. Over 4,360 participants attended other public programs, and another 1,200 attended the Breakfast with the Expert series.

• **The Labor Education Service** conducts conferences, institutes and short courses for labor union representatives, produces videotapes for documentary and classroom use, and publishes reports.

Last year LES programs reached over 5,000 trade union men and women through 42 programs offered in the Twin Cities and 15 programs in greater Minnesota. These participants were members of 41 trade union organizations.

EXECUTIVE DEVELOPMENT CENTER PARTICIPATION

	1989	1990	1991	1992
Minnesota Executive Program	33	42	46	46
Minnesota Management Institute	31	39	45	50
Minnesota Management Academy	43	54	70	77
Customized-house programs	138	264	317	405

INTERNATIONAL PROGRAMS

The Carlson School continues to expand its international business programs for students and faculty. These programs are coordinated by the International Program Development Office.

International topics are addressed in courses at all degree levels. Undergraduate students take required international courses or may choose a self-designed international emphasis and take courses throughout the university. Foreign studies courses are also offered through co-sponsored programs in Austria, China, Denmark, France, Japan, Singapore, Spain and Hungary.

A growing number of executives in international business are offered for MBA students. They may participate in study-abroad programs at top business schools in Brazil, France, Italy, Spain, Sweden, and Switzerland. The schools in these countries are members of Programme International de Management, a network of 15 business schools in 14 countries that exchange MBA students. The Carlson School also co-sponsors a five-week summer business program with the Université Jean Moulin-Lyon III in France and a study-abroad program with Keio University's Graduate School of Business in Japan. Scholarships to study abroad are available to undergraduate and master's students.

Funding is also available to faculty to conduct research in international business and to travel abroad for international conferences and symposiums. Carlson School faculty may take part in exchange programs with the Université Jean Moulin-Lyon III, with Keio University in Tokyo, and with the Shanghai University of Finance and Economics in the People's Republic of

China. They may also teach, on a short-term basis, at the Graduate School of Business Administration in Zurich.

• **Management education in Eastern**

Europe: The Carlson School is participating in a \$1.8 million project on Management and Economic Education for Poland. This project was funded by the U.S. Agency for International Development and was developed by Partners for Economics and Management. The other partners are the Humphrey Institute of Public Affairs and the Department of Agriculture and Applied Economics at the University of Minnesota, the American Trust for Agriculture in Poland, Land O'Lakes, Inc., and Sparks Companies, Inc. Nine faculty members are involved in this project. Carlson School faculty will work with the Warsaw School of Economics faculty to develop an American-style management curriculum adapted to Polish needs. The first year of the project has been successfully completed, and the partners have been invited to reapply for a renewal of the grant for the 1992-93 academic year.

Discussions are also underway to develop an exchange relationship between Moscow State University (MSU) and the University of Minnesota, with the Carlson School as the lead academic unit. In response to a visit to Moscow by two Carlson School representatives in February 1991 exploring involvement in business education programs, an MSU delegation visited the Carlson School and the University in August. President Hasselmo has formally invited MSU Rector Logunov and his colleagues to visit campus again this academic year to sign a protocol of intent at the university-to-university level to indicate a serious interest in pursuing further discussions.

CAREER PLANNING AND PLACEMENT OFFICE

The Career Planning and Placement Office (CP&P) assists students and alumni in planning their careers and locating jobs, and serves as a liaison between students and employers.

Carlson School graduates are rated very highly by employers. They are recognized for their strong work ethic, and for being bright and realistic about the business world. Many employers comment on their outstanding performance on the job. In a recent *Business Week* survey, recruiters ranked the Carlson School 15th among 32 top business schools.

1990-91 OVERVIEW

- 169 companies visited campus
- 435 interview schedules set up
- 4,214 interviews with students conducted
- 301 jobs listed with the office
- 446 job offers made
- 11,047 student resumes sent to companies
- 840 alumni resumes sent to companies

MBA SALARIES BY CONCENTRATION

<i>Concentration</i>	<i>Average</i>
Accounting	\$37,971
Finance	\$38,794
Management	\$41,171
MIS	\$39,500
Marketing	\$41,054
Operations	\$42,945

1990-91 SALARY OFFERS

	<i>Annual range</i>	<i>Annual average</i>
Master's degrees		
MBA	\$25,600-\$62,500	\$40,103
MAIR	\$27,000-\$49,000	\$38,418
Bachelor's degrees		
BSB-Accounting (all areas)	\$17,500-\$31,000	\$25,985
Public Accounting	\$18,500-\$28,000	\$27,156
Industrial Accounting	\$16,800-\$28,000	\$24,489
BSB-General	\$13,200-\$42,000	\$24,753

Salary statistics reflect the offers of students registered with the Placement Office

STUDENT SERVICES

The CP&P office assists students with career planning and research, resume writing, interviewing techniques and job search strategies.

Undergraduate services: Individual counseling is available to undergraduates. They may also take part in a modified Videotaped Mock Interview Program and in seminars for both juniors and seniors, along with other small-group sessions.

Master's-level job search preparation: The Carlson School offers one of the most comprehensive career planning and placement programs in the country for master's students. This includes a Videotaped Mock Interview Program, in which students and professionals team up for a videotaped interview, which is then critiqued to hone students' skills in presenting themselves and in answering tough questions.

Each fall a two-day Job Strategy Workshop prepares students for all aspects of the job search process. Additional workshops are held on second interviews and job search strategies.

Each year Carlson School personnel and students attend job fairs in other major cities, giving students the opportunity to apply for openings with out-of-town employers.

Alumni services: Alumni may come to the CP&P office to look at job listings, or they may formally reactivate. For \$15 they

receive a monthly job list, along with any updates. Their resumes are kept on file and referred to employers on request.

Career information: Extensive information on the job search and careers is provided to students through a Job Search Handbook, student newsletters, comprehensive guides on business careers, Career Information Sessions on specific companies and professional areas, and company literature.

Internships: The CP&P office assists companies in hiring students for internships and assists students in finding summer internships. Four formal internship programs are offered: Industrial Accounting, Public Accounting, MBA and MAIR.

Free long-distance telephone service: A long-distance telephone line was installed last year for students to use to contact employers across the country and internationally at no cost.

Alumni network: Students have access to a large and well-developed Alumni Career Advisors Network that supports placement activities. A student-to-student Career Advisors Network has also been instituted.

Campus interviews: The office schedules campus interviews for students with visiting companies and posts job openings for full-time, part-time and summer jobs, as well as internships.

SALARY OFFERS BY TYPE OF EMPLOYER

<i>Type of employer</i>	<i>Percent offers (Bachelor's)</i>	<i>\$/year Average</i>	<i>Percent offers (Master's)</i>	<i>\$/year Average</i>
Accounting	19.0	27,156	1.2	40,500
Aerospace	2.0	21,100	.6	26,000
Automotive & mechanical equipment	1.2	29,200	2.9	33,500
Banking	6.6	23,269	4.8	36,714
Finance	8.7	24,831	2.9	43,000
Insurance	3.7	21,923	2.4	38,667
Bldg. materials mfg. & gen. bldg. constr.	.4	21,000	—	—
Chemicals, drugs & allied products	5.8	28,917	14.9	40,369
Computers & business machines	2.5	27,083	3.6	35,900
Electrical machinery & equipment	.8	22,000	—	—
Electronics & instruments	1.2	28,580	2.9	40,125
Food & beverage processing	6.6	27,207	11.4	43,656
Glass, paper, packaging & allied products	1.2	29,600	8.4	44,046
Health care products & hospital supplies	1.2	28,138	2.9	44,288
Health care & medical services	1.6	19,250	3.6	40,625
Merchandising & services	24.0	23,349	10.2	35,600
Petroleum & allied products	.4	25,000	4.2	39,833
Research/consulting organizations	6.2	25,527	10.8	42,000
Utilities & transportation	2.9	27,693	8.9	37,200
Federal government	—	—	1.2	29,150
Non-profit & education	2.1	21,375	1.2	45,575
Other	1.9	25,667	1.0	40,000

Marketing: Carlson School deans and the CP&P director visit potential employers both locally and out of town, to market the school's placement services and graduating students. The office also sends resumes of graduating students and alumni registered with the office to employers with job openings.

SERVICES TO EMPLOYERS

The Career Planning and Placement Office is recognized by employers for its service orientation, professionalism and responsiveness to employers' requests.

Campus interviewing: Regular campus interviews are scheduled from October through May, or at other times of the year if needed.

Job listings: The office maintains a listing of permanent, part-time and summer jobs. The job notices are posted and sent to alumni registered with the office.

"New Grad" and "Available Immediately" lists: The office publishes lists of capsule resumes of students graduating each quarter and of the prior year's graduates who are actively looking for jobs. Employers frequently use these to fill immediate openings.

Resume books: Each fall books containing complete resumes of all master's degree candidates are published and distributed. Books containing resumes of master's and undergraduate intern candidates are available in January and March, respectively.

Resume referral: Resumes of master's degree students, undergraduates and alumni are sent to employers upon request for openings in specific areas.

Special events: Regularly scheduled special events include an Undergraduate Career Fair, an MBA Corporate Reception, and a schoolwide Business Day.

**1990-91
RECRUITING COMPANIES**

- 3M
 A B Dick Company
 ABB Inc.
 ADC Telecommunications, Inc.
 Abbott Laboratories
 Adrian Helgeson & Co.
 Aequitron Medical
 Alliant Techsystems
 Ambrosia Chocolate Company
 American Express
 American International Group
 American Management Systems
 Amoco Corporation
 Andersen Consulting
 Apogee Enterprises
 Apple Computer, Inc.
 ARCO Oil & Gas
 Arthur Andersen & Co.
 Ashland Petroleum
 Aspen Medical Group
 AT&T
 Automatic Data Processing
 Baune Dosen
 BEI Management, Inc.
 Broadway Seymour
 Burlington Industries
 Burlington Northern Railroad
 C.F. Lake & Company
 C. H. Robinson
 CSC Partners
 Campbell-Mithun-Esty
 Cardiac Pacemakers, Inc.
 Cargill, Inc.
 Carlson Companies
 Carlson Poston & Assoc.
 Carnation Company
 Champion International Corp.
 Charles Bailly & Co.
 Chase Manhattan Bank
 Chevron Corporation
 Chrysler Corporation
 Citicorp Mortgage
 Colgate-Palmolive
 Coopers & Lybrand
 CUNA Mutual
 Curtis Marketing Corporation
 Cypress Semiconductor Corporation
 Dana Corporation
 Dayton Hudson Corp.
 Deere & Company
 Deloitte & Touche
 Deluxe Check Printers
 Dow Chemical USA
 Dun & Bradstreet Software
 Duplex Products
 EDS
 E.J. Brach Corporation
 E. & J. Gallo Winery
 Eaton Corporation
 Ecolab, Inc.
 Eddie Bauer, Inc.
 Equitable Financial Companies
 Equitable of Iowa
 Ernst & Young
 Exxon
 Facility Systems
 FHP Health Care
 Fidelity Bank
 First Bank System
 FMC Corporation
 Ford Motor Co.
 Frito-Lay
 GE Capital Fleet Services
 General Electric
 General Mills, Inc.
 Geo. A. Hormel
 The Gillette Company
 Graber Industries
 Grant Thornton
 Great-West Life Assurance
 H. B. Fuller Company
 Hallmark Cards
 Hansen Jergenson & Co.
 Harris Corporation
 Health One
 Hewlett Packard
 Honeywell, Inc.
 Hughes Aircraft
 Humana Inc.
 Hutchison Technology
 IBM Corporation
 ICI Americas, Inc.
 IDS Financial Services
 Intel
 International Multifoods
 Internal Revenue Service
 J C Penney
 J.M. Smucker Co.
 John Hancock Financial Services
 Johnson Brothers Wholesale Liquors
 Jostens, Inc.
 K-Mart Corporation
 Kimberly-Clark Corporation
 KPMG Peat Marwick
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Each year the Career Planning and Placement Office selects one recruiter to receive the Recruiter of the Year Award. Selection of the award is based on student surveys. This year's recipient was **Larry Wheeler**, vice president and general manager, Pillsbury Pizza Group, Pillsbury/Grand Metropolitan. He has not only recruited actively, but has also been instrumental in promoting a strong partnership between the Carlson School and Pillsbury.

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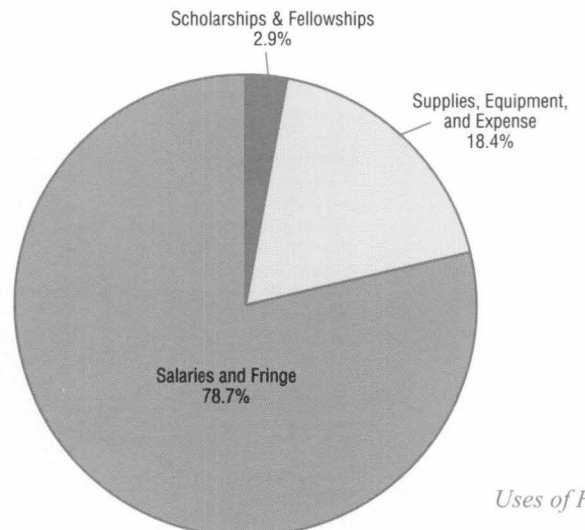
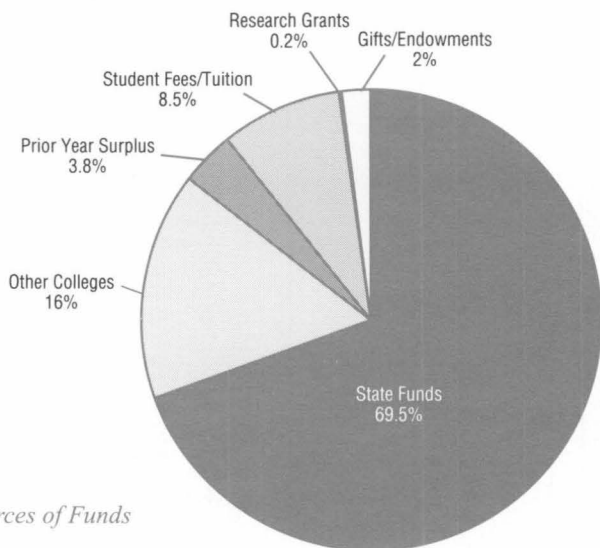
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 Caring & Sharing Foundation
 Caterpillar Foundation*
 Champion International
 Corporation*
 Chemical Bank Corporation*
 Cherry Tree Management
 Corporation
 Chevron USA Inc.*
 Chrysler Corporation Fund*
 CIGNA Foundation*
 Citicorp-Citibank*
 COM/Energy Services
 Company*
 Commercial Intertech
 Foundation*
 Control Data Corporation
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 Foundation*
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 Cowles Media Company*
 Cray Research Foundation*
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 Ecolab Foundation*
 Emerson Electric Company*
 Equitable Foundation*

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 Exxon Education
 Foundation*
 FMC Foundation*
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 Felhaber, Larson, Fenlon &
 Vogt
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 Foundation*
 First Bank Systems*
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 Oregon
 First National Bank of
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 Freedom Forum*
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 GMAC Residential Funding
 Corporation
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 General Mills Inc.*
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 Company*
 The Gillette Company*
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 Golden Valley Microwave
 Foods Inc.
 Goodyear Tire & Rubber
 Company*
 Graco Foundation*
 Grand Metropolitan Food
 Sector Foundation*
 H. B. Fuller Company*
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 Foundation*
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 Hewitt Associates*
 Hewlett Packard Company*
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 IDS Financial Services Inc.*
 Integrity Mutual Insurance
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 Intel Corporation*
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 Charitable Foundation
 Iota Rho Chi
 ITT Corporation*
 IWJ Charitable Foundation
 Jacobs Management
 Corporation
 Johnson's Wax Fund Inc.*
 Jostens Foundation Inc.*
 KPMG Peat Marwick
 Foundation*
 KPMG Peat Marwick
 Land O'Lakes Inc.*
 Lehman Lehrman & Flom
 Lieberman-Okinow
 Foundation
 Lutheran Brotherhood*
 Lyman Lumber Company
 MSI Insurance Foundation*
 Marsh & McLennan Inc.*
 Mayo Foundation
 Mead Corporation
 Foundation*
 Medtronic Foundation*
 Medtronic Inc.*

Menasha Corporation
 Foundation
 Meredith Corporation*
 Michigan Bell Telephone
 Company*
 Minnegasco Inc.*
 Minnesota Bankers
 Association
 Minnesota Mutual Life
 Insurance Company*
 Minnesota Society of
 Certified Public
 Accountants
 Minnesota Teamsters Joint
 Council 32
 Nabisco Brands Inc.*
 National Bank of Detroit*
 National Computer Systems*
 National Travelers Life
 Company Charitable Trust
 NCNB Corporation*
 NCR Foundation*
 North Atlantic Life Insurance
 Company*
 Northern Life Insurance
 Company*
 Northern Telecom Inc.*
 Northern Trust Company*
 Norwest Foundation*
 NSP Company*
 NWNL Foundation*
 NWNL Insurance Companies
 Inc.*
 On-Line Software
 International Inc.
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 Pfizer Inc.*
 Philip Morris Company Inc.*
 Pillsbury Company/Grand
 Metropolitan*
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 Price Waterhouse
 Foundation*
 Procter & Gamble Fund*
 Prudential Foundation*
 PS Group Inc.
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 Company*
 Ralston Purina Company*
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 Company Inc.*
 Soo Line Railroad Company*
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 SYVA*
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 Toro Foundation*
 Towers Perrin*
 UFE Thermoplastic
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 Union Carbide Corporation
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 United Technologies
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 United Telecommunications
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 Upjohn Company
 UPS Foundation Inc.*
 US Air Inc.*
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 Foundation
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 Reinsurance Association*
 3M Company*
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THANK YOU TO OUR VOLUNTEERS

Many people have given selflessly of their time, talents and expertise to assist the Carlson School during the past year by serving on advisory committees and alumni boards, participating in events like Business Day and on orientation panels, or speaking in classes and at student gatherings. To these alumni, friends and students—we thank you.

*Companies that match gifts
 of Carlson School Alumni

INVESTMENTS AND DIVIDENDS

The Carlson School of Management Associates Program is the school's corporate membership organization. Members represent a broad range of industries. Their investment provides resources that give the Carlson School the edge it needs to become one of the nation's premier business schools.

Associates make unrestricted gifts which can be used to launch new projects, seize unexpected opportunities and support annual activities that enhance the quality of the school's programs. Contributions, scaled to the size of member companies, range from \$1,000 to \$10,000.

Member companies receive a return on their investment in the Carlson School in the form of well-trained managers prepared to meet the challenges of today's business world. Other dividends Associates Program companies enjoy include:

- **Information:** Members receive advance notice of upcoming activities such as lectures by renowned visitors and executive education opportunities. Quarterly Associates Report newsletters and annual reports show how their membership contributions are being used.
- **Recruiting benefits:** Complimentary resume books of student interns and graduates are available to member companies.
- **MBA team assignments:** Member company proposals are given preference when MBA consulting teams are assigned to field projects.
- **Associates Club:** Two special events are held each year for executives of member companies. In 1991-92, these included a reception to meet David S. Kidwell, the new dean of the Carlson School; and a panel discussion on Total Quality Management.

• **Recognition:** Member companies are recognized on a plaque displayed in the Career Planning and Placement Office, and in many Carlson School publications.

Interaction between the school and member companies is the key to the Associates Program's success. Members name a senior officer who works with the school's

director of Corporate Relations to identify areas in which the school can be of service to the company. Student internships, faculty consulting and expanded company participation in executive education programs have resulted from Associates Program relationships.

ASSOCIATES PROGRAM MEMBERS*

Associates

ADC Telecommunications, Inc.
 American Medical Systems, Inc.
 Dain Bosworth, Inc.
 Damark International, Inc.
 DowBrands, Inc.
 Ecolab Inc.
 First Bank System Foundation
 General Mills, Inc.
 GMAC Residential Funding Corporation
 Golden Valley Microwave Foods, Inc.
 Frank B. Hall & Co. of Minnesota, Inc.
 Hall Kelley, Inc.
 Holden Business Forms Company
 Honeywell, Inc.
 IDS Financial Services Inc.
 Jacobs Management Corporation
 Lyman Lumber Company
 Medtronic, Inc.
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 Northern States Power Company
 The NWNL Companies, Inc.
 Norwest Corporation
 On-Line Software International, Inc.
 Remmele Engineering, Inc.
 Stuart-Otto Public Relations
 3M
 Union Pacific Corporation

* *The Associates Program roster reflects 1990-91 members and 1991-92 new members.*

Contributing Affiliates

Cardiac Pacemakers, Inc.
 Champion International Corporation
 Cherry Tree Ventures
 Control Data Corporation
 H.B. Fuller Company
 GE Capital Fleet Services
 The Gillette Company
 Lieberman-Okinow Foundation
 Macy's West
 Mayo Clinic
 Pentair, Inc.
 Pillsbury/Grand Metropolitan
 Tennant Company
 U.S. Communications Corporation
 U.S. Directives Corporation
 U S WEST Communications

New Members

These companies recently joined the Carlson School Associates Program. We are pleased to recognize them and their appointed Associates Program corporate liaisons.

