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The *Carlson School* magazine is published for alumni and friends of the Carlson School of Management. Direct correspondence to: Alumni Relations, Office of the Dean, 321-19th Avenue South, Minneapolis, MN 55455.

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Specimens V, 1998 by Terry Karson

Artist Terry Karson's "Specimens V" as shown on the cover can be viewed in the School's Graduate Student Lounge.



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It's a Brand New Day for Corporate Branding

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The buzzword is brand. We interviewed alumni to see how today's marketers create consistent, relevant, distinctive messages around their names to exude strong personalities and bring their brands to life in an increasingly competitive marketplace. Alumni share their success secrets and give examples of companies that have built exceptionally strong brands.

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In this issue we recognize David Kidwell for his many and varied accomplishments as Dean of the Carlson School. See page 14 as we reflect on the mergers and IPOs he initiated, the top-notch students and faculty he acquired, and the building of a stellar, technologically advanced facility he spearheaded during his tenure.

Class Notes

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Dr. Larry Benveniste Assumes Interim Dean Position

Robert H. Bruininks, executive vice president and provost announced Dr. Larry Benveniste will assume the interim dean position at the Carlson School on August 27, 2001. Benveniste's current position is associate dean for faculty and research.

"I agree with the broad sentiment of the Carlson [School] community that this is not a time to pause, but rather a time to take every opportunity to advance the long-term priorities of the Carlson School of Management," said Bruininks. "Given Dr. Benveniste's familiarity with the major initiatives currently underway at the Carlson School, I believe he can insure the



Dean David Kidwell



Dr. Larry Benveniste

school maintains its current direction and progress while we search for a permanent dean."

A search committee representing constituencies from across the Carlson School, the University, and the business community is identifying candidates for the permanent dean position. The international search firm of Korn/Ferry also is assisting with the process.

IT'S A NEW DAY FOR *Corporate Branding*

With milestone advances in the technological and global marketplaces, many companies are rethinking their tried-and-true branding strategies. Thus an increasing number of 21st-century marketers are seeking cutting-edge ways to build and strengthen brand equity in a highly competitive environment. As a recognized leader in brand management research and education, the Carlson School of Management has many widely recognized research opinions and alumni success stories to share on this subject. This feature highlights a few of them.

By Linda Fjeld



Bill Sweasy, '76 BSB

What's in a brand?

If Coca Cola's facilities in Atlanta were to burn overnight, with all their physical assets going up in smoke, the company would be able to start up the next day due to the value of its most important asset — the Coca Cola brand. In 1995, the Coke brand was estimated to be worth \$39 billion, according to Aaron Keller, '98 MBA and principal of Twin Cities-based ASK & Company, a brand strategy and design firm. "It's hard to imagine that an intangible can have such value, but it shows that a brand is more than a name— it's an experience," says Keller.

And break-through brand experiences have become an American way of life. "Still, in its simplest form, a brand is nothing but a label," according to Mike Houston, chair of marketing at the Carlson School. He adds, "It's what you imbue a brand with that's important." And that's the aspect that challenges marketers today: how to create consistent, relevant and distinctive messages around their names to exude strong personalities and bring their brands to life in an increasingly competitive marketplace.

Creating a strong brand

"When I walk into Target, I want my experience to be consistent with the expectation set in their advertising. But it's not just the ads, it's the full set of benefits that come together to create the identity for the brand," says Houston. Brand experts have determined that the larger the company, the more challenging consistency becomes, due to the vast number of consumer interactions with the brand. Houston explains, "Every interaction with the company is an interaction with the brand. Thus the importance of creating and keeping a core identity that can remain over time."

Marie Elwood, '94 MBA and principle of Avalaunche Marketing, a brand

consulting firm in Minneapolis, agrees. "On one hand we need to be vigilant to change, but we also need to hold fast to the core elements of the brand. Abrupt changes in all core elements at once can cause a disconnect with consumers. And they are likely to tune you out rather than figure you out," she says.

Keller warns that it's often the quest for consistency that keeps brands from staying current and contemporary. "Marketers must keep messages consistent and relevant for



Aaron Keller, '98 MBA, (far right) thinks innovation is the name of the game in today's marketing arena.



Marie Elwood, '94 MBA, believes we need to be vigilant to change, but also hold fast to the core elements of the brand.

consumers without losing distinctiveness in the brands they represent," he says. "Innovation is the name of the game in today's marketing arena," Keller adds.

Yet there is danger in innovation if it's just a 'quick fix,' according to Elwood. Prior to opening her own company last year, Elwood managed brands for such giants as ConAgra and Pepperidge Farm. "As marketers we need to guide our brands through meaningful evolutions. A 'quick fix' is often something superficial like a logo change. But that's not the kind of

fresh innovation that drives customer loyalty. Cosmetic changes are executional things, not means to an end. We need to get our hands dirty in the evolutionary mud to make our brands relevant," Elwood says.

Marketers face the challenge

According to Houston, the biggest challenge that companies face today is the sheer number of brands in existence." In a supermarket, you look at somewhere in the neighborhood of 30,000 brands. Even though you may only be interested in about 20 of them, the rest are vying for your attention," notes Houston. He contends that the supermarket is just one arena where marketers are in such stiff competition for the mind of the consumer.

As a corporate brand manager, Elwood has experienced first-hand the scenario Houston describes. She believes her experiences have grounded her into the ongoing dogfight with which today's marketers contend. "Adding value as a brand consultant means understanding the real world challenges that marketers face and providing practical, meaningful and workable solutions that drive a brand forward," she states.

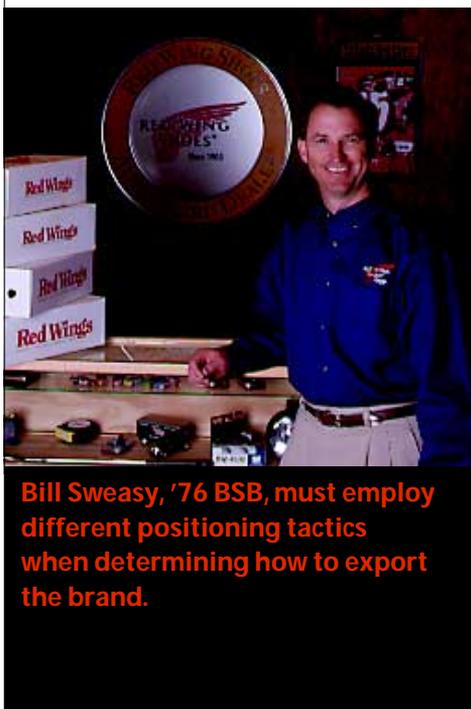
One such solution that many companies have capitalized on is the concept of consumer loyalty programs. Loyal consumers, dubbed "market missionaries" by Elwood, are rewarded with incentives for purchasing a product. "First they buy into your brand so it's the only one they are considering. Then they spread the word to other consumers," she says.

Early pioneers in customer loyalty programs were Campbells with soup labels and General Mills with box tops. But the simple concept has taken on new life in today's sophisticated marketing arena with products

ranging from Pepsi to Pampers. "Anything a company can do to get consumers excited and talking to other consumers about the brand is a victory," says Elwood.

The changing face of branding

"With today's movement from manufacturing to marketing, we had to look at new ways to reach our target consumers," says Bill Sweasy, '76 BSB and president of Red Wing Shoes. For us that meant completely



Bill Sweasy, '76 BSB, must employ different positioning tactics when determining how to export the brand.

changing the way the company did things a couple years ago. "We've reorganized around our four brands— Red Wing Shoes, WORX, Irish Setter and Vasque. Now everyone in the organization is part of a brand or supports one. The new structure sends a strong message internally of how important the brands are," says Sweasy.

"The day of the old 'shoe dog' is in the past," says Sweasy. Red Wing Shoes has replaced that outdated model with state-of-the-art industrial

design. "Thanks to a new product technology center and a revolutionized process for product development and testing — which includes consumer input — we constantly have unique product offerings in the marketplace," he adds.

But their new technology center and revamped process aren't the only new-age brand-building strategies recently employed by Red Wing Shoes. Visitors of Bloomington's Mall of America can also experience the company's innovative new retail center. The store features all four company brands uniquely displayed in their native environments, plus an interpretive center designed to educate consumers about the company's history, products and manufacturing process through photos, video and CD-ROM.

The concept behind the Mall of America facility reiterates a key message from the company's national advertising campaign. "Our customers see Red Wing Shoes as an important piece of equipment used to get the job done," says Sweasy. He adds, "Whether they're working in a factory or hiking outdoors, our brands set the standard for comfort and performance."

Red Wing Shoes is not the only Minnesota-based company to capitalize on the Mall of America's presence with a key branding strategy. General Mills has recently launched its Cereal Adventure on the Mall's third floor.

It's designed to teach and entertain kids of all ages in a fun and interactive way. But it's also intended to build brand equity in the highly competitive \$7.7 billion cold cereal industry. "One of the key objectives of brand management is to build a connection with the consumer that goes beyond the product itself," says Kim Carlson, '00 MBA and General Mills assistant marketing manager. "The Cereal Adventure will allow

consumers to really experience the General Mills brands," she adds.

"Years ago people associated the General Mills brand with Betty Crocker. People felt good about Betty. As they toured her kitchen, they could associate with her. Our new venture reaches back into the heritage of the company's success with branding," says Carlson.

Inspired by the likes of Chocolate World in Hershey, PA and Niketown in Los Angeles, CA, the Cereal



"One of the key objectives of brand management is to build a connection with the consumer that goes beyond the product itself," says Kim Carlson, '00 MBA.

Adventure's success will be measured by exit research. But the company doesn't view it as a test. "Since concepts like this have proven effective with other products, what better place to launch a creative brand strategy than in our own hometown?" she adds.

For building brand equity, the Cereal Adventure strategy may not be so different from the recent trend toward corporate naming rights. Xcel Energy (formerly Northern States Power), Target Stores and American Airlines are just a few of the companies

recently shelling out millions to achieve a positive association by placing their names on athletic arenas in their hometowns. "Albeit a different medium, we have similar objectives. We are optimistic that the Cereal Adventure will help people develop a good feeling about the General Mills brands," says Carlson.

And who can ignore that 'good feeling' about brand as a key equity building component? Ask David Kristal, '87 BSB and CEO of Embers America Restaurants, who took a step back three years ago and completely 'reinvented' the company he heads. "Our new retail strategy was based on the premise that people in the family segment dine at names they trust — especially when they leave their neighborhoods," states Kristal. He adds, "That's the power of branding."

An innovator in the restaurant industry, Embers America broke ground with a concept called conversion franchising. "We have truly changed the way we do things— from our culture, to our marketing, technology and purchasing models," says Kristal. "First we downsized our 27 locations to 13. Then we sought out locally owned family restaurants with our same commitment to excellence and rebuilt to our current 57 franchised locations. The resulting operations — each of which is identified by its owner's name— maintain their local flavor, since every menu is hand tailored," he adds.

One might question whether Embers' localized strategy puts the corporate brand standards at risk, but Kristal explains, "Core branded items are included in each restaurant and all food specs must be approved by corporate. Our mass media advertising helps deliver core messages and protect the integrity of the Embers brand." He then adds, "But much of the innovation you see is driven by

the grit and creativity of our entrepreneur partners. That's the fundamental philosophy our brand is built on."

Going global — branding beyond our borders

Competing in a global marketplace has become increasingly commonplace as technology has made the world smaller. Some companies have broadened their horizons by choice, others by necessity. Whatever the motivation, brand related issues surface as one of major challenges.



David Kristal, '87 BSB, understands trust and 'good feelings' are key equity building components.

"The biggest challenge to emerge from global marketing is finding the right balance between standardization and localization," states Houston. He cites this example to explain: Coca Cola desires to be a worldwide brand. At the same time, the company wants consumers in each market to feel like the brand fits the local market. "Therefore, the brand must be localized to fit with the customs and habits of each market without jeopardizing the brand's core values," he says.

Sweasy agrees. "Red Wing Shoes' biggest hurdle in marketing abroad

is determining how to export the brand. We must redefine the image of the brand for each market with local context," he says. He shares this example: "Red Wing boots are premium work boots. That's an oxymoron in much of the world — as 'nice' work boots don't exist. In many countries, workers spend next to nothing on work boots and dole out good money for dress boots or shoes. It's easy to see why we must employ different positioning tactics in those markets."

Fortune 500 giant, 3M, is no stranger to global marketing issues either. Scotch-Brite brand development manager and '97 MBA, David Nix describes his experience in going global with the Scotch-Brite brand — a line best known for cleaning products like scouring pads and scrub sponges that utilize abrasive technologies. "When introducing a Scotch-Brite brand product globally, the key challenge is balancing the 3M and Scotch-Brite components of the brand. In certain countries the Scotch-Brite brand is stronger than the 3M brand — and in other countries, it's just the opposite," he says. While 3M provides the reputation — the trust and reliability aspects — Scotch-Brite is the actual consumer brand that is linked more specifically with the product, says Nix.

"Research with local consumers helps us determine how to best represent the 3M and Scotch-Brite brands. The importance of understanding the consumers in each marketplace can't be underestimated. Certain situations may call for starting a product launch with a heavier emphasis on the 3M brand to build trust and confirm reliability; then shifting to a product brand emphasis over time. The key element is that the product meets the consumer expectations of both brands," Nix explains.

Brand alliances — making the marriage work

Among the proliferation of innovative brand building strategies employed by marketers today is an increased presence of brand alliances. "Because brand names are valuable assets, they can often be combined with others to form a synergistic alliance in which the sum is greater than the parts," says Akshay Rao, professor of marketing at the Carlson School, whose research has been published in the *Journal of Marketing*,



"Making the decision to brand a new product with an existing name is a decision that should be carefully researched prior to a product launch," said David Nix, '97 MBA.

the *Sloan Management Review* and the *Harvard Business Review*.

A key reason for the formation of an alliance is to get the implicit quality endorsement of another brand. Rao cites the NutraSweet/Diet Coke marriage as a classic example of such a successful synergy. "When introduced to the market, NutraSweet had several hurdles to face. Was it safe? Did it leave an aftertaste? Consumers were justifiably skeptical due to the cancer-related risks associated with some predecessor products. Not until it's alliance with Coke did the NutraSweet brand gain considerable credibility,"

says Rao. Today NutraSweet and Diet Coke are virtually as inseparable as Intel and IBM.