Damark International, Inc., Minneapolis
 Mark Cohn, Chairman and CEO
 Hall Kelley, Inc., Minneapolis
 Debra Kelley, Principal
 Macy's West, San Francisco
 Joseph Nichols, Executive Personnel
 College Relations Manager
 Stuart-Otto Public Relations, Minneapolis
 Susan Stuart-Otto
 U.S. Directives Corporation, Minneapolis
 Paul Gam, Senior Vice President

1990-91 SOURCES OF FUNDS:

From July 1990 through June 1991, 40 companies participated in the Associates Program. Their contributions and pledges totaled \$262,539.

1990-91 USES OF FUNDS:

Associates contributions are allocated by the dean. Many of the projects funded by the 1990-91 Associates Program are new, experimental projects which address the school's most important strategic objectives. Without the help of Associates Program members, these activities would not have been possible.

Five areas of strategic importance to the Carlson School were addressed with Associates Program funding during 1990-91, as shown below.

Improved the quality of the Carlson School student experience

Conducted MBA Program development activities in the Information and Decision Sciences area:	\$ 11,117
<ul style="list-style-type: none"> • Built alumni data base • Increased student recruitment activities • Evaluated curriculum • Revised curriculum to ensure smooth transition between courses 	
Conducted MBA Program development activities in the Operations Management area:	\$ 5,400
<ul style="list-style-type: none"> • Built alumni data base • Developed internship and placement opportunities for students 	
Revised curriculum for Managerial Accounting course	\$ 1,347
Revised curriculum for Cost Accounting course	\$ 4,850

Evaluated addition of undergraduate Management Information Systems area of concentration	\$3,500
Participated in the Center for Interdisciplinary Writing	\$ 5,000
Purchased instructional aids and equipment for marketing courses	\$ 2,550
Developed interactive computer exercises for marketing courses	\$ 3,844
Upgraded computer equipment for students	\$3,500
Increased computer laboratory teaching assistants	\$ 5,000
Hosted recognition program for freshman Preferred Admission management students	\$ 1,200
Hosted orientation program for visiting French undergraduate students	\$ 500
Funded the Carlson School Teaching Award for best teacher	\$ 5,800
Funded two undergraduates to attend the 7th National Conference for College Women Student Leaders at Georgetown University	\$ 1,464

Internationalized the Carlson School Curriculum

Evaluated opportunity to offer an MBA Program at Moscow State University	\$ 16,003
Provided travel grants to ten faculty members to attend international conferences and present papers	\$ 12,915
Supported faculty research on international management topics	\$ 6,500
Funded brochure describing undergraduate international study opportunities	\$ 1,200

Increased the diversity of the student body

Funded 14 scholarships for undergraduate minority and disadvantaged students	\$ 41,000
Funded recruitment brochure for undergraduate minority students	\$ 900

Increased faculty visibility and interaction with the business community

Supported summer faculty research project involving the business community	\$ 11,610
Provided Dean's Innovation Grants to three faculty members conducting research with profit or nonprofit organizations	\$ 13,622

Increased the school's visibility with employers

Funded expanded activities in the Career Planning and Placement Office:	\$ 36,768
<ul style="list-style-type: none"> • Improved materials for employers • Hired graduate assistants to help develop job leads in difficult economic environment 	

Increased alumni programming:	\$ 21,350
<ul style="list-style-type: none"> • Improved program announcements • Developed volunteer programs for student recruiting • Conducted alumni survey • Developed brochure to explain alumni activities and programs 	

Improved Associates Program activities and materials	\$ 13,520
Expanded media relations activities	\$ 13,430

Total expenditures	\$ 243,890
---------------------------	-------------------

Ending balance is carried forward to the following year.

DEAN'S OFFICE

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 Mary L. Nichols, Associate Dean,
 Academic Programs
 Michael J. Houston, Associate Dean,
 Faculty
 Randi S.N. Yoder, Associate Dean,
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 System
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 and Piper Jaffray Investment Trust Inc.
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 Executive, Grand Metropolitan PLC; Chair,
 CEO and President, The Pillsbury
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 Cargill, Inc.
 Glen D. Nelson, M.D., Vice Chair,
 Medtronic, Inc.
 Dale R. Olseth, President and CEO,
 Bio-Metric Systems, Inc.
 Charles W. Oswald, Chair and CEO,
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 Lawrence Perlman, President and CEO,
 Control Data Corporation
 James J. Renier, Chair and CEO,
 Honeywell, Inc.
 Terry Saario, President, Northwest Area
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 Richard L. Schall, Consultant-Retired Vice
 Chair and CAO, Dayton Hudson
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 Bank of Minneapolis
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 ConAgra, Inc.; COO, Golden Valley
 Microwave Foods, Inc. and Lamb-
 Weston, Inc.

Minnesota Management Academy

Learn the skills you need for your role as a front-line manager.

The Minnesota Management Academy (MMA) is a seven-day residential educational experience designed to explore the knowledge, skills and attitudes that define the manager's role. The balanced curriculum, taught by university faculty, will help you:

- Develop a thorough understanding of the functions, current issues, concerns and key techniques of management
- Build behavioral competency in managing others
- Share ideas with faculty and participants from other industries

The course covers:

- Essentials of management elements
- Communications skills
- Managing change
- Managing human resources—individuals and teams
- Managing financial resources
- Information and decision making

Who should attend:

MMA is designed for front-line managers.

Dates and location:

March 7-13, 1992
Craguns Pine Beach Lodge and Conference Center
Gull Lake, Minn.

For more information on MMA, contact:

Lynn Anderson, Assistant Program Director
Executive Development Center
Carlson School of Management
University of Minnesota
271 19th Avenue South
Minnesota, MN 55455
(612) 624-2545

CALENDAR

February

26 International Forum. "Global Entrepreneurship." Room 180, Humphrey Center. 6:00 p.m.

19 Alumni Executive Luncheon Series. Radisson Plaza Hotel, Minneapolis. 11:30 - 1:00 p.m. \$15 per person.

March

5 CEMBA Winter Alumni/Student Event. The guest speaker is Harlan Cleveland, professor emeritus at the Humphrey Institute of Public Affairs. Reception, 5:30 p.m. Dinner, 6:30 p.m. Program, 7:30 p.m. All Carlson School alumni, students and faculty are invited and welcome to attend. Please call the CEMBA office at (612) 624-1385 for cost and other details.

11 "Office Politics," a program featuring Bruce Erickson.

April

9 Business Day. The theme this year is "Quality: A Business Essential." 12:00 - 8:00 p.m. Radisson Metrodome Hotel. Alumni are invited to return to campus to attend any portion, or all, of Business Day.

15 Alumni Executive Luncheon Series. Radisson Plaza Hotel, Minneapolis. 11:30 - 1:00 p.m. \$15 per person.

May

"Career Planning in the 1990s." Details to be announced.

14 New Grad Receptions. Hosted by the Alumni Council for undergraduate and graduate students.

June

14 Carlson School Commencement. Win Wallin, '48, chair of Medtronic, is the speaker. 1:00 p.m. Northrop Auditorium.

17 Alumni Executive Luncheon Series. Radisson Plaza Hotel, Minneapolis. 11:30 - 1:00 p.m. \$15 per person.

For more information about these and other alumni programs, contact Jeanne Katz at (612) 625-1556.

**And the
Winner is . . .**

**The Carlson
Alumni Council
MBA Student
Recruitment
Committee!**



Jim Barbour

Proudly displaying the 1991 University of Minnesota Alumni Association Program Extraordinaire Award presented to the Alumni Council are Jim Westerman, '89 MBA, and Dan Marcotte, '86 MBA, last year's co-chairs of the Student Recruitment Committee, and Larry Bjorklund, Recruiting Coordinator for the MBA program. The Minnesota Alumni Association presented two Program Extraordinaire Awards this fall to honor outstanding efforts by alumni volunteers throughout the university.

The Carlson School's alumni program was recognized for being innovative, for working as a team with faculty, staff and students on the school's recruiting activities, and for directly contributing to helping the school achieve its recruiting goals.

Carlson School alumni who work on the Student Recruitment Committee assist Bjorklund by calling prospective applicants who indicate an interest in the Carlson MBA program, and by following up with high-quality candidates who have been admitted but have not yet committed to enrolling. The committee also hosts alumni panel discussions and dinners during MBA Preview Days, when

prospective students who have been admitted visit campus to find out more about the program before making a final decision about enrolling.

About 40 alumni volunteers worked on Student Recruitment Committee activities in 1991. They contacted almost 200 prospective candidates and met with 70 students during two Preview Days.

Applications to the MBA program were up 30 percent last year, and, according to Bjorklund, part of the increase can be directly attributed to the alumni involvement in recruiting. "Applications from outside our five-state region are responsible for most of the increase, and that's exactly where we've been concentrating our efforts with alumni volunteers," he said.

Congratulations to everyone who was involved in this very successful team effort last year!

Alumni who are interested in joining the Student Recruitment Committee are encouraged to call Larry Bjorklund at (612) 625-5555. This year's committee chairs are Karen McLaughlin, '90 MBA, and Jim Westerman. MMR

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Carlson School of Management
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SCHOOL

MMR

Minnesota Management Review

Fall 1992



Peggy Milford, '84 CEMBA, helped lay the groundwork for quality at U S WEST. In this issue, experts talk about how TQM is working in their organizations.

Jeff Urdub

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

AN INTERN FROM THE
CARLSON SCHOOL IS
SIMPLY GOOD BUSINESS.
THE STUDENT OBTAINS
VALUABLE FIRST-HAND
EXPERIENCE AND THE
PILLSBURY COMPANY
BENEFITS FROM THE
CONTRIBUTIONS OF A
BRIGHT, MOTIVATED
MBA. THE INTERNSHIP
ALSO GIVES US THE
OPPORTUNITY TO EVAL-
UATE THE STUDENT'S
POTENTIAL OVER
AN EXTENDED PERIOD.

STEPHEN ARMSTRONG
*Senior Marketing
Manager
The Pillsbury Company*

Join the ranks of hundreds of companies that have benefited from a Carlson School intern. For information on how to obtain an undergraduate or graduate intern, call Jan Windmeier, Director of Career Planning and Placement at (612)624-0011.

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA



MKC
2B910mm

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- Michael W. Wright, *SUPERVALU Inc., Chairman, President & CEO*

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Minnesota Management Review

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2
From the Dean
New strategic plan sets vision

During the past year, more than 300 opinion leaders worked with faculty, staff and students to develop a new mission statement and establish goals and strategies for the school.

4
Total Quality Management: Making it work

Three executives who helped implement TQM programs at their companies share their experiences and advice. Their comments form the framework for a series of articles on TQM in this issue.



7
Peggy Milford: Laying the groundwork for quality

Many Carlson School alumni helped get quality programs off the ground at their companies. Peggy Milford, '84 CEMBA, (right) played a major role in initiating quality management practices at U S WEST. We are proud to present a profile of Peggy and her career as part of the series of articles on TQM in this issue.

11
In your opinion

The latest alumni survey shows the extent to which Carlson School grads have been involved with TQM in their companies.

12
As I see it
Process thinking: The quality catalyst

Professor P. George Benson emphasizes that, to be successful, the focus of all quality management programs should be on process improvement.

14
Ideas

A workshop on complying with the Americans with Disabilities Act, an address by a Humphrey Institute faculty member, and current faculty research are the sources for "Ideas" in this issue.



Jeff Uriaub

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Faculty news 25

Alumni news 29



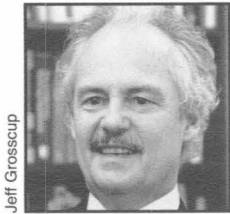
Jim Barbour

In this issue, we present profiles of Orem Robbins, '36 BBA (above); Lisa Risser, '85 BSB; Maureen Steinwall, '75 BBA, '81 MBA; and Robert Erickson, '67 BA, '78 MS.

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

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Jeff Grosscup

FROM THE DEAN

New strategic plan sets the vision for the school

During the past year, more than 300 opinion leaders worked with faculty, staff and students to develop a new mission statement and establish goals and strategies for the school.

by Dean David Kidwell

During this first busy year since I joined the Carlson School, many of us have turned our attention to one very important activity—the development of our strategic plan. We felt it was crucial for the school to embark on its planning process right away. The school is at a point where it can realize tremendous potential for providing a superior educational and research environment, but we need a guide to get there.

The first phase of that process—re-examining the institutional mission and goals of the school and identifying how they should be implemented—is now complete, with the development of a strategic plan that will be our guide for the next five years. The plan was ratified with the full support of the faculty on June 11.

Many friends of the school helped us with this first phase. More than 300 opinion leaders, including top executives, major donors and alumni, gave us their feedback on a new mission statement or attended one of 30 goal-setting meetings. Students, faculty, staff and government representatives also participated. We will again seek the advice of these groups as we design specific programs to achieve our goals and begin implementation.

The plan that emerged reflects what it takes to be a successful business school. It includes a new mission statement, a vision statement, and a set of strategic goals and strategies for implementing those goals.

We believe these goals and strategies provide a workable vision for how the Carlson School can provide superior educational and research services for the Minnesota business community and for the citizens of the state. The school's primary challenge is to take the steps necessary to realize its potential. If this is accomplished, we will become one of the leading business schools in the country.

A vision for the Carlson School

The vision for the school is to form a **professional learning community** that embraces students, faculty, staff and the business community. This vision reflects the nature of business schools as blending academic strengths with practitioner concerns. This concept forms the foundation for a set of goals that provides the bridge between the vision and mission of the school. It also inspires the development of many strategies that encourage the participation of practitioners and researchers in the teaching, research and outreach activities of the school.

The goals and strategies

Nine goals have been identified as necessary to achieve the vision of a professional learning community. The first three relate to the school's historical tripartite mission of teaching, research and outreach, but call for a change in our approach to fulfilling this mission. The remaining six goals are the means by which the school will fulfill its mission. They are:

- 1. Teaching** quality will be brought up to the level of research quality by:
 - developing a broader course and teaching evaluation system
 - offering programs to improve the teaching skills of faculty
 - reviewing the curriculum regularly to make sure it is relevant and integrated
 - making more learning opportunities outside the classroom available to students
 - increasing recognition of outstanding teaching.
- 2. On balance, research** at the Carlson School will be at the intersection of practitioner and scientific interests. At the same time, the top priority is to publish high-quality research in the best journals. Faculty will be encouraged to:
 - “translate” their research for dissemination to practitioners

- engage in dialogue with members of the management profession
- conduct interdisciplinary research.

“We believe these goals and strategies provide a workable vision for how the Carlson School can provide superior educational and research services for the Minnesota business community.”

3. Our **outreach** activities will be enhanced to make the school a visible force for change in the management community, and a leading forum for the development and exchange of ideas about management. We will be working on:
 - developing stronger institutional links with the business community
 - encouraging more involvement of business professionals in the classroom and other school activities
 - developing activities that get the faculty and students into corporations.
4. The internal culture of the school will be changed to integrate faculty and staff across academic departments and programs. Interdisciplinary research centers, workshops and joint appoint-

ments will be promoted; performance appraisals will be realigned to address this goal; and the school will adopt quality management practices.

5. A global perspective is called for in all research and teaching programs. A task force will be developed to plan and implement strategies to internationalize the school, its curriculum and programs.
6. The MBA program will be developed to be of higher quality and internationally competitive. A task force began work in January to review the MBA program and recommend changes. Some of these recommendations have already been implemented. (*Please see page 20.*)
7. The Executive Development Center (EDC) will be reinforced to become an internationally recognized educational resource. EDC program offerings will be expanded to reach new market regions with a wider range of topics, and more Carlson School faculty will be involved to strengthen the relevance of teaching and research by exposing faculty to practicing executives.
8. The school will increase its marketing activities. A comprehensive communications plan has been developed that calls for targeting communications to key audiences, increasing the school's presence in the media, and coordinating communications

activities to achieve consistency.

9. The school will lay the foundation for a future capital campaign to raise funds for a new facility. Preliminary planning has already begun to determine the kind of facility that is needed to support a professional learning community and to evaluate the school's potential for raising public and private funds for the building.

Although work has begun on many of these strategies, we expect full implementation to take five years. For this coming year, we are asking every department, program and administrative unit of the school to prepare a one-year "action plan" to guide us toward our goals.

I would like to take this opportunity to thank all alumni and other friends who participated in the first phase of planning. We may call on some of you again as we seek advice on how best to implement our strategies. I am very grateful for your commitment to the school and your willingness to share in the process of achieving the vision for the Carlson School. Successful implementation of this plan guarantees that the Carlson School will make an even greater contribution to the economic well-being of Minnesota and its citizens. MMR

The mission statement

A new mission statement for the school was developed to reflect the concerns of management in the 21st century, the Minnesota business environment that is unique to the Carlson School, the complexity of the school as an organization, and our historical roots in a Land Grant University. It is:

The mission of the Carlson School of Management is to advance the practice of management in the context of a global economy with increasing technological and social change. To do this, the Carlson School must be a recognized leader in the development of knowledge valued by the management profession and in the dissemination of this knowledge to students, practitioners and academia. Moreover, the Carlson School must recognize its responsibilities to exercise leadership in fostering the intellectual and economic vitality of Minnesota and the region through its research, teaching and outreach programs.



Total Quality

Three executives who helped implement TQM programs at their companies shared their experiences and advice at a special Carlson School program last winter.

Edited by Emily Blodgett

How is a corporation's bottom line affected by its investment in instituting a system of Total Quality Management throughout its ranks? As three executives from Twin Cities corporations told an audience attending a breakfast seminar at the Carlson School, total quality is the key to survival in this decade's economic climate. But getting to the point where the highest quality—of product and of people—is the norm takes education, total commitment and an enormous investment of money and time. Here are the highlights of their discussion.

Please describe the hallmarks of the approach to quality your company took, and tell us about your experience in shepherding quality improvement within your organization.

Beth Halvorson: Our overriding philosophy is that you can't create a quality program that isn't based on the customer, and "quality" to the customer means constant improvement. We've come to believe that quality is the essence of survival. One of the first things we did at U S WEST was to take one step back and ask, What are the trends in the marketplace that are driving the quality movement? and, What do we need to understand so that we can start institutionalizing action? Here are the eight trends that we came up with and that we're working with on a daily basis:

1. Companies everywhere are replacing people with technology. That means there is more substantive demand on upper management to manage processes very tightly. You can't just throw resources at a problem. You have to do it smarter.

2. Companies are "outsourcing." Another way to put it is they are getting rid of the functions that are not the heart and soul of their business. Give those functions back to the experts who know how to do the job best.

3. Related to this is the trend in developing partnerships with single vendors. Pick vendors that you can trust and that are going to deliver quality services.

4. The importance of the cost-benefit relationship is increasing. Businesses need to carefully research how they set their prices, taking into account the value-added aspect of their products and services.

5. Companies must be flexible and change with technology. This applies to many aspects of business today—human resources, systems, processes. It's very complex.

6. On the other hand, customers want simplicity. Our lives are so complex that anything that simplifies them is good. At U S WEST, we learned that the hard way. We lost some major sales because our systems looked too complex.

7. Small businesses are becoming significant competitors to major corporations. As corporations downsize, more entrepreneurs are starting small businesses that offer good alternatives for our customers. They understand the weaknesses of major corporations and they're playing on them.

8. Customers are demanding quality. We used to think that quality was our competitive advantage. Now we understand that it is the essence of our survival and that we won't even get in the door unless we've got it. We cannot sell anything to a customer unless they believe we are a quality provider.

Of the eight, the overriding trend for U S WEST, as a service provider, is that our customers are choosing limited strategic partners and we want to be one of those partners. Customers are buying increasingly

Management:

Making It Work

complex integrated systems, effectively locking themselves into a partnership for a long time.

So, how do we establish ourselves? First, we focus on process. At U S WEST, we have 65,000 employees in nine business units in the United States and around the world. As you can imagine, it's hard to get all those people marching to the same drum without very tightly controlled processes.

We developed regular customer service measurements. Some of our divisions actually sit down with the customer and ask, "From your perspective, what makes our relationship an A+ relationship?" Then we constantly review the responses. We're teaching every side of the business—whether it's marketing or operations—to focus on what the customer expects.

We believe in employee involvement and we also believe in union involvement. Being a union business, we have to have a joint operating focus with our union partners. It takes a lot of effort but it is absolutely essential to success.

Gordon Geiger: Cargill has been around for 126 years and for most of those years it was a trading organization largely dominated by traders and commodities. It was only in the 1960s that Cargill got into processing, yet the management all came up through the trading organization. The trader is a true individual—an entrepreneur who thinks once a deal is made, it's over with. They forget that people also have to ship and handle products, and do all kinds of other things with them.

In the mid-1980s when I was with the steel division in charge of quality and technology, we started to look at the quality issue because the mini-mill business—which is what North Star Steel is in—had suddenly gone from being a very profitable business to having some darn tough com-

petition. Basically, the mini-mills had completely taken over North Star's product line. They no longer had a price umbrella, and whereas before they could make \$10/ton errors and nobody really cared, in the 1982 market it meant that you lost money rather than made money.

So we began to get serious about doing things right—it was self-survival. We read all the works of the different gurus and went through statistical process control training with one of Dr. Deming's disciples. The result of that was an absolute nothing. After three weeks of listening to mathematics and statistics, they put the stuff on the shelf and it has been gathering dust ever since. They simply didn't understand what quality was all about and they certainly

didn't understand the concept of quality management. People thought quality had to do with the goodness of the product and that was it. If you could inspect it and make sure you didn't ship junk, then you were doing a quality job.

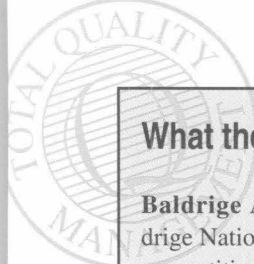
Then we came across Phil Crosby's book *Quality is Free* and concluded that we needed to get his philosophy across. We were beginning to understand we had to be more customer driven because that's where our profits are. In 1987 we implemented that process throughout the six plants of the North Star Steel group. It was successful enough that some of the senior people in Cargill recognized that probably we needed to do something like that throughout the whole organization. In 1988 they asked me



"Total Quality Management: Making It Work" was first presented as a panel discussion for members of the Carlson School Associates Program, the corporate contributions organization that provides unrestricted funds to the school. The panelists were (*right to left*):

- Beth Halvorson, Executive Director of Select Markets for the Business and Government Services Division of U S WEST
- Gordon Geiger, Senior Vice President-Administrative Division, for Technology, Quality and Research at Cargill
- Robert Peterson, Director of Quality for Corporate Quality Services at 3M

The program was organized with the assistance of Carlson School Professors John C. Anderson and P. George Benson, both of the Operations and Management Science Department, who also served as moderators of the discussion.



What the buzzwords mean

Baldrige Award. The Malcolm Baldrige National Quality Award is a competitive prize that honors companies for outstanding quality efforts. The Minnesota Quality Award is modeled after this program.

Benchmarking. Rating a company's practices, processes and products against the world's best, including those in other industries.

Continuous improvement process. Searching unceasingly for ever-higher levels of quality by isolating sources of defects. The goal is to achieve zero defects.

Deming. Born in 1900, W. Edwards Deming is one of the most famous quality pioneers. His teachings of statistical quality control were embraced by the Japanese in the 1950s. His well-known "fourteen points" represent a management philosophy that involves statistical thinking.

Empowerment. Giving the workforce the power to make changes in processes. It frequently involves changing an organization's structure to be more horizontal.

Juran. J. M. Juran, born in 1904, is another well-known quality pioneer. Like Deming's, his theories on quality were adopted first by the Japanese in the 1950s. Juran received a B.S. in electrical engineering from the University of Minnesota in 1924.

Statistical quality control. A method of monitoring the stability of processes that manufacture products or services. It helps managers and analysts understand and identify the causes of variation in output of these processes.

TQM—Total quality management. The application of quality principles to all company endeavors, including satisfying internal "customers" and dealing with suppliers.

to head up that attempt and I said I would, provided the whole board of directors would go to the Crosby School and understand what they were talking about before we did it. I wasn't going to take on the job of educating 52,000 people worldwide without the board really understanding what it was going to take.

We set up a corporate quality department, which was charged with educating people. We decided we had to train our own people to do the teaching, to make it credible. We recruited some very high level people from within the corporation and trained them for four months. They, in turn, taught over 2,000 people how to manage the implementation of the quality process in their locations. Then 350 people were trained to teach the process in their divisions and taught the next level down. We've educated about 12,000 key people, whether they were managers or hourly people. If they influence what's happening in the organization, they are part of that training. Eventually, we will have 52,000 people at least knowing a common language. Just having people in Singapore and Geneva speaking the same language helps.

Robert Peterson: We've taken the position that uncompromising commitment to customer satisfaction is the only way to go. Customers set the expectations, not 3M. And as good as we are, we have learned that what the customer expects is zero defects. You don't have room for error. To achieve this goal, you have to think in terms of processes, and of improving processes to prevent defects. And if you can't get top management to adopt this philosophy, if they focus instead on cost control, you're never going to get to zero defects.

For the last four years I have been a senior examiner for the Malcolm Baldrige Award. As we listened to the criteria they set for the national quality award, it added another dimension to our thought process at 3M. Total quality by management itself was really not enough. You have to start managing the business differently. I spent

some time with Allen Jacobson, then chairman and CEO of 3M, explaining this criteria to him, and with his leadership we brought the whole corporation under the quality process. It's a business management system. You have to understand what quality means or you aren't going to get there.

At 3M we call it the "3M Global Business Management Process." We don't think of it as a program because it is really a continuous process. We're on a quality journey. Results come through teamwork, through empowerment. It's not a task, but an education.

What we're trying to get across to our people at 3M is that our goal is to be the industry leader. We're not out to win the national quality award; we're out to win customers and to be more competitive.

What are the major accomplishments your company has realized because of your quality improvement programs?

Halvorson: At U S WEST, we started benchmarking our customer satisfaction based on an A-F scale. When we began, about 30 percent gave us As; now about 60 percent do. We got there by focusing on customers, understanding their perspectives, and consistently meeting their needs.

Geiger: Various locations and divisions at Cargill have been given significant awards by their customers. Our steel company was the first to get a Q-1 from Ford, for example. In another kind of measurement, our beef division, which never made much money in the 10 years since we've owned it, is now profitable. They went from having a reputation as one of the poorer suppliers of meat to one of the best in the industry.

How might a company go about evaluating the progress of its TQM efforts?

Laying the groundwork for quality at U S WEST—Peggy Milford, '84 CEMBA

Peggy Milford seems to eat and breath quality. "Quality is how we do business," she says. "It is not a flavor-of-the-month idea or a separate activity—it needs to be embedded in how you operate."

Since 1990 Milford has been president and CEO of U S WEST Business Resources, Inc., a subsidiary of U S WEST, Inc. Prior to this she was vice president of Quality at the parent company, when the "quality" notion was in an embryonic stage.

Milford helped lay the groundwork for quality at U S WEST in three areas: developing better partnerships with the firm's three major unions; encouraging managers to become "facilitators and coaches"; and helping employees look at the business "horizontally," the way a customer does, rather than by separate functions or departments.

Although these quality concepts have come a long way in the past three years, Milford still feels it is important to remember why they were adopted in the first place. "The motivating factor for doing these things is that we're in a very competitive environment. Customers can choose between us and others, so it's a matter of survival. When you remind yourself of this, it renews your enthusiasm for the quality process."

Quality success stories at U S WEST range from new-found flexibility in the form of extended and weekend hours, to a new small-business program that keeps customers apprised of the status of an order. In Business Resources, Milford is particularly proud of a warehouse in Denver that has a team-directed work group. All the employees work together to decide schedules, staffing levels and even cost-management issues.

She stresses that all employees are important to the never-ending quality initiative. "Traditional management at most businesses is very control-oriented. Quality systems are much more about allowing individuals who live in the process to make decisions about what to improve."

But it's obviously important to have the support of senior management, and that level of commitment is what has kept Milford at U S WEST for a quarter of a century. The 46-year-old Minneapolis native started her career there as a staff trainee in 1967, in the Minneapolis office, after receiving a bachelor's degree in mathematics from St. Olaf College.

After nearly 15 years, Milford enrolled in the Carlson Executive MBA program, which is designed for experienced professionals who continue to work full-time and take classes every other Friday and Saturday. Hard work and commitment brought new challenges and increasing responsibility. Milford held various management roles in Minnesota and later moved to top positions in Nebraska and South Dakota.



One Carlson School graduate who's played a major role in furthering quality management practices in corporate America is Peggy Milford, president of U S WEST Business Resources.

"Quality systems are much more about allowing individuals who live in the process to make decisions about what to improve."

Now, as president of U S WEST Business Resources, based in Englewood, Colorado, Milford is responsible for 3,400 employees in a 14-state region and overseas. Her company provides services to other U S WEST companies, including fleet services (such as leasing, maintenance and repair), material management (from economic analysis to

equipment repair and refurbishment), and property management (such as construction, relocation and maintenance, and even electronic publishing).

Although Business Resources' customers are other U S WEST employees, that doesn't mean quality issues are left at the door. An internal client's expectations are often critical because they are being driven by the needs of external customers, Milford noted. "This is why businesses need to look at themselves horizontally rather than functionally," she says. "I'm all for turning the business sideways."

Milford has called Denver home for almost three years, but gets back to Minneapolis often. She said she misses Vikings games, the array of cultural opportunities in the Twin Cities, and Minnesota's unique recreational experiences. An avid outdoors person, she takes advantage of outdoor activities wherever her U S WEST career takes her—from shooting small game in South Dakota to downhill skiing in Colorado.

The Denver community benefits greatly from this energetic woman's skills. She's particularly interested in business-education partnerships. Milford leads fund-raising activities for Regis University, a local college, and is on the board of the Colorado Alliance, which works to foster stronger ties between education and business. She is also the liaison between the University of Minnesota and U S WEST.

Milford carries her business philosophy into other parts of her life and tries to keep herself from becoming involved in too many activities: "If you want to do something, you want to do a quality job."

(Barbara Pokela)

Peterson: Mr. Jacobson commissioned a 45-minute, face-to-face customer satisfaction survey in which we ask what the customer feels is important, what the competition is doing and how 3M is doing. We pull all this information together to get a measure of our customer satisfaction. We also look at the criteria of the national quality award and ask our business units to do a self-assessment. We use this as a process to determine the gaps between where we are and where we want to be.

Geiger: We have what we call the Cargill Chairman's Quality Award Competition, where divisions assess themselves. We went through that process recently and 16 locations nominated themselves. The Corporate Quality Steering Committee then visited those locations to conduct an audit. This was an interesting experience for the senior managers, asking people from top to bottom to answer a whole book of questions that we had for them. Then, in October, Whitney MacMillan presented an award to the winning locations. It was a tremendous success. Now, divisions that didn't apply last time have made winning that award their goal for this year.

Halvorson: Because U S WEST has been regulated, we became experts at checking ourselves with internal measurements. So we swung the pendulum more toward a measurement based on the customer's perspective. Now 50 percent of our research dollars are spent on understanding customer service, and 50 percent of our employee bonus is tied to the result of those surveys.

One of Deming's most controversial prescriptions is to stop doing performance appraisals of employees. He calls them one of the seven deadly diseases of Western-style management. Do you agree with Deming? How does your organization handle performance appraisals?

Halvorson: That's a controversial one. At U S WEST, we believe in performance appraisals and we do them every year. And, being in a downsizing mode, whether an employee stays on the payroll is determined in part by performance appraisals. I don't know that we'll ever get to the point where we can completely do away with performance appraisals, as Deming suggests.

Peterson: At 3M, we certainly have our performance appraisals, too. If we could reach the top of the pyramid where Deming wants us to be, maybe we could get rid of them. But I think we're a long way from that in American management.

Geiger: I agree with Deming's conclusion. Performance appraisals are subjective and most people end up falling into just two categories instead of six, so the differentiation they're supposed to achieve doesn't happen. As a result, they become semi-useless.

Peterson: I think it gets back to management. If people don't understand your vision, they won't understand your requirements or your goals. If everybody was in lockstep together, you wouldn't need performance appraisals.

Is job security necessary for TQM to succeed? If so, what happens to TQM during recessions and other times that layoffs occur?

Halvorson: To me that's a chicken or the egg story. If you believe that quality is the essence of survival, then you would be such an outstanding supplier that you would win every bid, and you'd have more jobs, and thus create more security. The flip side, of course, is that if you continue to be less efficient, less productive, less responsive, or whatever, you're going to lose customers. Therefore, you won't be the supplier of choice and you won't gain job security. So you have to decide where you are going to start on that cycle.

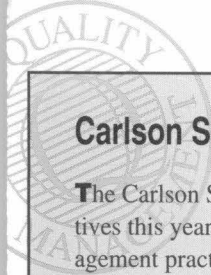
Geiger: It really comes down to whether management at any given level really understands and practices total quality management. If management has made the cultural shift, then it should lead to job security for everybody, because they're not going to be afraid of the boss suddenly chopping their heads off. I'm afraid that there are an awful lot of managers out there who pay lip service to total quality management. When the pressure is on to control costs, instead of worrying about whether they did everything right in the first place, they simply revert to their old style.

Peterson: At 3M, we grew through the '60s, '70s, and '80s. Then, as we became more efficient, we had to decide how many people were contributing at a high productivity level. We've been fortunate enough to grow businesses, downsize internally and move people from one business to the other, so we don't have to put anybody on the street. But it's a tough problem.

One of the often cited cornerstones of TQM is empowerment. We're urged by management consultants to empower the workers. What does empowerment mean in your organization?

Halvorson: Empowerment is the buzzword of the '90s, but it is a very difficult concept. If employees don't believe that leadership is embracing it, it will never happen. From the customer's viewpoint, if they say they want X, and we don't respond and we don't give them reasons why we aren't responding, then it's just lip service.

Peterson: For us at 3M, the word has a little different meaning than at U S WEST, which is a service industry. We're structured in three basic silos: marketing, research and manufacturing. So for us it's an internal control problem. If you've



Carlson School promotes quality management practices on and off campus

The Carlson School has been involved in several new initiatives this year that will improve understanding of quality management practices among students, staff, faculty and practitioners. Here's an overview.

Carlson School joins Minnesota Council for Quality

The Carlson School has become a member of the Minnesota Council for Quality, a private, non-profit organization that encourages and promotes quality in Minnesota. The Council sponsors the Minnesota Quality Award program, which is modeled after the national Malcolm Baldrige Award program. The Council also hosts public presentations to provide information about quality processes within a variety of companies and organizations. The Carlson School is pleased to show its commitment to quality management through its membership in this organization.

Quality Management Institute being formed

Carlson School faculty members and participating companies began laying the groundwork for a Quality Management Institute this year that will conduct research and disseminate leading-edge knowledge of quality management practices to faculty, students, business and government. The steering committee, which includes executives from 3M, Honeywell, IDS, IBM-Rochester and Tennant, proposed a mission for the center involving research, student education and executive development. The institute will involve faculty from throughout the university.

This summer a series of six meetings with representatives of 20 Minnesota companies began to gain the input of the business community in the early stages of designing the center. So far, this group has discussed the key issues facing their organizations in the area of quality management, what research needs to be done and how it can be conducted in partnership with participating organizations, and how the new institute

will contribute to the educational experience of students. Additional discussions will focus on executive education and other topics.

Cargill funds quality management lecture series

A new Cargill Quality Management Lecture Series for faculty and students will begin this fall, thanks to a gift from Cargill. It will bring experts from leading quality management companies to the school to educate faculty and students about successful practices in industry.

Entry in national competition on quality submitted

The school recently submitted a grant proposal to IBM for instituting quality management activities at the university. IBM will award eight grants of \$1 million each. The school's proposal, submitted along with the Institute of Technology, the Duluth campus, and the University of Minnesota Provost's Office, would involve curriculum development, faculty stipends to spend time observing quality management practices at companies, and other activities. If accepted, the grant would make it possible for the school to strengthen an ongoing relationship with IBM-Rochester in promoting quality management.

Carlson School helping University of Minnesota make quality improvements

Dean David Kidwell and Associate Dean Mary Nichols have been working with a new campus-wide committee that is planning quality initiatives for the university. Called the Quality Improvement Implementation Committee, it is chaired by Bob Erickson, vice president for Operations and Finance, a Carlson School graduate (see profile on page 31). A report was presented to the president's cabinet in August.

always got to go through the vertical hoops—that is, up the organizational hierarchy—every time you need to get something done, your workers are not empowered. Empowerment is having a horizontal organization where you don't have a gatekeeper asking for a review every day, or every week.

Geiger: At Cargill we have the same situation. I think it just diverts attention from the

real issue, which is that total quality is a **process** that goes on and on, and what we're really trying to do is change the culture.

It takes years to change the organizational culture. Do you have suggestions on how to try to compact that time frame so that you can affect change in an organization faster?

Geiger: Fire the entire management and start over. I don't know any other way, because you're changing people's attitudes; they're all interacting with each other, so they've gotten behavior reinforcement for a long time.

Halvorson: About five or ten years ago, we hired a consultant who came to U S WEST and worked with our people on establishing cultural change. He said you don't change until you have a significant

emotional event. For our industry, it was the breakup of the Bell System. People lost sleep, had nervous breakdowns, lost jobs and so on. That changed our behavior and now we're on a learning curve. So whatever that may be for your industry, it usually takes such an event to jump-start things.

Geiger: If management starts walking the talk and doing the things that we're trying to teach, then the culture will change. People will emulate management. Whitney MacMillan came back this summer from having been out at one of the beef plants and our cattle feeding operation. While he was there, he just happened to walk in when they were giving some quality awards to their people. He came back and started talking about what fantastic things were happening out there. And when you hear the chairman of the board talking about it, the word will spread like wildfire. He doesn't have to do a lot, but if he just says a few of the right words, everybody will respond.

How have you been successful in building a partnership with unions in moving toward quality?

Geiger: It depends a lot on the union. For example, at one of Cargill's steel plants in Iowa, the union leadership was on board with this process from day one. The union president was a member of the original team that went to be trained. He told his people that this was the key to success, the key to their jobs, the key to survival of the business. And, even through this entire recession, that plant has gone on making the same monthly profit that they've made for the last ten years. They've done extremely well and won a Q-1 award. On the other hand, the steel workers union in another plant has just about shut the plant down. Their attitude is "by God we're not going to participate in this unless you do this or that." Absolutely, totally unenlightened union leadership.

Peterson: I think we don't give the unions enough credit sometimes. I think they understand the predicament we're in and

can see what's going on in corporate America. They understand we have serious problems and we have jobs on the line and survival issues.

Halvorson: At U S WEST, we have worked closely with the unions and it's absolutely critical to do so. When we have

quality teams working on specific subjects that are relevant to both management and labor, we always have joint representation. The union actually picks the members that sit on that team and works with us to define the process. It has to be a real conscious piece of the leadership to say, "We understand this is a critical partnership." MMR

Business Day 1992 looks at quality from many angles

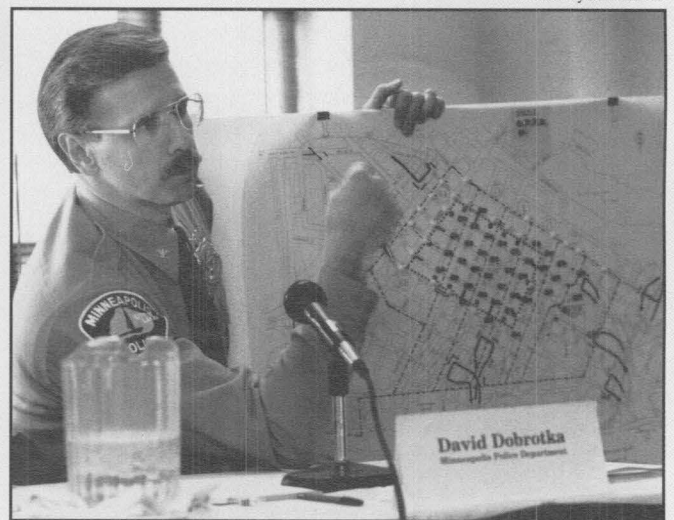
Quality: A Business Essential was the theme of Business Day this year. Guest speakers from quality award-winning organizations and many different industries discussed the issues involved in achieving and maintaining a quality-driven business. The 500 students, alumni, faculty and practitioners who attended heard from pros in

the field about key quality concepts such as employee empowerment, benchmarking, continuous process improvement and customer satisfaction. Other experts gave insights on quality consulting, the Minnesota Quality Award, and quality management in health care and for special events such as the Super Bowl.

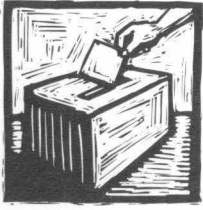
Photos by Jim Hansen



Robert Unterberger, general manager of IBM-Rochester, was the keynote speaker at this year's Business Day dinner banquet. His presentation described the philosophy toward quality at IBM-Rochester as an ongoing "quest for excellence."



A special panel discussion gave Business Day attendees a look behind the scenes of the major sports events hosted by the Twin Cities recently. Panelists, such as David Dobrotka of the Minneapolis Police Department (shown here), described the extensive planning that took place to prepare for the World Series, the Super Bowl, the NCAA Final Four, and other major events. Other panelists represented the St. Paul Visitors and Convention Bureau; the Minnesota Restaurant, Hotel and Resort Association; Goodfellows/Tejas Restaurant; the Metropolitan Sports Facilities Commission; Hyatt Regency; special events specialists Ridgeway & Associates; and public relations firm Mona Meyer & McGrath.