But for products whose true quality is not a mystery, why align with another brand? "One reason," says Rao, "is that the additional brand name provides attributes that make the jointly branded product more desirable." This is the case in the alliance between Pillsbury and M&Ms which gives information about the presence of an additional attribute — that of crunchy candy — in the cookie dough. This information is in addition to any implicit quality guarantee the M&M name may provide to the Pillsbury cookie dough, or vice versa.

"Brand alliances can offer an economically efficient way of communicating with customers," says Rao. "And for many companies, such a strategy can be an essential part of their survival and growth plan," he adds.

Some companies exploring such a strategy have sought the services of Fireworks Enterprises, Inc., founder/CEO and '87 EMBA, Mark Workman. "After spending more than a decade working in various aspects of the entertainment business, I've realized that the understanding and value of alliances has moved from a topic rarely discussed into one that's center stage at leading global corporations. This is where Fireworks Enterprises adds the greatest value for its clients," Workman says.

Based in California, Workman's company positions itself as a bridge helping global corporations understand and build tangible ongoing businesses with Hollywood. "Our objective is to help entertainment clients work better with corporations and to help companies understand their current and potential 'brand entertainment DNA,'" he states.

By helping clients understand and identify what Workman calls their

Twin Cities alliance shows why 'Brand Matters'

Finding a balance between theory and practice is what quality education is all about. In an effort to achieve such a balance, the Carlson School is partnering with two Twin Cities companies in a "Brand Matters" speaker series.



Julia Curtiss, '99 MBA

"Our goal for the series is to provide business people and students with some of the key issues in branding today," says Mike Houston, chair of marketing. "We do this through speakers who are on the cutting edge of branding issues that can provide informative and entertaining presentations," he adds.

The Carlson School partners in this venture are *Twin Cities Business Monthly* magazine and Yamamoto Moss, a local company that designs engaging brand experiences for its clients. "We've formed an exceptional partnership," states Julia Curtiss, '99 MBA and research strategist at Yamamoto Moss. "We all contribute something that makes the subject of branding meaningful for attendees."

Speakers for the quarterly breakfast series held at the School's Honeywell Auditorium have ranged from corporate brand strategists to trend-setting entrepreneurs to academic experts in the field. "Sometimes students wonder how they'll apply the information they learn in class. I certainly did. The Brand Matters speaker series provides real world examples that make theory come to life," says Curtiss.

For information on the fall schedule, call 612-624-7898.

brand's unique and intrinsic entertainment DNA, Fireworks helps companies deepen their relevance, relationships and importance with consumers. "We help global companies build sales by bringing alive consumer preferences," says Workman. "More often than not, it's best accomplished through an alliance with entertainment," he adds.

Workman used the familiar General Mills Wheaties brand to further explain how his company helps clients. "Everyone knows how effectively Wheaties uses sports metaphors and athletic figures to create a brand with a powerful heritage and a clear point of difference. We help our clients create their own 'Wheaties,' by pinpointing how and where their brands can leverage entertainment," he says.

Workman recalls 1988 as a major milestone. That's when Fireworks Enterprises orchestrated the Disney and Burger King alliance on the blockbuster movie, *Beauty and the Beast*. "Before this release, movie tie-in activity was rare. Since then, the number of quick service restaurant and cereal tie-ins has dramatically expanded. What started on *Beauty and the Beast*, worked so well that it became unstoppable by the release of *The Lion King*. Post-Lion King, alliance activity has become an expected part of the marketing equation with most major theatrical releases," Workman says.

Another one of Fireworks clients, the National Geographic Society, recently allowed Workman's firm to showcase its entertainment branding expertise on a new project. He says, "*National Geographic*, the world's largest non-profit scientific and education organization, wanted us to help them understand potential new applications for their brand to carefully associate with entertainment. By working closely with them, we've

constructed a series of programs that allow their brand to associate appropriately in the theatrical motion picture world. This is another example of how Fireworks is helping global brands go further by intelligently linking them with entertainment," Workman adds.

Brand extensions — maximizing the brand

Marketers are also finding that leveraging a brand is increasingly important as media costs continue to



Mark Workman '87 EMBA, helps clients understand and identify their brand's unique and intrinsic entertainment DNA.

soar. Many of them are choosing to do so through brand extensions. With more than 50,000 product offerings, 3M has had ample opportunity to leverage the powerful brands that stand under the corporate umbrella. It often makes good financial sense to leverage an existing brand, "but making the decision to brand a new product with an existing name is a decision that should be carefully researched prior to a product launch," adds Nix.

Such was the case with the recent unveiling of Scotch-Brite High Performance Cleaning Cloths —

revolutionary microfiber cloths designed to clean household surfaces without sprays or polishes. Nix says, "If you think of the Scotch-Brite brand as a pyramid, the core features that traditionally represent the products in the line are on the lowest level — like 'abrasive,' as in scrub sponges or scour pads, for example. On the top level are the emotional aspects—for instance, the good feeling you have when the cleaning is done. Somewhere in between, the Scotch-Brite brand lends itself to cleaning in general. That's where we felt like the connection was right for the new cleaning cloths, which extended the product line beyond abrasives."

While the High Performance Cleaning Cloths seemed like a logical extension of the Scotch-Brite brand,

consumer testing was done to make sure there was a good fit. Nix adds, "The reason we were able to extend to cleaning cloths was because of the broader meaning the brand possesses. That makes it more extendible to another category. We determined that the Scotch-Brite brand means more than 'abrasives' or 'scouring,' to consumers—it's associated with cleaning in general. That's what gave us the green light for the brand extension," reports Nix.

Winning the branding battle

Regardless of the strategy employed, one thing is clear: branding challenges and opportunities have never been greater than they are today. Yet

marketers appear to be more prepared than ever to meet the challenges head on. And education plays a key role in that readiness, according to Elwood. "The education I received at the Carlson School gave me a strong strategic framework to look at a business in its entirety. It's helped me formulate the right questions when working with my clients, and that's half the battle."

With brand valuations skyrocketing, marketers would be remiss if they ignored the importance of building equity in their names. Now more than ever, it can't be denied: brands both provide and create real value. 🌟

Innovative Ideas to Extend the Brand

2001 EliteEight Brand Management Case Challenge

After faring well in a number of national case competitions this year, current MBA students in the Carlson Marketing Network (CMN) extensively researched which universities are hosting brand management case competitions. After finding none that specifically focus on brand management, CMN students are busy establishing the first national brand management competition: the Carlson School 2001 EliteEight Brand Management Case Challenge.

Unlike other marketing competitions, the Challenge partners with a variety of sponsors from companies in a number of key branding segments. Each Challenge team competes in developing innovative branding solutions for a select sponsor. The intent of the

Challenge is to discover brand management insights that are relevant not only to the selected brand, but to participants, other sponsors, and the public.

"A competition like this truly adds value for everyone involved," said Justin Jacobson, MBA student and president of CMN. "Recruiters that may not normally visit the Carlson School may do so because of this competition. It exceeds on-campus recruiting and students provides with unparalleled access to sponsors." Networking venues and discussions into relevant branding issues further increase education and career direction.

Team selection is based on the top 15 marketing schools across the country,

but only seven will be invited to attend the Challenge. The School will provide a host team to complete the competition. Teams will consist of three to five MBA students, "We are recommending a minimum of two first-year MBA students per team to build a foundation for each school's success in future challenges," Jacobson said.

The Challenge will be held November 1-3, 2001, and case presentations are open to the public. Applications are due September 28, 2001.

Contact Justin Jacobson at JJacobson@csom.umn.edu for information on how you can be involved. Refer to the EliteEight Web page at www.csom.umn.edu/wwwpages/stuorgs/cm/elite8.htm for updates on the 2001 Challenge.



2001 CARLSON SCHOOL MBA

EliteEight
BRAND MANAGEMENT CASE CHALLENGE

Alumni Connection

In tribute to the University's sesquicentennial, we recognize alumni, students, faculty, and staff who have been empowered to succeed in the 82 years since the School of Business was first founded. Now known as the Carlson School of Management we salute our history.

Did You Know?

The School of Business – founded in 1919 – graduated its first class of students in 1920.

The first Master of Business Administration (MBA) was offered in 1936. **William L. Campfield** was the first graduate and he later became a professor at the School.

In 1938, the business school moved from **Eddy Hall** to its new home at **Vincent Hall**.

Due to the war, the School starts three-quarter courses in 1943 for women in supervisory and administrative work to support the war industry.

Veterans return to college and enrollment reaches 1,700 students in 1947, triple the number in 1945.

In 1948, the school creates a Ph.D. in Business Administration.

In the 1940s, the School establishes an Industrial Relations Center with five other departments at the University to focus on the training of human resource professionals.

In 1953 the Master of Arts in Industrial Relations begins.

Two hundred students are enrolled in the School's first evening MBA program in 1960.

Faculty member Gordon Davis and colleagues started the first degree

program and research center for the field of information systems. Davis has been advancing technology for more than 40 years.

In the 1960s, the School establishes the first Management Information Systems Research Center in the nation.

The School's name is changed in 1971 to the **College of Business Administration**.

The Minnesota Executive Program is launched in 1971.

The School goes through two name changes in the 1980s:

- The initial change to the **School of Management** is to demonstrate a commitment to training managers to serve in business, non-profit, and government organizations.
- To honor Curt Carlson's \$18 million gift to the School in 1986, the School is renamed the **Curtis L. Carlson School of Management**.

The Carlson Executive MBA is founded in the 1980s.

The **Master of Healthcare Administration** program joins the Carlson School in January 1997.

World-renowned quality pioneer **Dr. Joseph Juran** brings his research center to the Carlson School and The Quality Leadership Center is renamed the Juran Center for Leadership in Quality.

In 1998 the Carlson School of Management dedicates its new facility. It is the first time in the School's

history that all business disciplines are offered to students in one building.

In 1991, the Carlson School collaborates with the Warsaw School of Economics to offer a joint executive MBA degree. To date, the School has furthered this type of partnership and offers the same degree in Vienna, Austria and soon in Guangzhou, China.

In 1999, the Carlson School embarks on a **\$100 million campaign** for four years, Investing in People and Programs, to guarantee a future of excellence for the Carlson School.

Nine deans have led the School throughout its history.

Number of students enrolled in Carlson School degree programs this past year were:

Program	Students
Undergraduate	1,504
Day MBA	267
Evening MBA	950
Carlson Executive MBA	98
Warsaw Executive MBA	47
Vienna Executive MBA	14
Master of Arts in Human Resources and Industrial Relations (HRIR)	230
Master of Healthcare Administration	56
Master of Business Taxation	53
Ph.D.	81
Ph.D.-HRIR	17

Currently **112 full-time faculty**, including 24 endowed faculty and **228 staff members** comprise the Carlson School. 🌟



CARLSON

SCHOOL

TM

The Carlson School logo consists of its name and a specially-designed mark. The mark is defined by the letter C, which reinforces the School's name and a torch to symbolize competition. The flame is an accepted symbol of education. Together the logo suggests some of the characteristics that embody the School's spirit and commitment: rigorous, bright, competitive, intense and traditional.

Launching New Web Site

The countdown continues for the Carlson School's new Web site launch this fall. The site will include complete information on alumni services and programs as well as news for prospective and current students, recruiters, and the corporate community.

Look for alumni mailings this summer with complete access information for a new, secure on-line alumni directory. The directory will enable alumni to search for former classmates and update your information. This will be a powerful tool for strengthening the alumni network!

Mentors Needed

Are you looking for a way to significantly impact someone's life? Enhance an undergraduate student's educational experience by becoming a mentor.

Offer a student encouragement, support, and the benefit of your knowledge, experience, and insight. The time commitment is at least one interaction per month with a student mentee.

Serve as a resource, and take an active role in shaping a future alumnus of the Carlson School. For more information about the program and how to sign up, see www.csom.umn.edu/WWW/Pages/UGS/mentor/mentor.htm

Investing in People

Extraordinary Gift Fosters Technological Entrepreneurship

A leader in innovation and community involvement, the 3M Company embraced the Center for Entrepreneurial Studies' (CES) vision to produce graduates with the skills to evaluate and bring new business ventures to the market. As part of 3M's \$15 million university-wide participation in Campaign Minnesota, the single largest corporate commitment in Carlson School history – \$2.45 million – will help merge the worlds of education, business, and new technology.

The school will leverage this mix of start-up funding and endowed student awards to launch the New Business Development Enterprise this fall. The goal is to create a MBA enterprise that is "experiential in nature and modeled after an early stage venture capital fund," said Doug Johnson, co-director of the CES. "It's exciting. No other school's entrepreneurial programs are structured this way."

The enterprise itself will be comprised of two entities, with seven to eight graduate assistants funded by 3M's gift serving as the core of the student management team. An educational component will offer second-year MBAs a yearlong six-credit class in which they will evaluate the business potential of new technologies. The second component is a non-profit membership similar to a high tech association.

According to Johnson, the primary intent is to connect students with the outside entrepreneurial community, not to make money. Still, the enterprise will run like a real business. Any profits will be invested in early stage opportunities. These opportunities might be university-owned, affiliated or outside of the university system, with the Carlson School holding small equity positions in some companies.

Significant CES Support Set Precedent

Robert, '70 BSB, '72 MBA, and Gail Buuck laid the foundation for 3M's gift when they gave \$2.5 million to CES in 1998. This gift positioned CES to attract the intellectual capital necessary to produce exciting new initiatives and programming in entrepreneurship. As 3M's gift opens a new chapter in a very bright future for entrepreneurial studies at the School, it is only appropriate we look back with appreciation at a gift that helped make 3M's contribution possible.



Alumni Advisory Board Member and 3M retiree Richard Lidstad, BSB '63, says hello to an "old friend" at 3M's May 4 Campaign Minnesota celebration. Along with University President Mark Yudof and new 3M Chairman & CEO W. James McNerney, Jr., more than 600 alumni celebrated 3M's commitment to education at the University.

David Powell, 3M Foundation President and member the Carlson School's Board of Overseers, believed that such an undertaking should not only link Carlson to area business and venture capital, but also create interest within the university's scientific community. A special scholarship fund will be established for Ph.D. candidates outside the business school who lack an entrepreneurial background.

Even with 3M's lead gift, assistance from alumni is crucial. Experienced entrepreneurs are needed as mentors and class lecturers. Those interested in investor memberships will also receive briefings on developing technologies, new venture opportunities uncovered by students and tips for finding resources at the University.