IN YOUR OPINION

Here's how alumni have been involved in TQM

In the most recent MMR "In Your Opinion" survey, we polled alumni to find out how they have been involved in the Total Quality Management revolution in the American workplace. Of those who responded to the survey, 71 percent are familiar with the concept of TQM and, of these, 90 percent of their organizations have begun quality initiatives at some level. About 73 percent of these firms began quality programs within the last three years.

Of the 650 surveys that were mailed, 137 were returned, giving a 21 percent response rate. A profile of the respondents and their answers to our questions about TQM follow. **MMR**

Who responded to this survey?

Gender	Male	72.4%
	Female	27.6%
Degree earned	Bachelor's	52.2%
	Master's	44.9%
	Ph.D.	2.9%
Job level	Upper management	28.9%
	Middle management	33.3%
	Line/staff	26.7%
	Other	11.1%
Where employed	Service industry	63.3%
	Manufacturing industry	36.7%
Familiar with quality concepts	Yes	71.5%
	No	28.5%

How do alumni familiar with quality concepts describe their experience with it?

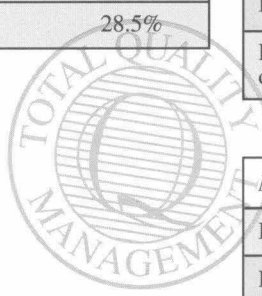
<i>My organization:</i>	
Has undertaken an extensive company-wide initiative	65.3%
Has begun quality initiatives in some business units	21.4%
Has begun quality initiatives only at the line level	2.0%
Has made only token efforts so far	2.0%
Is not yet involved in quality programs at all	9.3%

<i>My organization has been involved in quality programs for:</i>	
Less than one year	23.2%
One to three years	49.5%
Four to seven years	17.9%
More than seven years	9.4%

<i>Results of quality programs at my organization have been:</i>					
	Significant	Somewhat Significant	Little	Not Significant	Don't Know
Improved sense of teamwork	18.5%	40.2%	18.5%	8.7%	14.1%
Improved pride in the product	23.9%	35.9%	12.0%	8.7%	19.5%
Increased productivity	17.4%	31.5%	19.6%	10.9%	20.7%
Increased sales	12.5%	18.2%	21.6%	18.2%	29.5%
Improved efficiency	17.2%	32.3%	19.4%	12.9%	18.3%
Decreased rework or returns	19.6%	31.5%	13.0%	8.7%	27.2%

<i>My role in implementing quality efforts has been:</i>	
I helped initiate quality awareness	32.3%
I was involved in early planning	14.6%
I was involved in company-wide implementation	20.8%
I have not been involved at all	32.3%

Survey conducted by Animle Quaye, '92 MBA





AS I SEE IT

To be successful, the focus of all quality management programs should be on process improvement.

by P. George Benson

Process Thinking: The Quality Catalyst

When asked about the role of quality management in their organizations, many firms

— particularly smaller firms — will tell you about the high quality of their products and services. They'll tell you their quality is second to none; that it's as good or better than anyone else's in their industry. While they may be right, they haven't answered the question. When pushed, many will express satisfaction with their quality management, using the logic that if our customers are satisfied, we must be doing the right things; we must be practicing quality management. These are the responses of an organization that has somehow managed to ignore, dismiss, or — more likely — misinterpret the modern quality movement.

The mistake these organizations make is in judging themselves primarily on the basis of the products they produce rather than on the production and business processes that turn out those products. Don't get me wrong — the goal of the quality movement is certainly the creation and delivery of high-quality goods and services that meet or exceed customer expectations. But that's not what's propelling the movement. That's been a goal of most responsible producers since at least the time of the pyramid-builders in ancient Egypt. What is propelling the movement is the focus on the *means* used by organizations to achieve the

high-quality *ends*. Those means are referred to as processes.

A *process* is a series of actions or operations that transforms input to output. When most people hear the term process, they think of manufacturing processes like those used in producing physical goods such as cars, computers, or steel. But planning, budgeting and marketing research are also processes, even though their output is symbolic (numbers and words) rather than physical. Examples of other processes include taking customer orders over the telephone, writing the company newsletter, running meetings, making sales calls, processing invoices, servicing a copying machine and transporting raw materials. Every individual in an organization is responsible for one or more processes and may contribute in one way or another to a wide variety of processes.

When you start to think in terms of transformation processes instead of output; when you start to see your job as adding value to certain transformation processes rather than as pleasing someone higher on the organization chart, you've broken through; you've become a "process thinker." In shifting your attention to processes, you've lit the quality fuse. You've started a chain reaction that has the potential to generate higher-quality goods and services, satisfied customers, and a better work environment for everyone in the organization.

Initially, the chain reaction is purely mental, taking place in the mind of the new process

thinker. But its logic is so simple, yet powerful, that for many it assumes the status of a vision or model that guides their everyday work. In following the vision, the process thinker becomes a process manager. With this change in behavior, the chain reaction is triggered.

The chain reaction goes something like this. With the realization that your job involves adding value to a process, you begin to ask questions about the process. Who are the customers of the process? Who are the suppliers? The answer to the first question tells you whom you are working for; the answer to the second tells you who outside your process is working for you.

What should the process be producing? What is it capable of producing? The former can only be answered by "listening to the customer" (who may be internal or external to the organization). The latter is answered by tapping into the knowledge of the people who perform the transformation — "listening to the workers" — and by measuring and monitoring the process — "listening to the process." The knowledge acquired from these activities — process knowledge — may lead to redesign of product and/or process. In organizations where processes and process management take precedence over bureaucratic, hierarchical control, power is derived from process knowledge rather than seniority or rank.

In studying the capability of the process, you realize how dependent the performance of

the process is on the input you receive from your suppliers. This leads you to more closely monitor the input, i.e., to "listen to the suppliers."

"This worker-driven, bottom-up chain reaction can be ignited in any corner of the organization."

Your dependence on the demands of internal and external customers and on the output of internal and external suppliers prompts recognition of the interdependence of processes within and between organizations. This leads to the question: How can I better manage the relationships with my customers and suppliers? Or, said another way: How can I smooth out the seams between my process and those of my customers and suppliers? Better communications between processes are needed. In the case of internal processes, this is frequently accomplished through the work of cross-functional (i.e., cross-process) teams.

Inspired by your influence, your customers and suppliers become process thinkers and then process managers. Process thinking is contagious. As your customers and suppliers build relationships with their customers and suppliers, the affected part of the organization — which is typically wholly contained within one functional

area (e.g., manufacturing, marketing, accounting) — begins to operate more like a customer-oriented network of interrelated processes than a collection of individuals trying to impress their superiors.

In time, this local network achieves significant improvements in the quality of its processes and products and catches the eye of top management. If top management embraces and supports the efforts of the network and encourages other parts of the organization to similarly transform their operations, it becomes possible for the chain reaction to cross functional boundaries and spread throughout the organization.

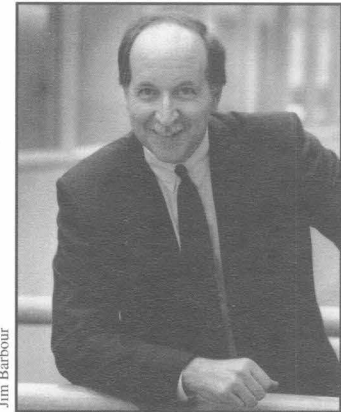
However, for this organization-wide network of processes to remain intact and achieve significant performance gains, the leaders of the organization must be "systems thinkers." Systems thinking is the organization- or systems-level analogue to process thinking. Systems thinking is concerned with ways to optimize the functioning of the system as a whole. Its focus is on the orchestration of the set of processes that make up the system rather than on the optimization of individual processes. In fact, if an organization concentrates on perfecting the performance of its individual processes, the system as a whole will not perform as well as it can. And, if a system is performing as well as it can, none of its individual processes will be. Organizations that are led by systems thinkers and that

apply process management company-wide are said to practice Total Quality Management.

In summary, this worker-driven, bottom-up chain reaction that I've described can be ignited in any corner of the organization. It begins with process thinking, is spread through process management, needs top management support to jump functional boundaries, and requires systems thinking by top management for the resulting network of processes to flourish. It has the potential to transform an organization from a collection of competing fiefdoms into a cooperative network of customer-oriented processes. Even if the chain reaction is constrained by top management, it still may result in a "pocket" of quality management within the organization. Such pockets often achieve remarkable gains for the organization and a more enriching and satisfying work environment for those "in the pocket."

The modern quality movement is often noted for its customer orientation, its goal of continuous improvement, and its reliance on the total participation of an empowered workforce. But it is all propelled by process thinking. Whether it's top management who lights the quality fuse or an individual worker, if the focus of attention isn't process improvement, the fuse will fizzle and the vision will be lost.

MMR



Jim Barbour

George Benson is associate professor of Decision Sciences and Operations Management at the Carlson School. He is a specialist in quality management, decision analysis, and applied statistics, and teaches these subjects in the MBA, Ph.D. and executive education programs. He was recently named program chair for the annual conference "Making Statistics More Effective in Schools of Business," to be held at the Carlson School next June, and is director of the Operations Management Center.



A workshop on complying with the Americans with Disabilities Act, an address by a Humphrey Institute faculty member, and current faculty research are the sources for "Ideas" in this issue.

Americans with Disabilities Act

As of July 26, 1992, employers must comply with the Americans with Disabilities Act (ADA), which requires that employers do not discriminate against qualified persons with disabilities. A qualified person is defined as one who can perform the essential parts of the job with or without accommodation, but employers must make reasonable accommodations to ensure equal opportunity.

Minnesota employers are in a good position to comply with this Act because they have already had to address the issue under the state's Human Rights Act, according to Carol O'Toole, a Minneapolis attorney. She helps teach a course offered by the Carlson School's Employer Education Service (EES) on how best to comply with the Americans with Disabilities Act.

Still, the ADA lends "a greater sense of urgency" to the task, adds Robert Fjerstad, pres-

ident of Human Relations Consultants, who also helps teach the course.

Despite the fears of many employers, complying with the ADA should not be difficult or expensive. EES Program Director Jim Beaton says that the ADA simply provides for what are "good personnel practices" anyway.

"Despite the fears of many employers, complying with the ADA should not be difficult or expensive."

Employers should write job descriptions that outline essential job functions, identify the percentage of time spent in each of the functions, and identify the consequence of not doing a function. Fjerstad comments, "A function may not take up very much time but still be essential. For instance, firefighters may only spend two percent of their time carrying people out of burning buildings,

but if they can't do that, they can't do the job."

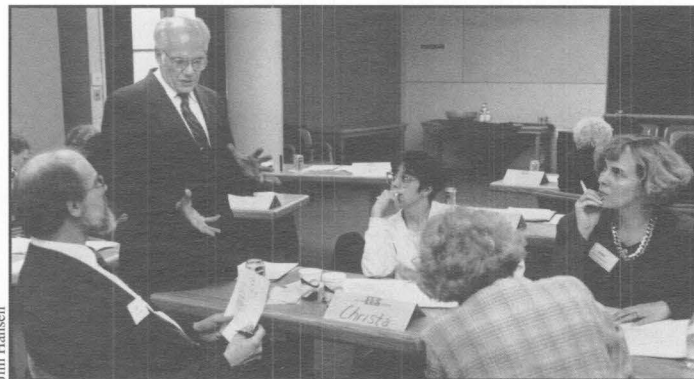
Complying with the reasonable accommodation provision also is often simple and inexpensive. Accommodations may be as simple as lowering or raising the height of desks, or dividing a filing job so that a disabled person in a wheelchair handles files in the bottom two drawers and another person handles the top two drawers.

If an accommodation is too expensive, employers can argue undue hardship. What constitutes an undue hardship depends on the facts of the case, the size of the company, the interchangeability of employees, and so on.

O'Toole notes that in Minnesota's progressive business climate, a lot of employers "have recognized that hiring people with disabilities is good for business as well as a good thing to do."

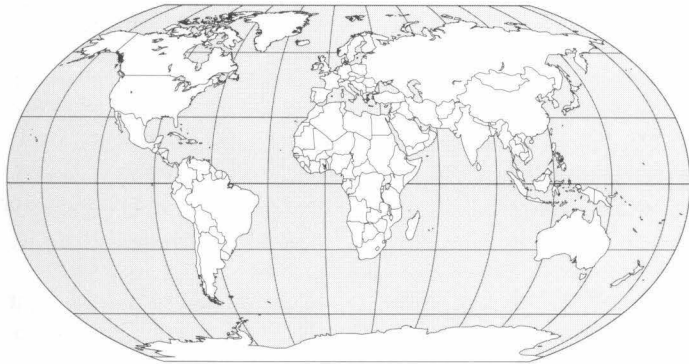
People with disabilities make up almost 20 percent of the labor pool, and O'Toole asks, "Why would anyone want to exclude one person out of five from being employees?" A 1981 study done at E.I. du Pont de Nemours & Co. shows that persons with disabilities tend to be at least as good workers as the rest of the workforce. Supervisors rated slightly more disabled persons as average or above average in job performance and safety compared to the workforce as a whole.

(Yvonne Pearson)



Jim Hansen

Robert Fjerstad (standing), president of Human Relations Consultants, helps teach a workshop for employers on complying with the Americans with Disabilities Act. The workshop is sponsored by the Employer Education Service at the Carlson School.



Working with world political, economic and cultural change

In 1775 Thomas Paine wrote that “the birthday of a new world is at hand.” Can the same be said about 1992? Yes, it can, according to Harlan Cleveland, professor emeritus at the Humphrey Institute of Public Affairs and guest speaker at the Carlson Executive MBA Winter Alumni/Student Event. We are living in an “extraordinarily open moment in world affairs, with many chances and choices ahead of us,” he said.

Cleveland believes the predominate political idea of the '90s is the right to choose. Freedom of political choice has become both attractive and attainable world-wide. The central lesson of the last several years is that the people, not their leaders, are doing the leading.

The driving force behind what is happening today politically, economically and culturally is the information revolution, Cleveland said. Change has come about in places such as Eastern Europe not because

of someone's vision of a distant utopia, but because people know what's going on with their neighbors. The 1980s saw the marriage of computers and telecommunications and more widespread use of orbiting satellites. Such technological advances have allowed people all over the world to see what is happening to one another. The greatest consequence of this is that modern civilizations and economies are centered less around communities of place and more around communities of people, wherever they are.

“The predominate political idea of the '90s is the right to choose.”

Information itself has become a marketable commodity. But unlike other commodities, information transactions should be shared. Offering information to others doesn't leave you with less. As a matter of fact, Cleveland warns, “companies and countries that try to guard their knowledge will fail to attract knowledge from oth-

ers. They can gain far more through openness than they can save through secrecy.”

Another great and valuable force at work in today's world is cultural diversity. The rise of democracy throughout the world has captured everyone's attention, but in Cleveland's view, cultural diversity is actually the most astonishing change that has resulted from recent world events. Worldwide, there no longer exists a majority—there are just a lot of minorities. As a result, Cleveland says, “the world needs more leaders in every domain who can empathize with fairness and the right to choose, who can reconcile technological advances with diversity, and who can help redesign societies characterized by spreading knowledge.”

Cleveland offers the following set of attitudes for those who hope to make a difference in the world. People who want to be leaders don't need more skills as much as they need to develop a generalist mindset to help them face the challenges of the new world. Characteristics of such a mindset are:

1. A lively intellectual curiosity—an interest in everything.
2. A genuine interest in what others think and what makes them tick.
3. A belief that risks are there, not to be avoided, but to be taken.
4. The feeling that crises are normal, tensions can be promising, and complexity is fun.
5. The realization that paranoia and self-pity are reserved for people who don't want to be leaders.

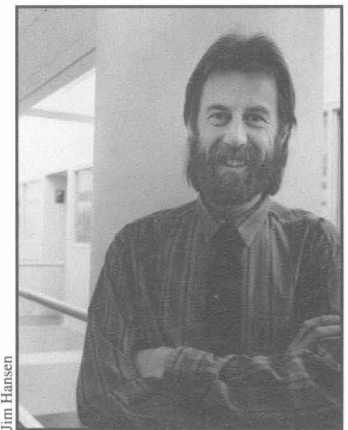
6. A sense of personal responsibility for the general outcome of your efforts.

7. “Unwarranted optimism”—the conviction that there must be a more upbeat outcome than would result from adding up all the experts' advice.

(Karen Potter)

Changing American family affects workplace

Population forecasting studies indicate that corporate America will be forced to accommodate a vastly changing workforce if it wishes to prosper. Businesses will be challenged by changes in the family, increased income and skill disparity between the “haves” and “have-nots,” and a proliferation of skilled workers over age 65. And we are currently in the midst of a new “baby boomlet”—despite the recent recession—which will affect the course of our economy well into the coming decades.



Jim Hansen

Dennis Ahlburg

Dennis Ahlburg, associate professor of Industrial Relations at the Carlson School and a national expert on demographic trends, believes that fundamental changes within the American family will challenge corporate America to rethink its most basic tenets. He has identified four major shifts that will affect the American workplace and corporate values.

“Fundamental changes within the American family will challenge corporate America to rethink its most basic tenets.”

First, because of high divorce and remarriage rates, family situations are becoming more complex. People more often are responsible for stepchildren, are co-parenting their own children, and are challenged to answer to the needs of their former families. “Will you be responsible for the support of your ex-in-law?” muses Ahlburg.

Predictions indicate that half of current white marriages and two-thirds of black marriages will end in divorce. Along with handling complex relationships, couples and divorced individuals will feel a resource crunch.

In addition, even though there is a baby boomlet occurring now, unless it turns into a full-fledged baby boom, families will experience a reduced

“kinship rate.” That is, they will have fewer relatives overall, and decidedly fewer relatives nearby to help look after family members old and young. Studies show that half of all elderly Americans have no relatives within an hour’s drive. Added pressure for workers to care for elderly family members will force employers to become a resource in relieving financial and time pressures. An expanded version of parental leave, and “eldercare” as part of companies’ benefits packages are two likely results of a more complex family structure in America.

The second major trend is that Americans are living longer due to improved income, health care and nutrition. Sixty-five will be seen increasingly as a productive age in a person’s professional life. Employers will face a choice: will employees be enabled to work longer or will employers absorb additional resources to help support them for the 20 years past retirement?

Business will have to change its mindset from the current arbitrariness of retirement—one month these individuals are invaluable team players and the next month they’re worthless. Corporations need to embrace the idea that workers are not less valuable just because they are older; they need to recognize the value of older workers’ judgment and experience.

“If people are productive and want to work,” says Ahlburg, “business should let them, if for no other reason than to allow

them to pay their own way. Seymour Cray will not run out of ideas at 70 or 75 years of age.”

Companies will have to be more strategic with their resources and flexible with their policies, states Ahlburg, to make it possible for employees to work 20- to 30-hour weeks. Concomitantly, older employees may have to take adjustments in salary—perhaps 60 percent pay and fewer hours—sacrificing the notion of an ever-rising salary.

A third area of change affecting business is the widening income disparity between population groups. The growing prevalence of female-headed households, a decline in real wages, and a shift of resources from the young to the old have significantly worsened the life chances of the most disadvantaged Americans. Corporate America must recognize that for the economy to truly succeed, the bottom rung of society must succeed—and that is not happening now, says Ahlburg.

Skill levels for entry-level employees are adversely affected by these developments, so companies will need to get involved in schools and make a commitment to education at its most basic levels if they want to have a skilled labor force available. Businesses must also involve themselves in educational programming and in providing incentives for students to stay in school and enter college. Income disparity will make success in school and career more

critical in breaking a deepening cycle of unskilled labor. Necessity could become the mother of compassion.

The last trend is that we are in the midst of a baby boomlet that may affect our economy for decades. Analysts say that the current boom is caused by increased fertility among white and non-white women of all ages. There will be another “Pig-in-the-python effect on population graphs,” says Ahlburg, “but it will be a slimmer pig and a fatter python than in the 1950s.” Business will benefit, but not to the extent of the previous generation.

This baby boom will also be different in that lessons have been learned from the last one, experts say. Ahlburg asserts, “We’re going to have to be better strategic managers of our resources.” For example, rather than building schools only to see them rendered obsolete in a matter of years, a more creative approach will have to be taken and human resources must be used more efficiently.

It’s a whole different world.
(Josh Kohnstamm)

Technology to reduce burden of professional decision making

Despite human bravado, intelligent systems and other forms of computer technology will play an increasingly fundamental role in professional decision making. Yet the question remains just how much professionals will rely on technology in this age of lawsuits and other liabilities.

The first step in making technology more useful is to understand how people make choices, given real-life variables and plausible alternatives. Paul Johnson, Carlson Professor of Decision Sciences, has taken this step by studying how physicians and other professionals make decisions in the real world.

“The first step in making technology more useful is to understand how people make choices, given real-life variables and plausible alternatives.”