Dean David Kidwell summed up 3M's generosity best, "3M has always rewarded innovation and put a premium on its partnership with higher education. This is the latest example...an extraordinary example." 🌟

3M Elevated Matching Gift Campaign

The 3M Foundation has provided an additional \$1 million to match all 3M employee and retiree gifts to the 3M/ Alumni Scholarship Fund at a rate of \$3 for every \$1 given until September 30, 2001. As a result, more than 125 University students will receive four-year, full-ride scholarships over the next ten years. For more information, please go to www.campaign.umn.edu/gift/3m.html.

and Programs



CAMPAIGN MINNESOTA
UNIVERSITY OF MINNESOTA

"Professor" Wheelock Whitney's Gift Reflects Passion for Connecting Students with Business Community

Wheelock Whitney is known to many in Minnesota as a financial executive, politician, and pro sports team owner. Many might not know, he was an adjunct professor at the Carlson School for 13 years (1972-1985). Sensing a greater need for connection between business school students and the local business community, Whitney created and taught the course Top Management Perspectives. His vision in creating that course provided the school with a new model that changed how the School delivered business education. His course built bridges with the business community, dramatically increasing the dialogue and sharing of knowledge between the business leaders of today and those of tomorrow.

Today, Whitney also is known as a generous Carlson School benefactor. His recent gift of \$250,000 is dedicated to increasing the School's efforts to provide students with a real world view of business and the greater community. Expanded activities include bringing more business leaders into the classroom, pairing more students with executive mentors and providing more learning opportunities to students in the global marketplace. 🌐



Second year MBA students and University President Mark Yudof recognized Wheelock Whitney as a member of the Trustees Society for his gift to the school after Yudof's April Top Management Perspectives class.



Al and Ingrid Lenz Harrison, seated, are honored for their generous gift to recruit international MBA students. Pictured with the Harrisons are (back row, from left) Chris Mayr, director of Advancement; Rajagopalan Swaminathan, international MBA student; Jerry Fischer, University of Minnesota Foundation president; Sandra Kelzenberg, MBA associate program director; Spiros Kotsiopoulos, international MBA student; Professor Mahmood Zaidi, International Programs; and Professor Tim Nantell, chair of Finance.

Harrisons' Gift to Help Attract International Students to MBA Program with Fellowships

More international students will have the opportunity to come to the Carlson School in pursuit of their MBA thanks to a \$500,000 gift from Alfred and Ingrid Lenz Harrison. This gift has special meaning to the Harrisons, Ingrid a native of Germany and Al who was born and raised in England. While in college, Al Harrison came to the United States for a study abroad program. Recalling that memorable experience, he shared how he benefitted from a broad-based, well-rounded education and would like future international students to have a similar transforming educational experience at the Carlson School. Their gift is part of a \$2.5 million Campaign Minnesota commitment to support the University's Pediatrics department, Law School and College of Continuing Education.

Al Harrison, Vice Chairman of Alliance Capital Management, is one of the founding partners in the School's Center for the Financial Services Industry. In 1998, his firm contributed \$500,000 to be managed by MBA Finance students as part of the nationally renowned Golden Gopher Growth Fund. 🌐

Snapshots

Commencement/Alumni Reunion Weekend May 9 -13, 2001

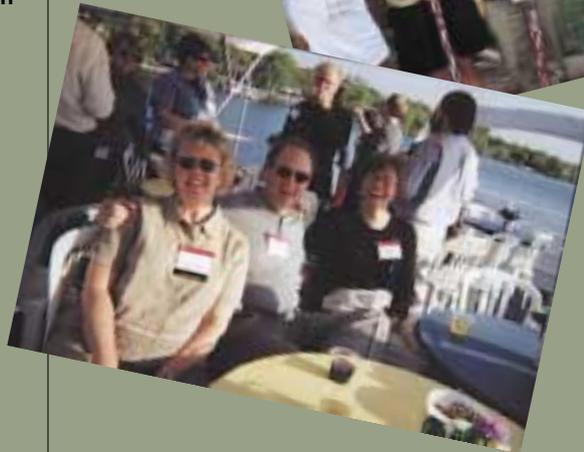
Weekend highlights include hosting the first Vienna Executive MBA graduation, entertaining more than 2000 new alumni and families following Bob Kierlin's, '64 MBA, commencement address, and enjoying reunion events with alumni from class years 1976, 1981, 1986, 1991, and 1996.



Undergraduate director Jerry Rinehart and Dean David Kidwell congratulate Dana Chaudoir, '01 BSB, this year's Tomato Can Loving Cup Award recipient. The award is the Carlson School's highest honor given to an undergraduate for distinctive service to the school.



Fourteen Vienna Executive MBA (VEMBA) students completed the 14-month joint executive degree program with a 10-day residency in the U.S. and an American-style inaugural graduation on May 9 in Minneapolis.



Frigid May weather didn't dampen the fun at the reunion weekend golf tournament. Shown are Goldy Gopher and second place tournament winners as they received golf umbrellas.

Other weekend activities included a half day of hot topic seminars featuring faculty members Gordon Everest, Stefanie Lenway, Fred Beier, and Mark Bergen plus a myriad of individual class year reunion events such as boat parties and dinner parties.



Alumnus Orem Robbins Receives Award

Congratulations to Orem Robbins who recently received the University of Minnesota Outstanding Achievement Award. Granted by the Board of Regents, this is the highest non-degree award conferred upon distinguished alumni who attain unusual distinction in their chosen fields and are known for their public service.

Orem O. Robbins, '36 BSB, has been a visible leader, whether through his meritorious military service, his pioneering business practices, or his diverse community involvements. In 1956, he founded Security Life Insurance Company of America, the first publicly owned life insurance company in Minnesota.

The roster of organizations to which Robbins contributes is almost as vast as the many ways in which he has helped them. It includes numerous professional, military, educational, religious and community service organizations.

Robbins chose May 17 to receive his OAA for four significant reasons: in celebration of Norwegian Independence Day, the 45th anniversary of Security Life's founding, he and his wife's 108th wedding anniversary (they count their anniversary in months together), and his wife's birthday.



Undergraduate student leaders join keynote speaker Jim Campbell, '64 BSB, at the Business Week dinner banquet for students, faculty, alumni and friends of the School.

Student bowlers were set to strike at the Undergraduate Mentor and Student Bowling and Pool Extravaganza held earlier this year.



In April, St. Paul Mayor Norm Coleman spoke to a packed classroom of Entrepreneurship Club undergraduate students. Every week the Club hosts prominent business and community leaders as speakers. Pictured is Mayor Coleman with a few of the students.



MBA students traveled to San Francisco and Silicon Valley in January for a high-tech company site visit. Alumnus Bob Duffy, '68 BSB, (front row, left) vice president of A.T. Kearney hosted a reception.

DAVID KIDWELL

dean 1991-2001

In this issue of *Carlson School* instead of a column by the Dean we've created a tribute to the Dean who will be leaving the School in September.

With highest regard we recognize David Kidwell for his leadership, foresight, and warm personality during his tenure as Dean. "David is a visionary," said Glenn Hasse, '63 BSB. A visionary who spoke out about concerns for the School, the University, and the State, but who went beyond his backyard to reach out across the world. A visionary who didn't micro manage and who went out of his way to make people feel appreciated.

David prioritized numerous initiatives and created an overall strategy for the School. "He had a good understanding of how the components fit together," said Jim Campbell, '64 BSB. A short description of his many and varied accomplishments follows.

Merging Town and Gown

In his ten years as Dean of the Carlson School, David Kidwell initiated a few mergers and IPOs, acquired top-notch students and faculty, and spearheaded the building of a stellar, technologically advanced facility.



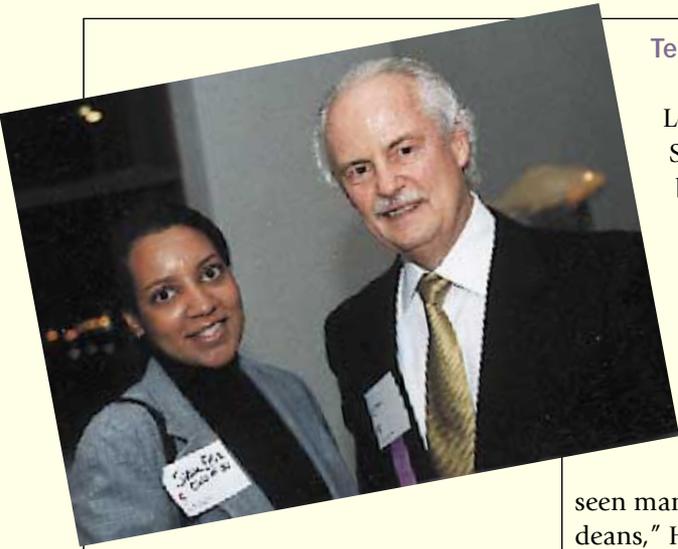
When David first became Dean in 1991, he knew changes were needed to improve the School's reputation. Internally he set in motion a strategic plan for the School to be recognized nationally and internationally, to build upon the national recognition of the Executive Education Program, to improve the School's rankings, and to enhance the curriculum and quality of teaching. Together with faculty and staff he worked to offer current and relevant programs and degrees. "David has enabled the faculty to focus on the curriculum and how the Carlson School can be unique in its offerings," said Luella Goldberg, Board of Overseers member.

He also stressed the importance of providing experiential learning opportunities to students outside the classroom. He saw how students through these real-life, first-hand situations would immediately contribute to companies as valuable employees and business owners. "David brought experiential learning to a new level," said Harold Goldfine, '68 BSB. "The one-on-one relationship gives students another learning level."

Once internal strategies were initiated, David's first merger was with the business community. He identified Minnesota's core economic industries and met with leaders to determine their needs. He engaged the business community in the School's vision, showed them how their involvement could make a difference, and put their expertise into action.

"David had a viable strategy for the growth of the School," said Bill Hodder, Board of Overseers member. "Rather than claim the idea, he received an aggregate of input from a lot of different sources."





"His style is that of a consensus builder," said Bob Buuck, '70 BSB, '72 MBA. "He combines a strong academic background with the management skills necessary to build an outstanding business school in the challenging environment that exists when you have to serve the interests of multiple constituencies."

"He has been able to bring together the 'town and gown,'" said Campbell. "He can understand and relate to the academic community, but he's had substantial external experience as well. He blends the two together."

Personal Touch

With a sense of humor, David forged caring relationships with many in the community. "David goes the extra mile to resolve issues and get people involved," said Hasse. "I had been a supporter of the University, but was not pleased with where the University was going. David visited me and discussed plans for the School and where he saw the University heading. He was instrumental in my renewed involvement with the School, and I am proud of being a part of the U now."

Team Effort

Leadership within the School's administration and boards has been further enhanced because of David.

He served as the force to ignite the Board of Overseers to be a vital, active board.

"I've been on the Board of Overseers since 1971 so I've

seen many changes and many deans," Hodder said. With David's help there has been a "significantly improved function and contribution of the Board of Overseers."

David also helped merge the world of business education. Under his leadership, collaborations have occurred worldwide through international exchange programs, study abroad opportunities and international partnerships that have led to joint executive MBA degree programs in Warsaw, Poland, Vienna, Austria, and soon Guangzhou, China.



Initial Public Offerings

Initial public offerings like the Golden Gopher Growth Fund and the Center for Entrepreneurial Studies (CES) are championed by David to keep the school on the cutting edge. "The Golden Gopher Growth Fund and the Financial Markets Lab are all very exciting," Campbell said. "It engages us [the business community] and the Carlson School in real kinds of things we do every day."

CES is also extending itself into the community by providing entrepreneurial students unique educational and collaborative opportunities. For instance, four years ago the student-run Gopher the Gold Business Plan Competition was conceived and illustrates how entrepreneurs are encouraged and fostered in the School and throughout the University by other entrepreneurs and the business community.

Acquiring Top Faculty and Students Throughout his tenure David has worked with the associate deans,



Under David's tutelage new degrees, programs and research centers were started or integrated into the School. In 1997, the University's Master of Healthcare Administration program

department chairs and administrative staff to acquire great educators and researchers. He empowers others to excel and progress, and it is their dedication and support of David and the School that has helped escalate the School's status. Recently the nation realized these efforts when the Carlson School was ranked seventh in research productivity among business schools.

interact with the business community and hear powerful presentations.

Speaking Out

It was at a First Tuesday lunch in March 2000, that David delivered his well-publicized speech, "Has the Twin



Cities Lost Its Blue Chip Status" about Minnesota's place in the U.S. economy. His remarks created much debate and were the catalyst for the State's economic summit. "David looked at the business environment and the legislature to see what's going on in the economy," noted Hendry. "He took the responsibility to challenge the status quo," Campbell said. "Minnesota can't rest on its laurels, and what we do will impact Minnesota's well-being for the next generation."

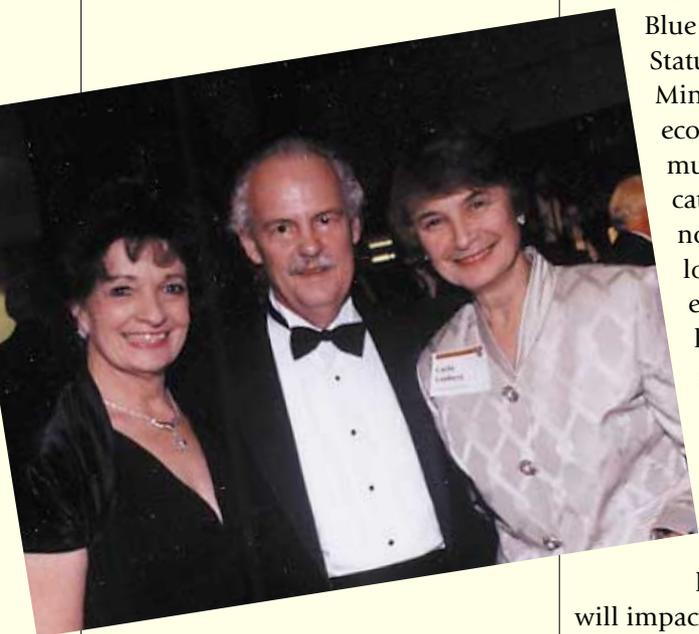
great testament to David's ability," said Buuck. "The School has a nationally ranked faculty, a stronger student body, a significantly improved curriculum, an outstanding physical plant, and better integration with the business community."

Goldfine continued, "The School is a more prestigious place because of David." He has "transformed the school from an also-ran," Hendry said. "His legacy is he will have left the Carlson School in a much stronger position than it was when he became Dean," said Buuck.

Our Thanks

"We all owe David a great debt of gratitude," said Goldberg. "David is an articulate spokesperson on behalf of the School. And he's been very focused in how he's gone about improving the School."