Funded by a two-year grant from the National Science Foundation, Johnson and his students have recently developed a statistical model of the knowledge used by physicians when diagnosing cases of congenital heart disease. These models represent knowledge that works to perform tasks rather than knowledge that is taught or found in textbooks. Similar models have been developed for other professions.

According to Johnson, the key in medical work has been the availability of extensive records of professional decision making from which to draw patterns of physician responses to patient information. For this study, Johnson had access to a database of case histories at the University of Minnesota Heart

Hospital. Johnson looked at and followed the decision-making behavior of selected physicians as reflected in the cases that they diagnosed. Using these case histories, together with in-depth studies of the behavior of a small group of physicians, Johnson was able to recover an understanding of what an individual physician’s knowledge was like.

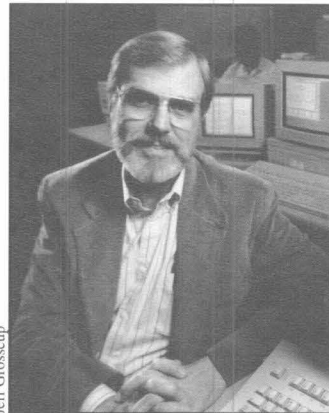
Johnson believes that other professions, such as law and accounting, contain similar “archival records of human thinking” that can be used to enhance our understanding of how knowledge is applied to real-world tasks.

Johnson sees three areas in which professions can benefit from this work. By exposure to the knowledge of experienced individuals, students are able to ‘see’ pathways of thinking that lead to success on a variety of unusual as well as routine problems.

Second, Johnson’s analysis of thinking can lead to improved tools for the assessment and certification of members of a professional community. By using records of the thinking of experienced individuals, things such as board examinations might better reflect real-life problems, rather than merely knowledge itself.

Third, Johnson’s study may help bring the professions closer to understanding what aspects of knowledge in a field can be converted into intelligent systems that can aid in screening and consulting decisions.

Despite significant advances, professions such as medicine have sometimes been slow to



Paul Johnson

embrace the use of computers as decision-making tools. Johnson points to issues of professional responsibility together with legal implications of mistaken decisions as one reason for the slow transition. Compounding this is the professional’s distrust of decision-making tools that do not conform to human ways of thinking. Although computers are used to perform a variety of tasks, Johnson suggests we are sometimes uncomfortable with accepting a recommendation from a machine whose process of reasoning is unavailable or unfamiliar to us.

Nevertheless, the potential for creating resources for the improvement of decisions is enormous. The key, Johnson argues, is to understand the ways in which machine intelligence can complement human thinking. Future work must combine a fundamental understanding of the knowledge being used by a professional community with the needs of individuals from that community who perform decision-making and problem-solving

tasks. Working together, Johnson believes, professionals and machines should be able to do things that neither can do alone.

(Josh Kohnstamm)

Researchers explore new “imaging” technology

The Minnesota Imaging Project (MIP) is a joint academic-practitioner research program at the Carlson School formed to investigate “imaging” as an emergent technology.

Imaging is what happens when a fax machine converts a document into electronic “images” so that it can be transmitted over a telephone line to another fax machine. MIP uses technology that enables electronic images to be sent from computer to computer without necessarily requiring a paper document—in essence, a paperless fax.

MIP’s imaging technology also incorporates advanced software that allows users to manipulate textual images in sophisticated ways. For example, if someone has inadvertently faxed a document upside-down, MIP software can rotate the text so it’s right-side-up. MIP is also planning to incorporate pen-based technology, which will enable collaborators to comment on texts electronically by “writing” on a computer tablet.

Les Wanninger, director of MIP and CEE coordinator and lecturer in Information and Decision Sciences, emphasizes that one of MIP’s essential benefits will be increasing the speed for working collabora-

tively with paper-based information. He explains, "This kind of imaging technology allows collaborators who are separated by time or distance to share paper documents without having to go through the time-consuming steps of retrieving from a file, printing and then mailing or faxing hard copies. For example, we have three faculty members working in different places who are collaborating on three books. Imaging allows them to make comments on each other's work, scan those comments into their computers, and transmit them without having to use a fax machine. They can also transmit stored images of bibliographies and source material to each other very quickly."

MIP is studying how these collaborators do or do not make use of imaging, to see if such technology, which is now quite expensive, proves to have a substantial net benefit. "We're really interested," Wanninger

says, "in finding out how this technology changes the way people work."

"This project enables electronic images to be sent from computer to computer without a paper document."

MIP is a partnership between the Carlson School, the Rhetoric Department and sponsoring companies, which are providing resources of technology, personnel and funding to explore the frontier of imaging technology. Sponsor companies include IBM, U S WEST, Bremer Financial, Medtronic, Norwest Technical Services, Northwest Airlines, Hennepin County, NSP, Catera, Mid-continent Business Systems and West Publishing.

(David Pink)

Dean Kidwell leads delegation of economists to Russia and Ukraine

Dean David Kidwell led an international delegation of 38 business and economics professionals to Russia and Ukraine in July to learn more about the move toward a free-market economy in the former Soviet Union, and to explore opportunities for business and academic linkages. The trip was sponsored and organized by the Citizen Ambassador Program of People to People International.

"It is reminiscent of the Wild West"

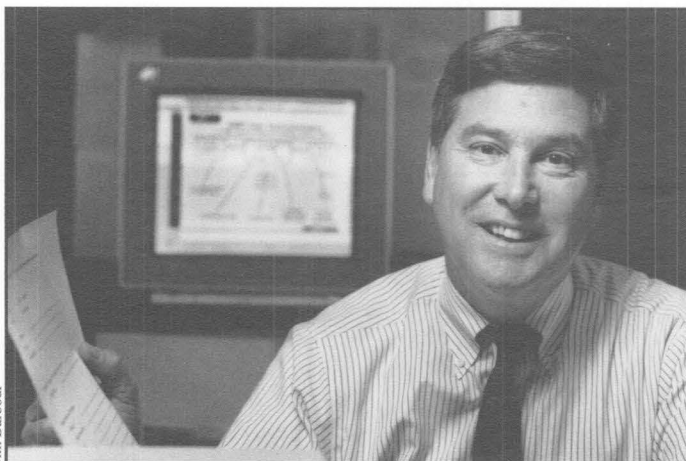
In Moscow, the delegation met with members of the Association of International Business and Commercial Cooperation, the Ministry of Foreign Economic Relations, the International Business School, and the Committee on Anti-Monopoly Policies and Support of Newly Emerging Economic Structures. In Kiev, they visited the International Management Institute, and met with representatives from local industrial plants. In St. Petersburg, they visited the St. Petersburg City Council, the Voznesensky Finance and Economics Institute, the Association for Foreign Trade and Collaboration and the Department of Foreign Economic Activities.

Dean Kidwell said that they found "mounting evidence that privatization and a move towards a free market economy will continue to be a wrenching experience for the people of Russia and Ukraine—and an extremely risky business environment for decades."

"It is reminiscent of the Wild West," he said. "The former Soviet Union is in the midst of a massive 'land rush'—a move by many to accumulate vast wealth at the government's expense, while existing companies are using their monopoly status to simply charge more while producing the same as before."

The one economic bright spot, according to Kidwell, is St. Petersburg, which is "poised to become the new Hong Kong of the former Soviet Union. Its historical relationship with Finland and Scandinavia and its exposure to Western economies and free market forces will allow it to make the transition years ahead of its Eastern neighbors." MMR

(Josh Kohnstamm)



Jim Barbour

Les Wanninger demonstrates how images may be scanned into a computer using a new technology, and then transmitted electronically.



Winston Wallin is honored with Outstanding Achievement Award

Winston R. Wallin, chairman of Medtronic, Inc. and retired CEO of the company, was honored with an Outstanding Achievement Award during commencement ceremonies in June. This award is the highest award the University of Minnesota bestows on its alumni.

Wallin, a 1948 business administration graduate, also delivered this year's commencement address.

Wallin joined Medtronic in 1985 after 37 years with Pillsbury, and became nationally noted for his visionary leadership style which emphasizes teamwork and a culture of collectively addressing conflicts and problems positively.

Through a strategic focus on research and development and an aggressive stance on marketing, Wallin took Medtronic, the largest producer of implantable cardiac devices, to phenomenal levels of growth and a strong world-market position. Medtronic profits increased three and half times from 1985 to 1991—\$38 million to \$133 million—under Wallin's leadership.

Wallin named chair of Carlson School Board of Overseers

Earlier this year Win Wallin accepted the job of chairing the Carlson School Board of Overseers. The 28 members of the Board of Overseers are leaders from a cross-section of the region's business community. They meet three times a year in an advisory capacity to the dean.

The Board of Overseers was reactivated this year under the

direction of Dean David Kidwell after he joined the school. In addition to naming Win Wallin chair, Dean Kidwell enlisted several new members to join. About 20 percent of the board's membership has changed in the last year. The complete list of board members is on page 1.

Students receive awards at graduation

The following students were honored with special awards at Commencement on June 14:

Undergraduate awards

Pillsbury Scholastic Achievement Award

Daniel Munson

3M Marketing Award

Mari Murakami

Wall Street Journal Award

Malisa Everson

Alpha Kappa Psi Medal

Kurt Engelmeier

Jeffrey Johnson

Karen Hansen

Leonard Lane

Mari Murakami

Daniel Munson

Lori Oswald

Alpha Kappa Psi Tablet

Lee Falck

James Gilliland

Theresa Klise

Roger Fignar

Business Association of Minorities Award

Virginia Buenviaje

Delta Sigma Pi Key

Leonard Lane

Mari Murakami



Jim Hansen

Theresa Klise, '92 BSB, was this year's recipient of the Tomato Can Loving Cup Award, which has been given to one undergraduate student every year since 1929 to recognize outstanding service to the school.

Tomato Can Loving Cup Award

Theresa Klise

Graduate Awards

MBA Wall Street Journal Award

William Benjamin III

Field Project of the Year

(two teams)

Reed Wahlberg

Miles Larson

Kenneth Morris

Adrian Kannarr

(George Benson, advisor)

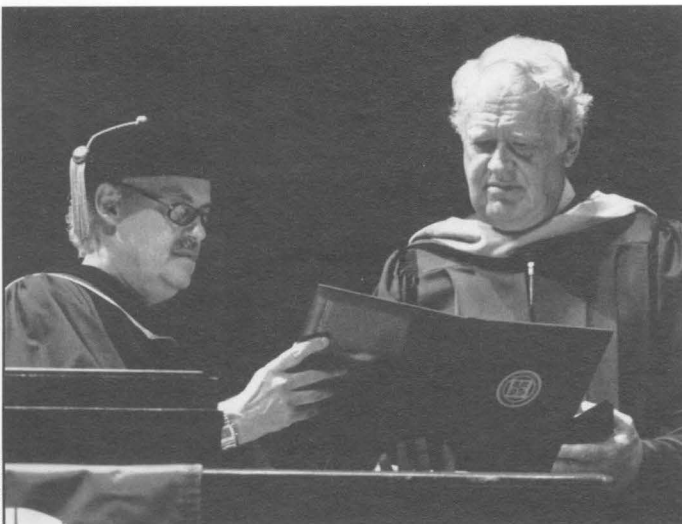
Animle Quaye

Tim Cofer

Lawrence Spilberg

Cristina Vogeler

(Bob Ruekert, advisor)



Jim Hansen

Win Wallin, '48, chairman of Medtronic, received an Outstanding Achievement Award at Commencement in June. He is shown here with Dean Kidwell, who named Wallin chair of the Carlson School Board of Overseers this year.

First MS-MOT class graduates

The first class of students in the Master of Science in the Management of Technology program (MS-MOT) graduated this spring. The 35 students began this executive master's program two years ago. Offered through the Center for the Development of Technological Leadership, the program is geared to preparing experienced engineers and scientists for management roles in technology-intensive organizations. The program is co-sponsored by the Carlson School and the Institute of Technology, and about 80 percent of the classes are taught by Carlson School faculty. Classes are held on Fridays and Saturdays.

MBA program revision taking shape

Since January a task force has been working on redesigning the Carlson MBA program, which is planned to be ready for students in the fall of 1993.

Task force members Don Bell, Art Hill, Laurent Jacque, George John, David Kelton, Tim Nantell and Mary Nichols (chair) solicited ideas from many sources before developing a new design. They received input from:

- The school's strategic planning process
- Town Hall meetings with day and evening students
- Meetings with the faculty

- A faculty forum on the foundations of the program's core disciplines

- Meetings with employers
- An analysis of 14 leading MBA programs

When a specific task force proposal is ready, it will encompass the following overall directions:

- The curriculum, especially in the core courses, will be reviewed to ensure that it is relevant, rigorous and useful. Students will receive a balance of training in quantitative and qualitative skills. This could include training in global business, multicultural environments, communications, ethics, entrepreneurship and leadership.

- Students will have more opportunities for tailoring the program. All the core courses, except for the field project, will be offered during the first year, so that the second year may be devoted to electives.

- Opportunities for students to integrate their activities into the school's professional learning community will be enhanced. Some of these have already been implemented. For example, this spring a new workshop series for faculty to discuss recent research with MBA students, called Nexus, was launched; and a mentoring program that will match students with local executives began this year.

- Administrative services are being reviewed to ensure that we are meeting the needs of all students to the maximum extent possible. Career planning and placement services will be enhanced to reflect the changing business world and changing technology.

MAIR curriculum revised

This fall, new students enrolling in the Master's of Arts in Industrial Relations (MAIR) degree program will be the first to take courses in the newly updated MAIR curriculum. The main changes are:

- International or comparative content has been added to almost all courses. Examples are sections on Japanese management, industrial democracy in Western Europe, expatriate recruitment and training, compensation of the overseas employee, and comparative labor policy in industrialized countries.

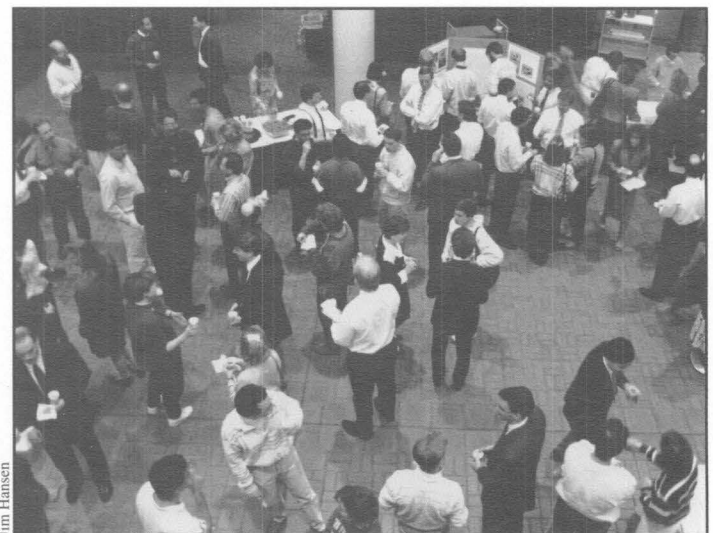
- Some courses have been reshaped because the amount of material that needs to be covered has expanded. An example

is splitting the old "Benefits Administration" course into two—"private benefits" and "public benefits"—reflecting the enormous expansion of law and regulation relating to this area.

- Course titles and descriptions have been updated to reflect changing emphases of employers, unions and workers, and governments.

The Carlson MAIR program has grown since it was founded 50 years ago to be the largest such program in the country. Approximately 240 fulltime and parttime students are enrolled each quarter, coming from almost 20 states and 10 foreign countries. When they graduate, they take positions all over the U.S. and throughout the world.

The MAIR program is consistently ranked as one of the top three in the country.



Jim Hansen

The first "Common Break" for evening MBA students was held this spring as a way to build a sense of community among evening students. All MBA instructors broke their evening classes at the same time so that students could gather for light refreshments and conversation. This idea resulted from student input during the MBA program revision process.

Carlson Plan hopes to develop community spirit among undergrads

This fall 60 of the Carlson School's 300 new undergraduate students will begin school under a new program called the "Carlson Plan." The Carlson Plan provides the opportunity for these students to progress through their core courses with a consistent cohort of classmates. Six core courses will be prescheduled for these students. In addition, special professional development sessions and other extracurricular opportunities will be scheduled to facilitate the participation of Carlson Plan students. The program was designed to develop a sense of community among these students by making it more likely for them to get to know a specific cohort of students.

Carlson School attends first MBA Forum in Japan

Considering Japan's position as a world leader in business, it may be surprising to learn that yearly thousands of Japanese students earn MBAs from American schools. At the Carlson School, four are enrolling this fall.

Recruiting Coordinator Larry Bjorklund and Associate MBA Program Director Sandra Kel-

zenberg took the opportunity to spread the word about the Carlson School to prospective Japanese students this May at the first MBA Forum held there. They also visited with personnel directors of major Japanese companies because about 70 percent of Japanese students who come to the United States for an MBA are company-sponsored.

Why would Japanese students want to earn MBAs in the U.S.? One student, Akira Nakamura, a 1992 Carlson graduate, was sponsored by his employer, Mitsui Trust and Banking Company Ltd. in Tokyo. Nakamura explained that, "From the company's perspective the primary reason they sponsored me was to improve my English skills. My company does a lot of business in the U.S. and all over the world. Also, finance instruction is better here than in Japan. Finally, students in American MBA programs will be the future American business leaders with whom we will want to do business."

Bjorklund adds, "Japan has only six MBA programs and half of them are joint programs with U.S. schools—so there are limited opportunities there. Aside from that, Japanese businesses are interested in a better understanding of American culture and how business operates here."

Nakamura, who chose the Carlson program over six others that accepted him, did so because his boss told him that



Jim Barbour

Master's computer lab is dedicated

A new computer lab for Carlson School master's students was opened last winter, thanks to a \$61,400 grant from the Carlson School Associates Program, the school's corporate contributions program, which provides unrestricted funding. Dean Kidwell and Judith Franklin, director of the Office of Information Technology, carried out the official ribbon cutting at the lab's grand opening.

the Carlson School is moving up in the rankings and is gaining a good reputation internationally.

Getting the word out about the Carlson MBA was an important mission for Kelzenberg and Bjorklund. Bjorklund notes, "Japanese employers and students in general have a difficult time deciding which programs to attend, and we knew that if we wanted them to know our story, we had to be there at the Forum. We were among 60 U.S. schools recruiting students."

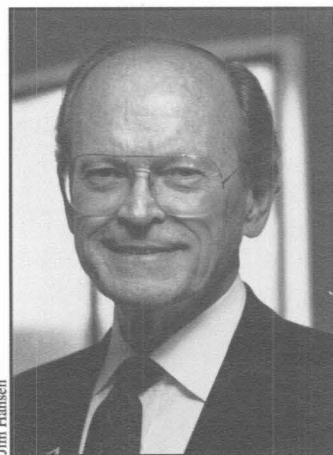
Helping Bjorklund and Kelzenberg during the Forum were two Carlson School alumni. Hirokazu Yuihama, '86 MBA, works in the securities Research Division of Yamaichi Research Institute in Tokyo. Ryoichi Ishi, '90 MBA, works in the Capital Markets Division of the Sakura Bank, Limited, in Tokyo. They helped answer questions of prospective students about the Carlson School and Minnesota.

Former Ford Motor Company CEO meets with MBA students

Among the many prestigious speakers invited to the Carlson School recently was Donald Petersen, former CEO of the Ford Motor Company, who met with MBA students as part of the MBA Executive Speakers Series.

Petersen, who was born in Pipestone, Minnesota, has been with Ford since 1946. He has been called "Detroit's first Japanese-style chief executive" and is noted worldwide for his role in retooling Ford Motor Company for a new era of international competition. In his book, *A Better Idea*, he addresses issues surrounding quality and American manufacturing.

During his visit to the Carlson School, Petersen answered students' questions and shared his ideas during a give-and-take discussion.



Jim Hansen

Donald Petersen, former Ford Motor Company CEO, met with MBA students.

Carlson School and other U.S. and Polish institutions establish management education program in Warsaw

The Minnesota Consortium on "Management and Training for Central and Eastern Europe," of which the Carlson School is a member, was selected last year to participate in a \$1.8 million project to collaborate with Polish institutions in educating Polish business faculty, students and entrepreneurs during their shift from a centrally planned economy to a free-market system. The grant is the second-largest of 11 awarded by the U.S. Agency for International Development. The school is now in its second year of participation in the project and is funded for another \$1.37 million.

Ruth Franz, assistant director of the Office of International Program Development, says the award represents the fruits of continued cooperation between different schools at the University of Minnesota and businesses interested in expanding relations with Poland.

The Humphrey Institute of Public Affairs at the University of Minnesota is the lead sponsor. Other partners, along with the Carlson School, are the Department of Agriculture and Applied Economics, Land O'Lakes, Sparks Companies, Inc., and the American Trust for Agriculture in Poland. The Polish partners include the



Professors Bill Rudelius and Fred Beier were two of nine Carlson faculty members who taught management classes at the Warsaw School of Economics last year under a partnership between WSE and the University of Minnesota. The project is now in its second year.

Warsaw School of Economics (WSE), the University of Maria Curie-Sklodowska in Lublin, Bialystok Technical University, the University of Agriculture and Technology in Olsztyn, and the Foundation for the Development of Polish Agriculture, in Warsaw.

The Carlson School has two roles in this project. One is "training the trainers" by working with faculty at WSE and other educational institutions to develop an American-style core management curriculum adapted to Polish needs. The other is teaching business students at WSE who plan to become teachers themselves.

Carlson School faculty who participated in the first year included Fred Beier (logistics management), Gordon Duke (accounting), Bruce Erickson (strategic management), John Fossum (industrial relations), Pat Hess (finance), Peter Rosko (finance), Bill Rudelius (marketing), Howard Strauss (opera-

tions management) and Andrew Whitman (insurance). They each taught students at WSE a concentrated course equivalent to an MBA core course in their discipline, and worked with Polish faculty.

Several additional developments in the Carlson School's partnership with WSE have emerged from the first year of the project. Pat Hess received a five-month Fulbright lecturing award to teach corporate finance and capital markets at WSE. Other faculty members began work on developing core MBA courses and Polish case materials. This work will continue this year, in preparation for delivery in 1993-94. To supplement these curricular materials, a section of the WSE library has been created to receive 170 textbooks worth approximately \$15,000 that have been donated or solicited by Carlson School faculty members. In addition, a summer school for Polish economics faculty was developed and held

in September. Core faculty members from the University of Minnesota departments involved in the project, including Michael Keane and Brian McCall (industrial relations) implemented new economics courses at cooperating universities in Warsaw, Lublin and Bialystok.

Mahmood Zaidi, director of International Programs, said, "In the larger context, this grant will serve to establish the Polish-American Center for Economics and Management in Warsaw, a joint venture between the University of Minnesota and WSE, which will carry out the objectives of the project and continue the training of Polish citizens after the project expires."

The opening ceremony of the Center will be held on October 22. Dean David Kidwell will be attending, along with other University of Minnesota faculty members who have been involved in this project.

So far, over 500 professors and advanced graduate-level students have taken market economics courses, and another 490 took management courses. Minnesota faculty conducted 23 courses in market economics and business management subjects. Over 700 managers and entrepreneurs participated in training seminars offered by Land O'Lakes, Sparks Companies and the Foundation for the Development of Polish Agriculture. Over 70 mid-level managers and government policy-makers participated in executive development seminars taught by Minnesota faculty.

Central European professionals attending Carlson School under new fellowships

Four business professionals from Czechoslovakia and the former Soviet Union will be taking one year of MBA classes, beginning this fall, under two new fellowship programs that combine education and practical training. At the completion of the first-year MBA program, they will be employed as interns for three months at local companies.

The students coming to the Carlson School are Tatiana Chameeva, an associate professor from Moscow State University; Ivan Honzak, owner and director of a private com-

pany in Trinec, Czechoslovakia, working in the areas of foreign trade, civil engineering and computer programming; Dalibor Kabat, an electrical engineer with IBM-Czechoslovakia, in Bratislava, Czechoslovakia; and Vladimir Shehovtsov, a consultant in international business from Isum, Ukraine.

They are interested in supplementing their previous education and professional experience with training in Western management techniques, and in gaining technical expertise that will help them in their businesses and careers when they return home.

The students are here under the Benjamin Franklin Fellowship and North American Consortium for Free Market Study Programs (NACFMS), both administered by the Institute of International Education. Their

grants will cover the costs of tuition, room, board and miscellaneous expenses for one academic year. The Benjamin Franklin Fellowships are funded by the U. S. Information Agency; NACFMS is supported by several North American corporations, corporate foundations and the U. S. Agency for International Development. NACFMS was founded and is sustained by Joseph E. Seagram & Sons, Inc.

Nationally, the two programs have awarded 65 scholarships in business, law, economics, and public administration to citizens of the former Soviet Union, Hungary, Czechoslovakia, Poland and Bulgaria. These individuals are studying in 14 universities throughout the United States.



Jim Hansen

Ivan Honzak, Vladimir Shehovtsov, Tatiana Chameeva, and Dalibor Kabat, business professionals from Central Europe, are attending the Carlson School MBA program under fellowships provided by the North American Consortium for Free Market Study and the Benjamin Franklin Fellowship Programs. They will work as interns this summer.

Executive Development Center offers new program for human resource leaders

"Leading the Human Resource Function in the 1990s" is a new program being offered by the Executive Development Center. Experts from across the country, including Richard Arvey and Andy Van de Ven at the Carlson School, will teach in the program, which is the first of its kind in the nation.

The program was designed by leading academics in the field and top human resource executives from major Twin

Cities corporations, including several Carlson School alumni who hold leadership positions in their companies. It will focus on the new ways that human resource leaders are providing vision beyond traditional issues by improving organizational processes, redesigning structures, and challenging traditional thinking.

This new program is designed to produce human resource leaders with both technical expertise and broad business management skills to fully participate in the leadership of the business. The course will be delivered in two modules, in February and May.

For more information, contact Lynn Anderson by telephone at (612) 624-2545, or by fax at (612) 626-7785.

CEMBA introduces first international trip

"Europe 1992, An Eastern European Perspective" was the theme for the first Carlson Executive MBA (CEMBA) Program international trip in July. Hosted by Kathryn Carlson, Don Bell, from the MBA Office, and Professor Art Hill, CEMBA alumni traveled to Budapest, Hungary and Vienna, Austria for nine days.

In Budapest, the group visited Citibank, a joint venture between National Bank of Hungary and Citibank; WESTEL, a

joint venture with U S WEST; Tungram-General Electric; and the Janos Hospital, the largest hospital in Eastern Europe. They met with executives from these organizations and discussed business practices, cultural implications of the joint ventures and privatization.

In Hungary, ten million people live in an area about the size of Indiana. The average yearly salary is \$3,000. University faculty earn about \$4,000 on average and physicians about \$4,500. Their economy is based primarily on cash; there are many bankruptcies and 80 percent of Citibank's profit comes from lending. There is no consumer banking and no branches.

U S WEST began their joint venture in 1990 with five employees and \$20,000. They now have 250 employees and a 60 million-dollar business. Approximately ten percent of Hungarians have a telephone and there is a waiting list of 70,000 people. Some of the major issues U S WEST dealt with in establishing their joint venture were European cultural differences, negotiating contracts with inexperienced negotiators, unavailable market data, and a lack of common knowledge about business terminology.

In Vienna the group visited General Motors-Austria, Monsanto Company, and the Austrian Parliament. They met with Roy Huffington, the United States Ambassador to Austria; Peter Jankowitz, the European Secretary for Austrian Affairs;



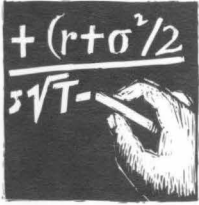
CEMBA international trip participants posed in front of a statue of Karl Marx at Budapest University of Economic Sciences (formerly Karl Marx University).

Peter Wardell, who works for Monsanto and is responsible for the Baltic republics; and Ewald Nowotny, Secretary of the Finance Committee for the Austrian Parliament.

In these meetings, participants explored the idea of using Vienna as the gateway to business opportunities in Eastern Europe. They discussed issues such as determining target audiences, assuming risk, understanding the culture, pricing, financing, and government corruption. They learned that patience is one of the most necessary attributes in dealing with changing governments and companies.

Beginning this spring, an international experience is being added to the CEMBA curriculum for second-year students. This year they will travel to Budapest, Hungary for a week-long residency in April.

MMR



A sampling of recent teaching, research and service activities of Carlson School faculty is presented here for your information.

APPOINTMENTS

Norm Bowie, who holds the Elmer L. Anderson Chair in Corporate Responsibility, has been named chair of the Department of Strategic Management and Organization.

PROMOTION AND TENURE

Shawn Curley, Department of Information and Management Science, was promoted to associate professor.

Art Hill, Department of Operations and Management Science, was promoted to professor.

George John, Department of Marketing and Logistics Management, was promoted to professor.

David Kelton, Department of Operations and Management Science, was promoted to professor.

Barbara Loken, Department of Marketing and Logistics Management, was promoted to professor.

Alfred Marcus, Department of Strategic Management and Organization, was promoted to professor.

Chris Nachtsheim, Department of Operations and Management Science, was promoted to professor.

Judy Rayburn, Department of Accounting, was promoted to associate professor.

NEW GRANTS

Gerardine DeSanctis received a \$55,000 grant from the National Science Foundation for a study on "Advancing the Networked Organization with Group Decision Support Systems," with M. Poole and **Gary Dickson**.

Joseph Galaskiewicz received grants totalling \$18,250 from the Program on Non-Profit Organiza-

tions, and the Lilly Endowment, for a "Study of Nonprofit Governance in Minneapolis-St.Paul."

John Mauriel received a \$38,000 planning grant from the Bush Foundation to develop a new program for school executives. The Bush Principals' Program, which is directed by Professor Mauriel, has also been granted \$600,000. The grant will fund a six-week residential leadership course for 28 Minnesota public and private school principals and teacher-leaders.

Roger Schroeder and Sadao Sakakibara received a two-year research grant from the National Science Foundation and matching funds from Honeywell and 3M totaling \$200,000, for an "International Study of World Class Manufacturing in Industry." The purpose of the study is to determine the changes in manufacturing management which are effective in meeting global competition.

PUBLICATIONS

Richard Arvey, "The Development of Physical Ability Tests for Police Officers: A Construct Validation Approach," *Journal of Applied Psychology*, forthcoming; "The Relative Power of Training Evaluation Designs Under Different Cost Configurations," *Journal of Applied Psychology*, forthcoming.

Ross Azevedo, with L. Roth, "Mandating Comparable Worth in Minnesota," in *CURA Reporter*, May 1992. A more detailed report, entitled *Implementing Comparable Worth in Minnesota Local Government*, will be published as a monograph by the Center for Urban and Regional Affairs.

Rajiv Banker, "A Perspective on Research in Governmental Accounting," with **Gordon Potter** and W. Cooper, *Accounting Review*, 1992; "Economic Evaluation of Single Cost Driver Sys-

Van de Ven introduces new course on innovation and change

Most everyone agrees that innovation is crucial to sustaining the survival and competitiveness of an organization in a rapidly changing technological environment. Yet relatively little is known about how innovation can be nurtured and managed. Even less is known about how the innovation journey typically unfolds.

A new course being introduced this fall by Professor Andy Van de Ven will focus on what is known about managing innovation. Professor Van de Ven will draw from scientific studies that have examined the input, processes and outcomes of innovation ventures as they develop over time from concept to implementation. These studies were undertaken as part of the Minnesota Innovation Research Program, which followed the innovation process in a wide variety of new technologies, products, programs and services.

The course will be offered to both undergraduate and MBA students.

Faculty receive honors for outstanding teaching

The following awards were presented at Business Day to recognize outstanding teaching. All awards were based on student balloting, except for the Alumni Teacher Appreciation Award, which was based on balloting from alumni who graduated in the last three years.

Judy Rayburn	Undergraduate Teacher of the Year
Ken Roering	Graduate Teacher of the Year
Jim Gahlon	Alumni Teacher Appreciation
Akshay Rao	Undergraduate Honor Roll
Bill Rudelius	Undergraduate Honor Roll
Nick Biondich	Undergraduate Honor Roll
Terry Tranter	Undergraduate Honor Roll
Albert Andrews	Undergraduate Recognition Certificate
Lillian Werner	Undergraduate Recognition Certificate
Ian Maitland	Undergraduate Recognition Certificate
Laurent Jacque	Undergraduate Recognition Certificate
Donald Bartlett	Undergraduate Recognition Certificate
Gordon Potter	Graduate Honor Roll
Norm Chervany	Graduate Honor Roll
Sal March	Graduate Honor Roll
Inder Khosla	Graduate Honor Roll
Jim Gahlon	Graduate Recognition Certificate
Michael Sher	Graduate Recognition Certificate
George John	Graduate Recognition Certificate
Balaji Chakravarthy	Graduate Recognition Certificate
Orville Walker	Graduate Recognition Certificate



Judy Rayburn



Ken Roering



Jim Gahlon

Photos by Tim Rummelhoff

tems," with **Gordon Potter**, *Journal of Management Accounting Research*, forthcoming in 1993; "Integrated System Design for Service Sector Retail Outlets," with R. Morey, *Journal of Operations Management*, 1992; "Measuring the Development Performance of Integrated Computer Aided Software Engineering (ICASE): A Synthesis of Field Study Results from The First Boston Corporation," with R. Kauffman, in *Software Engineering Economics*, T. Gullidge (ed.), Springer-Verlag, 1992; "Managing the Performance of Computer Aided Software Engineering (CASE) Development with Life Cycle Trajectory Metrics," with R. Kauffman and R. Kumar, in *Handbook on Software Productivity*, J. Keyes (ed.), McGraw Hill, 1992; "Analyzing the Underlying Dimensions of Firm Profitability," with H. Chang and S. Majumdar, *Managerial and Decision Economics*, 1992; "Maximum Likelihood Estimation of Monotone Increasing and Concave Production Frontiers," with A. Maindiratta, *Journal of Productivity Analysis*, 1992.

P. George Benson, with D. Onkal, "The Effects of Feedback and Training on the Performance of Probability Forecasters," *International Journal of Forecasting*, forthcoming.

Mario Bognanno and M. Kleiner (eds.), *Industrial Relations*, winter 1992; and with C. Coleman (eds.), *Labor Arbitration in America: The Profession and Practice*, a project of the Research Committee of the National Academy of Arbitrators, Praeger, May 1992.

Chun Chang, "Capital Structure as an Optimal Contract Between Employees and Investors," *The Journal of Finance*, July 1992.

Larry Cummings and B. Staw (eds.), *Research in Organizational Behavior*, volume 14, 1992.

Gordon Davis, J. DeGross and R. Littlefield, *MISRC/McGraw-Hill 1992 Directory of Management Information Systems Faculty in the United States and Canada*, New York: McGraw-Hill, 1992.

Gerardine DeSanctis, "Using Computing in Quality Team Meetings: Some Observations from the IRS-Minnesota Project," with M. Poole, G. Desharnais, and H. Lewis, *Journal of Management Information Systems*; "Confronting Environmental Dilemmas Through Group Decision Support Systems," *The Environmental Professional*.

Tom Hoffmann, "Eureka: A Hybrid System for Assembly Line Balancing," *Management Science*, January 1992.

Alfred Marcus, *Controversial Issues in Energy Policy*, Sage Publications, 1992.

Cheri Ostroff, "Relationship Between Satisfaction, Attitudes and Performance: An Organizational Level Analysis," *Journal of Applied Psychology*, 1993; "The Role of Mentoring in the Information Acquisition Process of Newcomers During Early Socialization," *Journal of Vocational Behavior*, 1993.

Akshay Rao, "The Effects of Prior Knowledge on Price Acceptability and Type of Information Examined," with W. Sieben, *Journal of Consumer Research*, September 1992; "The Influence of Familial and Peer Based Reference Concepts on Consumer Decisions," with **Terry Childers**, *Journal of Consumer Research*, September 1992.

Paul Sackett, "Individual Psychological Assessment for Personnel Decisions: The Effects of Graduate Training and Professional Affiliation," with A. Ryan, *Personnel Psychology*, June 1992.

NEW EDITORIAL APPOINTMENTS

Rajiv Banker, associate editor for the *Journal of Accounting Literature*.

Larry Cummings, appointed to the Board of Editors of *Applied Behavioral Science Review*, formerly *The Journal of Applied Behavioral Science*.

Gerardine DeSanctis, senior editor of theory and research for the *MIS Quarterly*.

David Kelton, reappointed as area editor for simulation, *ORSA Journal on Computing*.

HONORS, AWARDS AND ACTIVITIES

Carl Adams has been named chair of a university-wide task force that will work on identifying the variables and factors to be taken into account when faculty workload assignments are made.

Gordon Alexander has been invited by the Council for International Exchange of Scholars in Washington D.C. to serve on the Discipline Advisory Committee for Fulbright Scholar awards in Business Administration for a three-year term. Advisory committees review the applications of American scholars wishing to conduct advanced research or to lecture abroad under Fulbright auspices.

Rajiv Banker, with **Gordon Potter** and **Roger Schroeder**, received the Best Paper Award from the American Accounting Association Midwest Section for "An Empirical Analysis of Manufacturing Overhead Cost Drivers."

P. George Benson has been named program chair for the annual conference "Making Statistics More

Effective in Schools of Business," to be held at the Carlson School next June.

Glen Berryman received the Outstanding Educator in Auditing Award at the American Accounting Association meeting this summer.

Mario Bognanno was appointed chair of the University Committee to Review the University Grievance Policy by Nils Hasselmo. Recommendations were presented to the University Senate, Administration and Regents in April.

Larry Cummings has been appointed to the Board of Directors of the MESO Society. He has also been elected to serve on the Board of Trustees of Wabash College. *Research in Organizational Behavior*, an annual series of critical essays, edited by Larry Cummings and Barry Staw, has been cited as among the top ten most frequently cited scholarly journals in all business-related disciplines. The rankings were based on impact factors published by *Social Science Citations Index*.

Gordon Davis was a member of the program committee for the International Federation for Information Processing (IFIP) World Congress in Madrid in September and he was in Trondheim, Norway at the IFIP Council meeting, as chairman of Technical Committee 8 and a member of the Activity Management Board. He spent a week in Singapore as an external examiner for the National University of Singapore and as advisor to the MIS research center at Nanyang University. In March, he was the invited speaker in the MIS Distinguished Speaker Series at the University of Dayton, and the MIS Distinguished Speaker at the University of Michigan, Ann Arbor. In June he taught three sessions at Erasmus University in Rotterdam, Netherlands, in their Master's in Business Informatics program. He was also conference chair for an

IFIP Working Conference, "The Impact of Computer Supported Technologies on Information Systems Development," held at the Carlson School in June.

Gerardine DeSanctis has been invited to serve as Chair of the Doctoral Consortium for the Thirteenth International Conference on Information Systems to be held in December 1992. Her paper "Using Computing to Facilitate the Quality Improvement Process,"

with Poole, Desharnais and Lewis, was one of five finalists for the 1991 DSS Outstanding Achievement Award presented by the Institute of Management Sciences. The paper was published along with other final papers in the December issue of *Interfaces*, published by the Institute of Management Sciences.

John Dickhaut and **Kevin McCabe** are members of the Economic Science Association Board of Directors for the coming year.

Carlson School well represented at national accounting conference

The following faculty members and current and recently graduated Ph.D. students gave presentations at this year's American Accounting Association meetings in Washington, D.C.: **Eric Hirst**, "Creditors' Sensitivity to Factors Affecting the Reliability of Evidence Sources"; **Gordon Potter**, **Rajiv Banker** and **Roger Schroeder**, "An Empirical Analysis of Manufacturing Overhead Cost Drivers"; **Seok-Young Lee**, **Rajiv Banker** and **Gordon Potter**, "A Field Study of the Impact of a Performance-Based Incentive Plan"; **Amin Amershi** and **Srikant Datar**, "Incomplete Contracts, Production Expertise and Incentive Effects of Modern Manufacturing Practices"; **Judy Rayburn**, **Jack Hughes** and **Frank Gigler**, "International Accounting Standards as an Instrument of Trade Policy on Imperfectly Competitive Markets"; **Jack Hughes** and **Sunil Dutta**, "Discretionary Timing of Trades in a Risk Neutral Stock Market with Private and Public Information"; **Michael Schadewald**, **Steven Kackelmeier** and **Steven Limberg**, "Tax Revenues and Incidence under Alternative Consumption Tax Regimes"; **Galen Sevcik**, **John Dickhaut**, **Ann Martin** and **David Senkow**, "The Price Quantity Sealed Bid-Offer Auction with Pro-Rata Rationing: Experimental Evidence"; **John Dickhaut**, **Kevin McCabe** and **Joyce Berg**, "Judgment and Decision Making Research in Accounting and Auditing"; **Gordon Potter**, **Rajiv Banker** and **Roger Schroeder**, "Manufacturing Performance Reports for Shop Floor Workers: An Empirical Study"; **P. Jane Saly**, "The Effect of the 1987 Stock Market Crash on Executive Stock Options"; and **Rajiv Banker**, **Hsu-Hui Chang** and **Ehsan Feroz**, "Line Item Budgeting and Production Efficiency."

Pat Hess has been selected for a five-month Fulbright lecturing award in Poland, beginning in September. He will be affiliated with the Warsaw School of Economics, where he has already gained experience as a participant in the USAID-funded "Management Training and Economics Education for Central and Eastern Europe" project. His lecturing will focus on corporate finance and the role of capital markets.

Paul Johnson is chairing the newly formed Committee to Review the Graduate School. The general goal of the review is to improve graduate education at the University of Minnesota through enhanced approaches and practices.

David Kelton was a visiting professor at the Department of Business Administration and Operations Research, Institute for Advanced Studies in Vienna, Austria this summer.