David, your efforts have made the School a premier institution. You have laid the foundation with which the School can continue building and expanding globally. Together we have reaped success. We thank you, David, and wish you and Jill the best in your endeavors. 🌟



David's other successes include higher academic standards for incoming students and increased student interaction with the business community. One example is alumni and other members of the business community serve as resources to students and faculty. Each year, more than 2,000 alumni and friends are involved as mentors, advisors, student recruiters and classroom speakers. "The mentoring program is a great success," voiced Bruce Hendry, '64 BSB.

"His suggestions for the First Tuesday luncheon concept enable students to hear from business people," continued Goldfine. This monthly venue allows students to

Beyond Bricks and Mortar

And although he wouldn't want his contribution to the school to be remembered solely as bricks and mortar, David has laid the foundation for the next generation. "The new building is also a



Class Notes

1940s

William J. Hunt, '49 BSB, married Sharon S. Bell in December 2000. They live in Springfield, Illinois. He retired as CEO of MII Inc. in Lincoln.

1960s

David Abramson, '63 BSB, is enjoying his new role as CEO of Grant Thornton Advisors at the company's New York City headquarters. He continues to reside in Minnesota.



While **Jim Campbell, '64 BSB**, stayed in Minnesota and **Jon Campbell, '77 BSB**, went to Arizona, the brothers have two important things in common—distinguished careers in banking and degrees from the Carlson School. Now, they come a step closer to following the same career path. Last year, Jim, chairman of Wells Fargo Bank Minnesota, announced plans to retire in 2002. Jon, president of Wells Fargo Bank Arizona, was appointed president of the Minnesota Bank, putting him in line for the chairman position.

When he retires, Jim plans to continue his involvement in several community activities, including chair of the Carlson School's Board of Overseers.

Lou Nanne, '63 BSB, executive vice president of Voyageur Management in Minneapolis, was recently featured in a City Business article on "Heavy Hitters in Banking and Finance."

William Winter, '63 BSB, president of WD Winter and Associates, is working on publishing the first Russian-American Marketing textbook with former Carlson School professor William Rudelius. The textbook is scheduled for publishing in 2001.

Dayton Barkley, '66 BSB, recently received a Kare Package from Minneapolis Channel 11 (KARE). He was nominated for being an outstanding boss and business leader by his staff at IPSCO Steel in St. Paul.

John Bierbaum, '67 BSB, who served for 15 years as chief financial officer for the Pohlads Cos. bottling interest, has been named executive vice president of investor relations and corporate growth at PepsiAmericas.

Jerry Noyce, '67 BSB, has joined Health Fitness Corporation as CEO and president. Previously, he was with Northwest Racquet, Swim and Health Clubs, and spent 15 years as the University of Minnesota's Men's tennis coach.

James Heintz, '68 BSB, is owner of James R. Heintz, Ltd. in Golden Valley, Minnesota.

1970s

Roland Barrett, '71 MBA, '69 BSB, is owner and CEO of Homeworx Partners, Inc., a custom home building business with offices in the Twin Cities, Milwaukee, and Kalamazoo.

Erik G. Andersen, '72 MBA, is the manager of results system integration for SEMA SLC. Inc. in Salt Lake City, Utah. He lives in North Salt Lake, Utah.

Paul Veit, '72 MBA, is a sole practitioner CPA in Columbus, Ohio.

Robert Peifer, '73 BSB, was promoted to executive vice president of the Home Mortgage Group at Firststar Bank.

James Treleven, '73 MBA, is president and CEO of Global Commerce Zone in Chicago, Illinois.

Charles Litecki, '74 Ph.D., is a professor of information systems at Mississippi State University.

John Griffin, '75 MBA, was named president and CEO of LightPointe Communications Inc. in San Diego, California. He was previously at ADC and US West.

Vijay S. Kogekar, '75 MBA, is an MIS entrepreneur in India. He works at Datascan Information Systems in Pune, India.

Ed Marek, '77 MBA, former manager of Major and Planned Gifts at the American Red Cross of the St. Paul Area, accepted the position of Executive Director of the Minnesota Environmental Fund.

Edward Zeman, '77 BSB, was recently appointed chief financial officer at Eagen-based Quantech Ltd. He had been executive vice president and chief financial officer of ARM Financial Group/Integrity Life Insurance Company in Louisville, Kentucky.

Doug Johnson, '78 BSB, left Fingerhut Corporation to become vice president of marketing at The Sportsman's Guide, Inc., an outdoor gear catalog and Internet company in South St. Paul.

Mardelle J. Ceaser, '79 BSB, is vice president/manager of Institutional Sales at KLD, a social research firm serving investment professionals and endowments and nonprofits located in Boston, Massachusetts.

1980s

Richard Strelow, '80 MBA, is an operations risk manager for US Bancorp in St. Paul. He currently resides in Golden Valley, Minnesota.

Christopher Bebel, '81 BSB, recently joined Shepherd, Smith & Bebel, Houston, Texas, which represents investors in securities arbitration matters. He previously served as an NASD attorney, an SEC attorney, and an Assistant U.S. Attorney.

John Mahoney, '81 BSB, president of CMS Viron Energy Services (a unit of CMS Energy Corporation), was awarded the Energy Executive of the Year award from the Association of Energy Engineers. He received the award in February at the World Energy Congress in Atlanta, Georgia, where he was the keynote speaker. CMS Viron Energy Services is located in Kansas City, Missouri.

Bridget Sperl '81 MA-HRIR, was named senior vice president of client service at American Express Financial Advisors.

Be included in the next issue of "Class Notes." Use the enclosed form and fax it to 612-624-6374, or send your news items and photos in the envelope provided. You also may contact Lori Bush, director of Alumni Relations by e-mail at lbush@csom.umn.edu, or by phone at 612-625-1556.

Rebecca Yanisch, '81 MBA, former U.S. Senate candidate, was named to head Minnesota's Department of Trade and Economic Development by Governor Jesse Ventura.

Michael Buysse, '82 BSB, is president and CEO of Aspen/Snowmass Express Event Management in Aspen, Colorado, which provides corporate and festival transportation and security.

Ross Levin, '82 BSB, was named one of the top five most influential people in the financial planning profession by Financial Planning Magazine. He is with Accredited Investors, Inc. in Edina, Minnesota.

John Rockwell, '82 MBA, has been appointed to the Technical Advisory Board of Valdor Fiber Optics Inc. as its financial advisor. He is a partner in Advent International and manager of its Menlo Park, California office.

Jim Weber, '82 BSB, was recently appointed president and CEO of Brooks Sports, Inc. in Bothell, Washington. Prior to joining the company, he was managing director at U.S. Bancorp Piper Jaffray in its Seattle Investment Banking practice.

Bruce Bernstein, '83 MAIR, is an attorney specializing in employment law at Law Offices of Bruce Bernstein in Oradell, New Jersey.

Mark S. Gorder, '83 MBA, was elected president and chief operating officer of SELAS CORP. of America. He had been president of the company's Resistance Technology Inc. subsidiary in Arden Hills, Minnesota.

Jeff Hickman, '83 MBA, lives and works in Traverse City, Michigan as the president of Community Bank.