A volatility model created by **Ravi Jagannathan**, D. Runkle and L. Glosten, was called the "Best" in a recent paper on "Measuring and Testing the Impact of News on Volatility," by R. Engle and V. Ng.

Stephen LeRoy and **John Kareken** are among the "leading figures from academic and financial institutions" who wrote entries for *The New Palgrave Dictionary of Money and Finance*, P. Newman, M. Milgate and J. Eatwell, (eds.), Stockton Press.

Judi MacLean Parks has been named a research fellow for the Behavioral Research Institute at Stanford University. This year's institute will be on Negotiation and Dispute Resolution, and will meet for six weeks.

Srilata Zaheer received an Institute for International Studies award to support travel and Japanese language study. She also won the Barry M. Richman Best Dissertation Award from the Sloan School at MIT for her Ph.D. dis-

sertation titled "Organizational Context and Risk-Taking in a Global Environment: A Study of Foreign-Exchange Trading Rooms in the U.S. and Japan."

PRESENTATIONS AND WORKING PAPERS

Dennis Ahlburg, "Family Planning and Fertility in Papua New Guinea," at the University of Southampton (UK), and Washington University; "How Do You Measure Economic Development?" University of Southampton; "Immigration and the Dependency Burden," IIASA/IAS Conference on Mass Migration in Europe, in Vienna, Austria.

Rajiv Banker, "Product Costing and Pricing," with **Jack Hughes**, at the University of Iowa, November 1991; "Economic Comparison of Single Cost Driver and Activity Based Costing Systems," with **Gordon Potter**, presented at the Annual Management Accounting Research Colloquium in October 1991; "An Empirical Study of Manufacturing Overhead Cost Drivers," with **Gordon Potter** and **Roger Schroeder**, presented at Harvard University (January 1992), Oklahoma State (February 1992), and New York University (March 1992).

P. George Benson, "Process Thinking: The Quality Catalyst," to the South Carolina Chapter of the American Statistical Association and the College of Business Administration, Univ. of South Carolina, May 1992; "A Comparison of the Philosophies and Prescriptions of Deming and Peters," at the North Central Deming Management Forum, May 1992; "The Role of Belief Formation in Process Management," to the University of Louisville School of Business, May 1992; with G. Browne, "Diagnosing Processes: Pitfalls and Remedies," at the Con-

tinual Improvement Conference, June 1992; and "Process Thinking: The Key to Total Quality Management," at the Association of Vital Records and Health Statistics Annual Meeting, June 1992.

Mario Bognanno delivered the William Gomberg Lecture at the University of Pennsylvania, Wharton School, on "Revisiting the Doctrine of the Common Law of the Shop."

Richard Cardozo, "Identifying Roadblocks to Growth," at the May 12 Collaborative Conference.

Chun Chang presented "Capital Structure as an Optimal Contract Between Employees and Investors" at Stanford University, University of Michigan, and the American Finance Association Annual Meetings; "Payout Policy, Capital Structure, and Compensation Contracts when Managers Value Control," at the American Finance Association Annual Meetings.

Larry Cummings, "Psychological Ownership," at Tulane University and the University of Alberta.

John Dickhaut, "Risk Preference Instability Across Institutions: A Dilemma," with **Kevin McCabe**, and "The Role of Private Information in the Sunk Cost Phenomenon," with J. Berg and **Chandra Kanodia**, at the Public Choice Society Meetings, March 1992; "The Price-Quantity Sealed Bid- Offer Auction with Pro Rata Rationing: Experimental Evidence," with G. Sevcik, A. Martin and D. Senkow, at the University of Alberta, April 1992; "The Aggregate and Individual as Part of a Conference in Behavioral Decision Making," with **Kevin McCabe** and J. Berg, at Duke University (April 1992) and the Behavioral Decision Making Conference (May 1992); "Strategic Information Transmission: A Mathematica Application," and "An Examination of Screen Equilibria," with **Arijit Mukherji** and T. Kaplan, at the Mathematica Conference, May

1992; and at the forthcoming Economic Science Association meetings: "An Experimental Study of Strategic Information Transmission," with **Kevin McCabe** and **Arijit Mukherji**; "Risk Preference Instability Across Institutions: A Dilemma," with **Joyce Berg** and **Kevin McCabe**; and "Systematic Search: An Experimental Study," with M. Dueber, **Kevin McCabe**, and L. Toussaint.

Joseph Galaskiewicz, "Growth, Decline and the Quality of Life within Non-Profit Organizations," at the University of Minnesota Conflict and Change Center Research Colloquium Series; "Networks of Control Among an Urban Corporate Elite: Clubs and Boards as Reputation Generating Arenas," at the Sunbelt XII International Social Network Conference.

Stefanie Lenway, "Stock Price Effects of U.S. Trade Policy Responses to Japanese Trading Practices in Semiconducting," with **Jack Hughes** and **Judy Rayburn**, at the National Bureau of Economic Research Conference on the Political Economy of Foreign Market Access.

Kevin McCabe, at the forthcoming Economic Science Association meetings: "Cooperation and the Repeat Interaction of Anonymous Pairings," with S. Rassenti and V. Smith; and "Communication and Competition in Three-Person Ultimatum Games," with T. Kaplan.

Arijit Mukherji and **Chandra Kanodia** presented "Audit Pricing, Low-Balling and Auditor Turnover: A Dynamic Analysis" at the KPMG Peat Marwick Symposium on Auditing Research this October.

Srilata Zaheer was keynote speaker on "Organizational Context and Risk-Taking: A Study of Foreign Exchange Trading Rooms" at seminars of the International Financial Services Research Center of the Massachusetts Institute of Technology, held at Bankers Trust, Tokyo, and Citibank, New York.

MMR



From the (retiring) president

by John Bergstrom, '85 MBA

When you read this, I will already have stepped down as president of the Carlson School Alumni Council, and Dan Marcotte, '86 MBA, will be taking over. Dan will undoubtedly be an excellent leader for our organization. He previously served as co-chair of the award-winning Student Recruitment Committee in 1990-91 and as vice chair of the Alumni Council in 1991-92. He is a vice president at Dain Bosworth. Good luck, Dan!

So, for one last time, I'd like to give an overview of the activities the Alumni Council has been involved with recently. Carlson School alumni were pleased to be part of Dean Kidwell's strategic planning process last winter by attending goal-setting meetings to present our views on the future of the school.

The high degree of interest in the school by alumni, shown by the tremendous turnout at forums such as these, is one sign that Dean Kidwell will get the community support he needs to implement the strategic plan over the next five years. Carlson alumni seem to understand that ongoing improvement of the school helps the Minnesota business environment, improves the quality of new hires for our companies, and raises the value of all degrees from the school.

We were also pleased to learn that the dean is supportive of our alumni activities and has increased the time Alumni Director Jeanne Katz devotes to this area to full-time. We have been well served by Jeanne in the past, but have shared her time with student activities, including Business Day. Our research into leading schools of management showed that a full-time alumni director is critical to success. Jeanne and the Alumni Council have begun work on a five-year strategic plan of how alumni activities can support the school's new strategic plan.



Marilyn Nelson, senior vice president of Carlson Holdings, and chair of Minnesota Superbowl XXVI, was the featured speaker at the Quarterly Luncheon Series this spring. In her presentation, "More Than a Game," she talked about how the Twin Cities business community has contributed to the quality of life in Minnesota through their support of the arts, social programs, and special events such as the Superbowl.

Jeff Grosscup

We finished up a busy year with a flurry of events this spring and summer. Two executive luncheons, three MBA Preview Dinners, an International Forum and an evening program were held. Our New York, Chicago and San Francisco alumni had a chance to get together when Dean Kidwell and others traveled to these cities for recruiting and promotional meetings.

Looking to the future, the Alumni Council's new Annual Event Committee has introduced preliminary plans for a major full-day event for the 1992-93 year. The yet-to-be-named day will include opportunities for all Carlson alumni to visit campus and get a classroom-style update from faculty on developments in the various disciplines. In order to attract attention to this first-ever program, a notable speaker will be sought for the kick-off dinner the night before on campus. The planning committee hopes to pick a day in Spring 1993, and we'll announce plans as they are formed.

As always, watch for announcements of upcoming events. I plan to stay involved, and hope to see you, too.

Please Note: As a result of the survey of alumni that was conducted this year (*see p. 36*), we have been informed of the deaths of a number of our alumni. We are including them here for your information, among other alumni news.

'24 **Theodore Pelton, BSB**, passed away on February 16, 1992.

'30 **Ben Guthrie, BSB**, passed away on January 5, 1990.

Irene Kreidberg, BBA, was honored by the Minnesota Orchestra for her work with the Minnesota Orchestra Women's Association.

'39 **Winfield Ritter, BSB**, passed away in 1989.

Arthur Peterson, BSB, passed away on July 29, 1991.

'40 **Elden Eichhorn, BSB**, retired vice president of Audit at First Bank, has been recruited by the International Executive Service Corps (IESC), to assist a financial holding company in Tegucigalpa, Honduras, in improving its banking and insurance operations. Elden and his wife, Ada, have relocated to Tegucigalpa for the duration of the assignment. For information on IESC call R.J. Hargitt at (203) 967-6000.

Herbert Gaustad, BBA, has retired. He spends his summers in northern Wisconsin.

'42 **Marcella Gilkerson, BSB**, passed away on June 1, 1991.

'48 **George Wallin, BSB**, passed away on January 3, 1991.

Maureen Steinwall, '75 BBA, '81 MBA—Surprised by quality

Maureen Steinwall has had her share of surprises since getting her BA in accounting and finance in 1975. The first was finding out that she didn't enjoy public accounting very much. The second was discovering her true career, manufacturing, with a keen focus on quality. The third was becoming president of a manufacturing company herself.

"I worked for several years after graduating in public accounting, but I felt I was keeping score, not playing the game," she said. "I wanted to play the game." Playing the game meant doing it all — creating, making and marketing products. Chances are, she got the idea from her father, Carl Steinwall, who owned and ran a small plastics molding company, Steinwall, Inc., in Fridley.

So in 1980 she re-enrolled in the MBA program in operations management — the science and art of producing products and services. There she developed an interest in quality management, a discipline created by American engineers in the 1920s — 1940s and largely ignored here, but which was taken to heart in Japan, and helped raise that country to its current preeminent status in manufacturing.

To read up on the theories of quality gurus like W. Edwards Deming and Joseph Juran, Steinwall had to make the trek across the river to the Engineering Library, where business students feared to tread. "I literally had to blow dust off the books," she said.

"When it was time to write my thesis, I wanted to have an 'ideal reader' in mind, to help me focus. So as I was doing the research, and the writing, I was thinking of my father. The ideas fit perfectly with his company."

In 1984, while working for Honeywell in Illinois, she got a call from him. He was nearing retirement age, and wanted Maureen, with her tax background, to lay the groundwork for selling the company. Imagine his surprise when, after a year, Maureen informed him that she wanted to buy the company.

It was a very friendly transition. The new president was eager to try out the quality techniques — training in continuous improvement,



Jim Barbour

statistical process control, etc. — she had mastered in school. She was confident that quality management would be an instant and powerful competitive advantage for Steinwall, Inc.

Steinwall has found doing business to be much more fulfilling than tallying the figures. And she has found implementing quality on the factory floor to be more challenging and more interesting than reading about it in the library. Steinwall, married and the mother of two young children, is committed as never before to the ideas. The assessment tools used at Steinwall, Inc. are the same quality improvement criteria used for the Minnesota Quality Award.

"We don't do it with an eye toward winning the award," she said. "We do it because it's a terrific way to see how you're doing." Steinwall is delighted to add the lessons of everyday manufacturing reality to the quality lessons she learned in school.

"We make a big deal out of quality, as if it's something out there, away, on the cutting edge," she said, "when all it is is what doing good business always was — giving the customer what the customer wants."

And this was her biggest surprise of all: "My father was doing quality years before I did — only he called it craftsmanship."

(Michael Finley)

'54 **Douglas Steenson, BSB**, passed away on April 8, 1991.



Jim Hansen

'55 **Harry Hammerly, BSB**, executive vice president of International Operations and Corporate Services at 3M, was the featured speaker at an International Forum in May. He presented "The Changing Role of the Global Enterprise: How Does the Large Corporation Survive and Grow in the New Global Marketplace?"

Graham McConnell, BSB, has passed away.

'56 **Richard T. Firtko, BBA**, retired in 1991 from IBM after 34 years. He joined the computer faculty of Metropolitan State University.

Gary Halvorson, BSB, passed away on August 1, 1991.

'63 **Richard Alder, BSB**, passed away on June 2, 1991.

'70 **Henry Lind, BSB**, passed away on June 2, 1991.

'72 **Jonathan Monat, Ph.D.**, was awarded the 1991 "Excellence in Human Resources" award by the PIRA and the Association of Human Resource Pro-

professionals, a large regional human resource management association in Los Angeles.

'74 Mike Helling, BSB, '76 MBA, of Stutzman-Helling Company, spoke at the 1992 National Conference on Appraising Closely Held Businesses sponsored by the Institute of Business Appraisers in Orlando, Florida.

'76 Otto Wilczek, BSB, joined Sencore, Inc., in Sioux Falls, S.D., as manufacturing engineering manager in May. Sencore manufactures electronic test equipment for TVs, VCRs, communications and other electronic applications. Otto had previously worked for Honeywell, Control Data, MPI and Ault.

Steve Zenz, BSB, '85 MBT, a partner at Peat Marwick, was named the Carlson School Recruiter of the Year at Business Day in April.

'77 Mike Miller, MBA, joined Schwarz, Strommen and Associates, Minneapolis, as a sales associate in February 1992. The firm brokers and consults in the areas of employee benefits and general management.

'78 Yi-Tak Chiu, BSB, is chief operating officer for Aptex Sportswear, Inc., in Redmond, Wa.

Susan (Ward) Friedrichs, MBA, has been president of Marquette Bank Eden Prairie since April 1991.

David Harvey, BSB, passed away in September from leukemia. He was a pilot for Mesaba Aviation.

Robert O. Erickson, '67 BA, '78 MS—You can go home again!



A couple of years ago, serving as senior vice president for Operations and Finance at the University of Minnesota was probably the farthest thing from Bob Erickson's mind. In fact, Erickson himself was about as far

removed from the University as was possible. He was on his way to Timbuktu.

"Much of my life has been colored by the fact that my mother died at age 56 from a heart condition. Others in my family have had the same problem," Erickson says. "I've always tried to maintain some balance in my life by doing things now rather than waiting until some point in the future."

So, despite the fact that he was only 43 years old and held an enviable and challenging position in the business world, Erickson resigned as vice president of Corporate Strategic Planning for SuperValu, Inc.

"Your children are only young once," Erickson says. "We wanted to spend time with them doing some of these things."

Traveling has always been a passion for Erickson. It is one way he tries to broaden his mind and avoid getting locked into some sort of tunnel-vision version of life. He, his wife Nancy, and his sons Jay and Chad have traveled to all 50 states, all of the provinces of Canada, all of the states of Mexico, as well as to Europe and Australia. When he left SuperValu in 1989, the family made a return trip to Europe, he and his wife took a bicycle trip in New Zealand, and Erickson traveled alone to the city of Timbuktu in Mali, Africa, and back.

Upon completing this latest round of travels, Erickson returned to Minnesota and began working with small businesses and developing a course he hoped to teach at the university. One of the people he was working with suggested he would make a good replacement for Gus Donhowe, former university vice president for Finance and Operations, who had died unexpectedly. At first Erickson wasn't interested, but the excellent work he had done for SuperValu convinced an associate to nominate him to the search committee, and Erickson was quickly convinced it was time for another career change.

"It became obvious there were a lot of challenges at the university," he says, "and I began to feel that this was someplace I could make a contribution.

"In general, the university has been under-managed," Erickson says. "In academia, the focus is understandably on the academic side of the operation. Planning in that area was strong, but not enough attention was paid to the infrastructure and the physical plant."

Among Erickson's first tasks has been carrying out many of the important changes begun by Donhowe, including a complete revamping of the accounting system. "The installation is done at the central level," Erickson says. "We still have to decentralize the data entry, which is a massive project."

The university has also recently developed a new plan for delivering power to the campus, and has begun work on a new hockey facility and on remodeling Williams Arena—all in the face of substantial, consecutive budget cuts. Getting the job done has shown Erickson that there are more similarities between the private and public sectors than one might expect.

"At SuperValu, we dealt with independent retailers and in that environment you have to convince people of what needs to be done rather than tell them," he says. "That's very similar to the university. The primary difference is the time it takes to get things done. At SuperValu, if I said I needed a report ASAP, that might mean 15 minutes to an hour. Here, that tends to be two or three days. That's beginning to change."

Although the light at the end of the tunnel may still be a ways off, Erickson feels his education prepared him especially well for his return engagement at the university.

"The U has always been a theoretically-conceptually oriented school," he says. "When you're going through a time of rapid change, it's much more helpful to have the theories and the concepts rather than some formulaic solution. The university environment, in and of itself, forces you to challenge questions and assumptions.

"Coming to the university after growing up in a small town (Slayton, Minn.) was very much an eye-opening, mind-opening experience. One that set me out on a course of curiosity and exploration—and I haven't finished it yet."

(Chuck Benda)

Lisa Risser, '85 BSB—Launching a career from Mexico City

Lisa Risser almost died two years ago. At age 27, the young Honeywell executive, working in a Mexican subsidiary, had an aneurism that led to several strokes. The company sent a private jet to fly her to Abbott Northwestern, where she spent two months recuperating.

It put a lot of things in perspective for her, she says. "I felt like an artichoke, and all the little problems I was worrying about, and my success orientation, were layers of me that were peeled off right away...I will never again be a workaholic.

"A career is part of a successful life," says Risser, who is director of New Business for Honeywell in Mexico, "but I balance it with other interests, family, friends, and God."

Luckily for Risser, she has enough energy to fit a lot of living into that balance. Adventurous, involved, and very successful, Risser has a tradition of living life to the fullest.

A CPA by training, Risser joined Honeywell's management development program for high-talent college graduates after completing her degree. She says it was "good gut instincts and a little bit of luck" that led to the career of her dreams. She traveled throughout the world as a financial and operational auditor, first as part of the auditing team, then as lead auditor, and eventually as supervisor of the audit department. She became director of Administration for the Mexican subsidiary in 1989, a position which was expanded to include Human Resources in 1990.

Living and working in Mexico suits her sense of adventure well. For the last year, she has been setting up Honeywell's protection services business. "It's basically like starting my own business in Mexico, but using Honeywell's capital," she explains. She is responsible for everything, from publicity and pricing strategies, to inventory and operations, to training and development of the sales force.

"Mexico is getting its political and economic act together," she says. "Inflation is coming down, the peso has become stronger relative to the dollar, the country has a real rate of growth of about three or four percent, its stock market had one of the highest rates of return on investment in the world last year, and a free trade agreement with Canada and the U.S. is on the horizon. People are starting to look at Mexico as a viable place to do business."

If it is exciting for Risser to do business in Mexico, it is also a challenge. Mexican culture requires politeness and pleasantness. Thus,



many Mexicans "will tell you what you want to hear: 'Yes, Lisa, certainly we can have that done in a week.' They are well intentioned, but there are a lot of broken promises. You must have clear, effective communication and a realistic plan to get a job done.

"I'm a type-A personality all the way in business," she continues. "I've had to relax my rigidity about how fast things should happen. Nevertheless, Mexican business leaders are talented and sophisticated."

Mexico is changing rapidly, Risser thinks, but its rich culture is deeply rooted—a culture she relishes for its vitality, relative safety, sophistication, and "wonderful variety of people."

When she returns to the U.S., Risser expects to continue with Honeywell, a company she says "is good at what it does and takes good care of its employees." She hopes to be an ambassador for the company's successful effort to become more global.

Risser says the training she received at the Carlson School helped her land the job at Honeywell. The school is good at developing both good business skills and good interpersonal skills, Risser notes.

While in school, Risser was president of the Honors Society, a student representative for the curriculum committee, and a member of Delta Sigma Pi and of the Business Board. She was also part of the team that won the Carlson School's first McIntire Commerce Invitational Case Study Competition in 1985—a leading member, according to a *Wall Street Journal* reporter who wrote, "In my view, Lisa Risser was the individual winner, as she fielded most of the judges' difficult questions."

(Yvonne Pearson)

Paul Mershon, BSB, recently moved to Scottsdale, Ariz., where he is working as an investment adviser. He moved there from Madison, Wis., and says he loves the weather.

'80 **Lois Tollefson, BSB**, passed away on July 31, 1991.

'81 **Scott Blanchard, BSB**, is a real estate consultant with Johnson and Zaddack in Phoenix, Ariz.

Suzanne Heimbuch, BSB, is an account executive for Himle Horner, Inc., a Twin Cities-based public relations and public affairs firm. Prior to this she was manager of corporate and investor relations for Metropolitan Financial Corporation.

Prakash Puram, MBA, has been promoted to Management Consultant in the IBM World-Wide Business Information Consulting practice. He and his wife **Kamala, '83 MBA**, and their two children still live in the Twin Cities. Kamala works at Northwest Airlines.

Eric Roggensack, BSB, passed away on October 23, 1989.



Joe Tennyson, BS, has been elected to the Consumer Board of Directors of the Northwestern National Life Health Network. He is vice president of Finance and Administration for Michaud,

Orem O. Robbins, '36 BBA—In control of his destiny

Determined, energetic, and independent, Orem Robbins is a man who is quick to offer the aphorisms he has developed and tested during a lifetime of successful work. "One of my hallmarks," he says, "is the art of the possible—what you can do, not what you can't do. The world does not care about what can't be done."

Robbins, founder and chairman of Security Life Insurance Company of America, has spent a lifetime showing what can be done.

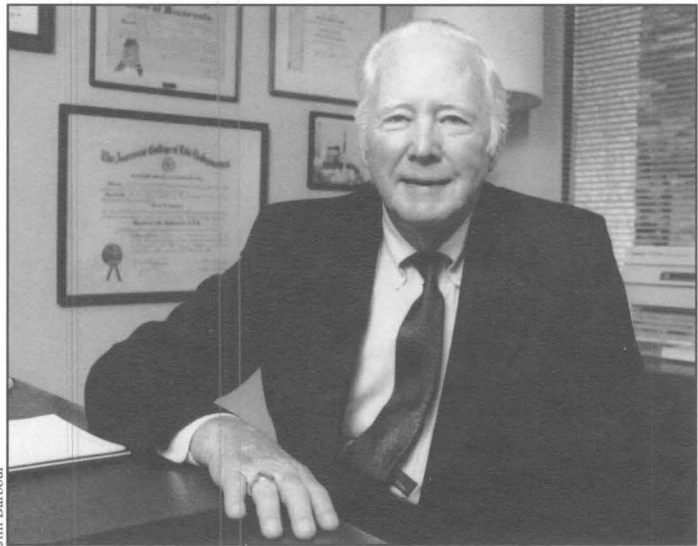
He is the founder of a life insurance company with \$5 billion face amount of life insurance and about 15,000 employees and independent agents. He has also volunteered on the boards of many non-profit organizations, including Goodwill Industries, Family and Children's Services, and Methodist Hospital. He was chair of the board for Hamline University, which named its science center after him. Robbins also served for many years in the U.S. Army, retiring as a colonel after having received the Legion of Merit.

If "the art of the possible" is one of Robbins' hallmarks, so is hard work. He says, "I have often been accused of doing things the hard way, but one thing I have learned for sure—there are very few short cuts in life." He carried 18 credits, worked three jobs, and received the Tomato Can Loving Cup Award during his senior year at the Carlson School.

The words "financial aid" had not been invented in 1936, he says, so he had to work hard, but adds, "I had to" is the land of opportunity." He also calls "doing things that must be done even though they're disagreeable" one of the "definitions of success."

Independence is another Robbins hallmark. He began his career doing clerical work for Northwestern Bell Telephone Co. in Chisholm, Minn., and found it "left less to individual energy and enthusiasm than was good for you." In fact, he says, he found fewer regulations in the U.S. Treasury Department, where he worked for several years.

Returning to Northwestern Bell after serving five years in the U.S. Army during World War II, Robbins found his job had been unionized. "They drew a line," he explains, "and everyone



below the line were goats and everyone above the line were sheep." Elected president of the local union, he walked the picket line through an acrimonious strike, and decided he wanted to control his own destiny.

He left Connecticut General Life Insurance Co. some years later, where he had become a member of the million-dollar roundtable in the early 1950s—an honor earned by fewer than three percent of insurance sales workers—for the same reason. "The attitude of most of the Eastern life insurance companies in 1956," he explains, "was that the agents who sold insurance were the goats and the people in the home office were the sheep."

Deciding again that he wanted to control his own destiny, he began a life insurance company that year. With the help of \$20,000 in investment funds from four clients and money borrowed from his own life insurance, Robbins worked without compensation for five years to launch the company while he continued to work for Connecticut General.

"We found two things we could do," Robbins explains: sell small burial policies to customers across the U.S., Canada, and Mexico; and cover appliance credit sales for Powers Dry Good Company. "Look for niches," he says. "Find out what you can do that's honest and productive."

Honesty is, in fact, another Robbins hallmark. "We have followed the golden rule," he says. "Without integrity, you can't have a financial institution that works."

He quotes Shakespeare as his motto: "To thine own self be true, for thence as night follows day, thou canst not be false to any man."

(Yvonne Pearson)

Cooley, Erickson & Associates, Inc., a Minneapolis-based engineering firm that designs mechanical, electrical and specialty systems for corporate, institutional, public, commercial and industrial buildings.

'82 John Clark, BSB, has been promoted to an associate with Michaud, Cooley, Erickson & Associates, Inc. of Minneapolis.

Kevin S. Cooper, BSB, is using his AISEC experience in a full-time position as European Sales Manager for DataMyte, a supplier of quality control analysis equipment based in Minnetonka, Minn. He lives with his wife and two children near Amsterdam, Holland.

'83 Paul Larson, MBA, received his Ph.D. in Business Administration from the University of Oklahoma in 1991, and is currently on the Faculty of Business at the University of Alberta, Edmonton, Canada.

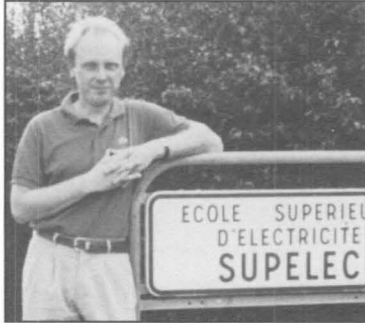
Scott Madsen, BSB, has been promoted to assistant vice president at Inter-Regional Financial Group, Inc., parent company of Dain Bosworth, in Minneapolis.

Sally Schmidt, MBA, is the author of a 350-page book entitled "Marketing the Law Firm: Business Development Techniques," published by the Law Journals Seminars-Press, New York, 1991. She is also president of Sally Schmidt Consulting, Inc. based in Burnsville, Minn.

Anthony Youga, BSB, is the corporate controller for the E & J Gallo Winery in Modesto, Calif.

'84 David Anton, BSB, '85 MBA, has been elected by the

Getting in touch with Alain Taquet, MBA '87



Kathryn Carlson, associate director of the Carlson Executive MBA program (CEMBA) got in touch with MBA graduate Alain Taquet this summer while she was returning from the CEMBA trip to Eastern Europe. Kathryn provided the following update on Alain.

"Alain Taquet was born in Paris, France in 1960. He graduated from the Ecole Superieure d'Electricité, an electrical engineering school in Paris, and received his master's degree in economics from the Sorbonne in the same year.

"When Alain came to the University of Minnesota, he worked jointly in the Computer Science Department and a subsidiary of a French company as a fulfillment for his military service. While at the university, he earned an MS in computer science with a business minor in 1986, and completed his MBA with a concentration in Finance in 1987.

"During 1987-88, Alain worked as a consultant in a company based near Paris that specialized in financial information systems. He was then director of MIS in one of the leading French distributors of peripherals and software for the Apple Macintosh.

"In October, 1991, Alain co-founded ERAKOR with a former colleague. ERAKOR is a consulting firm that sets up networking systems between Apple Macintosh and other computer environments, from PCs to mainframes. ERAKOR is one of the few companies holding an agreement from Apple France in this field. Their objective is to work on high-end networking solutions, while maintaining high flexibility and total control over quality."

Minneapolis Aquatennial to be the 1992 general festival chair. Anton is an assistant vice president and senior product manager for First Bank Systems, Inc.

Steven Johnson, BSB, '87 MBA, is working as an investment banker in the Public Finance Department of Dain Bosworth, where he was recently promoted to associate vice president. His second son, Grant, was born to him and his wife Laura on April 26, 1991.

Russell Kopp, BSB, accepted a position as Director of Equity Research with Baring Securities in Bangkok, Thailand. He plans to marry Abha Sharma in September of 1992.

Randall Paulson, BSB, is an assistant vice president for GE Capital-Corporate Finance Group. He's living and working in Manhattan and thoroughly enjoying it. He encourages any old friends in the area or passing through to give him a call at (212) 787-7157.

Jane Vanyo, BSB, is the metro sales manager for General Motors in Thousand Oaks, Calif.

'85 **Gary Fisher, MBA**, has been promoted from sales manager to corporate marketing manager for Telex Corp., in Bloomington, Minn.

Tom Whaley, MBA, is currently a senior marketing specialist with Motorola in Chicago.

'86 **Denise Engebretson, MBA**, is a business consultant for Jostens in Minneapolis.

Victor Gutierrez De Luque, BSB, is safety supervisor of highway construction in Houston for Brown & Root, Inc.

Lisa Novotny, MAIR, has been named associate vice president/human resources generalist manager at Dain Bosworth, Inc. Novotny is responsible for senior level staff recruitment and management consultation on performance, employee relations and departmental restructuring issues.

Robert Petersen, BSB, is an accountant at St. Jude Medical in Little Canada, Minn.

Michael Ward, BA, '87 MBA, is a business banking officer with First Wisconsin Bank in Waukesha, Wis.

'87 **Christopher Andrew, BSB**, is Space Management Systems Manager with Van Den Bergh Foods Co. in New York City.

Kim Boylan, MBA, was married on October 12, 1991. Her name is now Kim Boylan Capriotti.

Mary Murphy, BSB, is a communications consultant for Buck Consultants in Chicago.

Jim Ruid, BSB, has been promoted to sales manager with Systec, Inc. He's been with Systec for 14 months.

'88 **David Hellmuth, BS**, received his J.D. degree from the William Mitchell College of Law in June, graduating *cum laude*. He plans to practice in the area of commercial litigation.

Susan Sandberg, MBA, is employee relations manager with SEMATECH in Austin, Texas.

Eric Simmerman, MAIR, is a human resource manager with Fingerhut Companies, Inc., in Eden Prairie, Minn.

Michael Weaver, BSB, has joined the law firm of Messerli & Kramer, in Bloomington, as an associate in the general practice area.

'89 **Laura Dingels, MBA**, has been promoted to a marketing analyst at Braun Intertec Corporation. Braun Intertec is an engineering consulting company in Minneapolis.

Elizabeth Hufford, BSB, is an area account executive for Coca-Cola Fountain in Eagan, Minn.

Robert Moen, MBA, is chief executive officer of Classic Theaters Corp., a company he started with **Loren Williams, '89 MBA**. They acquired their second theater, The Plaza Theater, in Maplewood, Minn., in June 1991.

Nicole Oliver, BSB, is employee relations advisor for Mobil Oil Corporation in Joliet, Ill.

Charles Perl, BSB, has been promoted to financial manager-Travel Division of the High School exchange program of the American Field Service (AFS).



'90 **Collin Barr, MBA**, has joined Tobin Real Estate as an associate real estate consultant. He will concentrate on providing commercial real estate consulting services for corporate clients with a primary focus on tenant representation services for clients in downtown Minneapolis.

Christer Cederberg, MBA, is an application engineer with Cadence in Kista, Sweden.

Darron Meyer, MBA, accepted a position as senior programmer analyst with Cargill's corporate

information systems group. In October he married **Kerry Wilson**.

Matt Murzyn, BSB, started working for Burlington Industries in August 1991 as a sales representative. He's currently working in the Chicago area. He was married in October 1990.

Stephen North, BSB, is a financial planner with IDS Financial Services.

Mary Richardson, BSB, is a cost analyst with Kimberly-Clark in Fullerton, Calif.

Victor Vergara, MBA, is working as an inventory and operations systems analyst for Pillsbury Brands in Minneapolis.

Dina Zemke, MBA, is working with Otis Elevator in New York City.

'91 **Kim Anderson, MBA**, is a leasing analyst for Maurices Corporation in Duluth, Minn.

Jessica Bailey, MBA, lives in Albuquerque, New Mexico where she runs her own technical editing business, Scientific Communication.

Kirk Johnson, MBA, is a systems analyst with Dayton Hudson Corporation in Minneapolis.

Santosh Kalkar, MBA, is a systems analyst for Cardiac Pacer-makers, Inc., in Arden Hills, Minn.

Hilpert Kostka, MBA, is a project leader in operations for 3M Germany.

Craig Pederson, MBA, is an administrative fellow with the Franciscan Health System in La Crosse, Wis.

Brad Wakefield, MBA, has been appointed manager of FHP Health Care's Gateway Center in Tucson, Ariz. Wakefield is a recent graduate of FHP's Management Development Program. In his present capacity, Brad supervises operations at the facility.

Allen Lueth (BSB) was invited to a luncheon with Dean David Kidwell and others honoring him for earning the Elijah Watt Sells Gold Medal Award. He received this award for earning the top score in the nation in the Uniform Certified Public Accounting Examination.

Alumni invited to 1992 Corporate Partnership Reception

Again this year the MBA Association is sponsoring a Corporate Partnership Reception to bring together the Carlson School community and business leaders. Jeffrey Stiefler, president and CEO of IDS Financial Services, Inc. will be the guest speaker.

Keep your calendars open the evening of October 26. Mr. Stiefler's presentation will be preceded by a reception with complimentary hors d'oeuvres. Following the presentation, guests will gather for dessert and more conversation. The reception will be held in the Humphrey Atrium. For more information or to register, please contact Seth Berlin at 379-2094, or Jeannine Kellogg at 623-8119.

5:00-6:00 Registration
6:00-7:00 Hors d'oeuvres
7:00 Keynote address by Jeffrey Stiefler

MMR

Welcome to new Presidents Club members

The Carlson School is proud to announce the following new members of the Carlson School chapter of the University of Minnesota Presidents Club:

James R. Miller, '62 BSB in Accounting, is a Partner with Larson, Allen, Weishair & Company. He has been a long-time donor to the Accounting Research Fund.

Rolland Stemland is a 1963 graduate of the University of Minnesota. He lives and works in Short Hills, New Jersey. He has been a generous supporter of the Alpha Kappa Psi Scholarship Fund and visits the house and fraternity programs regularly.

Mrs. Dorothea Schmitt and Mr. Walter H. Schmitt (in memoriam). Mrs. Schmitt has established a scholarship in Mr. Schmitt's memory, to be called the Walter H. Schmitt Scholarship in Marketing. Mr. Schmitt was a successful businessman and an admirer of the Carlson School throughout his life.

Thank you and congratulations to our new members.

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UNIVERSITY OF MINNESOTA

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280 Humphrey Center
271 19th Avenue S.
Minneapolis, MN 55455
(612) 624-2545

ALUMNI SURVEY RESULTS ARE IN!

Alumni survey response much greater than expected!

Alumni, at a remarkable rate of 30 percent, responded to a questionnaire mailed last November asking for information about their employment, earnings and level of satisfaction with their Carlson School experience. Of 24,000 surveys mailed, 7,200 were returned.

Nearly a century of graduates respond

Respondents' years of graduation ranged from 1900 to 1991, with the largest number of graduation dates occurring between 1972 and 1991. Roughly two-thirds (65 percent) of respondents reported the BSB as the highest degree received at the University of Minnesota. An additional 29 percent received an MBA, 3 percent received MAIR degrees, 2 percent received MBT degrees, and 2 percent received doctoral degrees.

Graduates have an employment rate of 95%

The 95-percent employment rate for alumni beats the July, 1992 national average by 3 percent. Most alumni are employed as managers, professionals, owners and vice presidents. The most frequently reported industries are manufacturing, accounting, financial services, and computers and business machines.

In addition to enjoying a high rate of employment, it is notable that 19 percent of alumni have founded or co-founded their own companies and 26 percent have served on a board of directors. Entrepreneurship and leadership continue as hallmarks of Carlson School graduates.



Jim Hansen

The alumni survey was designed by MBA students Chris Cole, Leigh Kneer, Doug Hoselton and Bob Soukup (shown above), as a class project for the market research class taught by Terry Childers. The students collaborated with Alumni Director Jeanne Katz, and assistance was provided by the Minnesota Center for Survey Research.

Carlson grads earn top wages

Proving the value of a Carlson School degree, survey respondents reported considerable wage-earning power, with 14 percent earning \$100,000 or more; 37 percent earning between \$50,000 and \$99,000; and 32 percent earning between \$25,000 and \$49,999 annually.

It's not too late to return your survey!

Copies of the alumni survey will be mailed this fall to all alumni who did not return their survey the first time. Please watch for this mailing so that you will be included the next time results are reported!

The entire Carlson School alumni base will continue to be surveyed approximately every four years so that we may have an ongoing, up-to-date picture of where our alumni work and the kinds of positions they hold.

Majority rate Carlson School experience good or excellent

About half (49 percent) of respondents rated their business education as "Very Good" or "Excellent," 37 percent rated it "Good," 11 percent rated it "Fair" or "Poor" and 3 percent had no opinion. Overall, respondents seemed quite satisfied with the quality of education they received from the Carlson School.

Continued alumni interest in the school runs high

Over two-thirds of the respondents said that they are interested in learning more about the future plans for the Carlson School. Alumni who would like to be informed about events and opportunities for involvement should call Alumni Director Jeanne Katz at (612) 625-1556.

MMR

(David Pink)

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

ASSOCIATES PROGRAM

Members of the corporate giving program include the following companies:

1992-93 ASSOCIATES	MINNEGASCO, INC.
ADC TELECOMMUNICATIONS, INC.	MINNESOTA MUTUAL LIFE
AMERICAN MEDICAL SYSTEMS, INC.	NORTHERN STATES POWER COMPANY
BOKER'S INC.	THE NWNL COMPANIES, INC.
CARGILL, INC.	NORWEST CORPORATION
DAIN BOSWORTH, INC.	REMMELE ENGINEERING, INC.
DAMARK INTERNATIONAL, INC.	SULLIVAN WALDERA, INC.
DOWBRANDS, INC.	CONTRIBUTING AFFILIATES
ECOLAB INC.	CARDIAC PACEMAKERS, INC.
FIRST BANK SYSTEM FOUNDATION	CERIDIAN CORPORATION
GENERAL MILLS, INC.	CHAMPION INTERNATIONAL CORPORATION
GMAC RESIDENTIAL FUNDING CORPORATION	CHERRY TREE VENTURES
GOLDEN VALLEY MICROWAVE FOODS, INC.	H.B. FULLER COMPANY
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MEDTRONIC, INC.	TENNANT COMPANY
	U.S. DIRECTIVES CORPORATION
	U S WEST COMMUNICATIONS

Associate members of the Carlson School support, through unrestricted funds, the initiatives and programs that maintain a top-ranking business school for Minnesota. In return, the Carlson School responds to members' needs in areas of recruiting, executive and management education and faculty expertise. For more information contact: Director of Corporate Relations at 612-625-9538



CALENDAR

October

- 6 First Tuesday Lunch Club.** This will be an informal get-together to kick off the monthly alumni luncheon series (formerly called Alumni Executive Luncheon Series). Radisson Metrodome Hotel, 615 Washington Avenue, Minneapolis. 11:30 a.m. \$12 (includes parking).
- 9 Presidents Club Dinner.** Members of the Presidents Club are invited to this fall social event. Hyatt Regency Hotel. 6:00 p.m.
- 15 Emeriti Alumni Reunion.** Alumni who graduated in 1942 or earlier are invited to get together for dinner and a special program. Campus Club, Coffman Union. 5:00 p.m. \$16.95.
- 15-17 Alumni Reunion.** The Class of 1942 will be honored during this year's University of Minnesota reunion activities. Please call (612) 624-2323 for more information.
- 27 International Forum.** Ron Bosrock, president of Bosrock & Co., will present "Doing Business in Today's Russia." 5:00 p.m. Humphrey Center Auditorium. \$10.

November

- 3 First Tuesday Lunch Club.** Dorothy Dolphin, president, Dolphin Temporary Services, will be the featured speaker. Radisson Metrodome Hotel, 615 Washington Avenue, Minneapolis. 11:30 a.m. \$12 (includes parking).
- 14 "Border Battle" Hockey Game.** Join other Carlson School alumni for the Minnesota-Wisconsin hockey game. Met Center. 6:00 p.m. \$13.

December

- 1 First Tuesday Lunch Club.** Speaker to be announced. Radisson Metrodome Hotel, 615 Washington Avenue, Minneapolis. 11:30 a.m. \$12 (includes parking).

Future events:

First Tuesdays: January 5, February 2, March 2
Radisson Metrodome Hotel

Alumni night out to attend "King Lear." Rarig Theater. Mid-February.

For more information about these and other alumni programs, contact Jeanne Katz at (612) 625-1556.



Extra! Extra! Read all about it!

Response to a recent survey of alumni has exceeded all expectations. Out of 24,000 surveys mailed, a remarkable 7,200 alumni returned their surveys with responses to questions about their employment, earnings and level of satisfaction with their experience at the Carlson School.

Highlights of the survey results indicate that 95 percent of alumni are employed—many of them in businesses that they have started—and over 50 percent have a yearly income over \$50,000. In addition, the majority of alumni rated their Carlson School experience as good to excellent.

For more details, please turn to page 36.

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