Scott Opsal, '83 MBA, chief investment officer at Des Moines-based Invista Capital Management, has been named lead manager of the

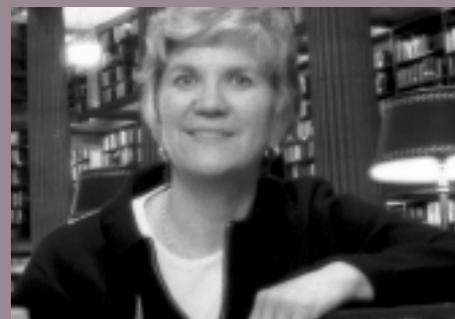
company's large-cap blend "core" equity portfolios. Invista Capital Management is a member of the Principal Financial Group.

Eric Rangen, '83 BSB, has been named vice president and chief financial officer at ATK. Previously, Rangen was a partner in the Minneapolis office of Deloitte & Touche LLP.

David Ring, '83 BSB, joined LTX Corporation as an executive vice president, responsible for sales. The company, located in Westwood, Massachusetts, is a supplier of semiconductor test equipment.

Anthony Youga, '83 MBA, is CFO at E & J Gallo Winery in Modesto, California.

Alan Blazei, '84 MBA, has joined Entelos Inc. as chief financial officer. The company is headquartered in Menlo Park, California.



Pam Sveinson, '80 MA-HRIR, is acting president of the James J. Hill Reference Library in St. Paul. A former vice-president of Human Resources at Cowles Media, Sveinson had served on the library's board since 1997. "I didn't know a great deal about libraries," said Sveinson. "It's been interesting to merge my education and experience with what's 'real' about libraries."

"There have been many changes and developments in general business [the library's focus] and technology, and it's exciting to work with the board to set a direction and strategy for the future," said Sveinson.

Ralph Gauger, '84 BSB, is a managing partner with Zuazo Gauger Maldonado & Asociados in Madrid, Spain.



Doug Lund

Doug Lund, '84 MBA, is director of the Office of Information Technology at the Carlson School.

Roger Redmond, '84 MBA, was appointed to the Board of Directors of E.mergent, Incorporated. He is currently a managing director of Goldsmith, Agio, Helmn and Lynner, Ltd., a private investment banking firm. He is married to Jennifer Birman and lives in Burnsville, Minnesota.

Scott Ackerman, '85 BSB, was named vice president, Quality and Management Systems at Fargo Electronics, Inc. in Eden Prairie, Minnesota.

Dane Anderson, '85 BSB, was promoted to vice president at Minneapolis-based MOCON, Inc.

Paul Karos, '85 BSB, director of sales at US Bancorp Piper Jaffray Inc. was featured in a CityBusiness article on "Heavy Hitters in Banking and Finance."

John Lindgren, '85 BSB, was named senior consultant for Pragmatek's Oracle Implementation Service.

Steve Noble, '85 BSB, was promoted to CIO at Larson, Allen, Weishair and Co.

Janet Porter, '85 MBA, is associate dean for Executive Education for the School of Public Health and the

University of North Carolina, Chapel Hill, North Carolina.

Rebecca Miller, '86 MBA, is the manager director for RSM McGladrey, Inc. in Rochester, Minnesota. She lives in Pine Island, Minnesota.

Roy Wetterstrom, '86 BSB, of Plural Inc., was featured in the February 2001 issue of Twin Cities Business Monthly.

Rich Baker, '87 MBA, former Anderson Consulting associate partner, has joined Clientek as managing partner and COO. Clintek is a technology and business consulting firm located in Minneapolis, Minnesota.

Tom Hammer, '87 MBA, is a site manager for Intel Corporation in Santa Clara, California.

Anshoom Jain, '87 MBA, is a managing principal at C-bridge Internet Solutions in Southfield, Michigan.

Victor Pfefer, '87 BSB, was named marketing manager at the Ford Motor Company in Dearborn, Michigan. He lives with his wife Jill and their two kids in Novi, Michigan.

Charles Fitter, '88 MBT, works in Minneapolis as a corporate tax manager for Dain Rauscher Corporation. He currently resides in Center City, Minnesota.



Janet Hanson

Janet Hanson, '88 MBA, was promoted to regional vice president at Minnesota Life, St. Paul. She lives in Apple Valley, Minnesota.

Dilek Okal-Atay, '88 Ph.D. is associate dean of the faculty of Business Administration at Bilkent University in Ankara, Turkey.

Mark Workman, '88 MBA, left his position at Sony to become president of his own company, Fireworks Enterprises, Inc., in Pasadena, California.



Stacey Millett, '89 MBA, has a long history of community development work, beginning in Pennsylvania and continuing in St. Paul where she first joined The Grotto Foundation. Last year, she was hired as executive director of the Selby Area Community Development Corporation (CDC) in St. Paul, Minnesota. A recent article in *Insight* highlights her role in helping to revitalize the CDC, which works on development projects in the Selby Avenue area. Under Millett's leadership, the CDC has reopened its corporate offices, run training programs and neighborhood meetings, obtained grants for home renovations, and begun exploring other commercial and residential development—all the while emphasizing the need for affordable housing and the importance of keeping the African American community involved in the planning.

Millett previously worked at WomenVenture, the Local Initiatives Support Corporation, and the Neighborhood Development Alliance. She lives with her husband, Larry, and children, Alexandra and Corey, in St. Paul.

Donald Yenish, '88 MBA, is a technical marketing engineer for Network Appliance in Bloomington, Minnesota. He lives in Stacy, Minnesota.

Kerry Yndestad, '88 MBA, was named vice president of product development at Tricord Systems, Inc in Plymouth, Minnesota.

Matthew Hartley, '89 BSB, recently became a partner in the International Real Estate Practice Group of Squire, Sanders & Dempsey LLP, a law firm in Phoenix, Arizona.

Steven Hautz, '89 MBA, lives and works in Minneapolis as the vice president of product development for Open-c Solutions.

A. Nasir Khan, '89 MBA, is program director at Barakat, Inc., in Islamabad, Pakistan.

Timothy Murray, '89 MBA, is chairman and CEO of Minneapolis-based Prevention First Inc., which provides companies with a back-strengthening program to reduce back injuries and related worker compensation costs.

Tom Platner, '89 MBA, was named to the new position of vice president Engineering and Manufacturing at Fargo Electronics, Inc.

1990s

Nadia Alleman (Yamoor), '90 MBA, is director of Consumer Insights (Market Research) at General Mills. She recently celebrated her 10th year with the company.

John Buske, '90 MBA, is corporate vice president finance and chief financial officer of PLATO Learning, Inc. Previously, he was corporate controller of St. Jude Medical, Inc.

Arunavo Mukerjee, '90 MBA, lives and works in Mumbai, India as the

chief operating officer for the India Natural Gas Company Ltd.

Frank Simer, '90 MBA, is director, IT and Strategy, at Questar Research in Eagan, Minnesota.

Julia Braegelmann, '91 MBA, lives and works in Eden Prairie, Minnesota as a management consultant for Lor, Inc.

Thomas Burke, '91 MBA, is a technical manager for Oracle Corporation.

Jessica Margolin, '91 MBA, is the director of program assessment for the Foundation for Education Research and Development in Minnetonka, Minnesota.

Alan Fischer, '92 MBA, is the treasurer at General Litho Services, Inc. in Minnetonka, Minnesota.

Geir O. Guttuhaugen, '92 MBA, is a strategist with Telenor Mobile AS in Oslo, Norway.

Randall Hubin, '92 MBA is currently the HL Systems program director for Medtronic, Inc., where he is leading the Global PeopleSoft Standardization Project.

Todd Ihrig, '92 MBA, lives and works in Arlington, Virginia as an investment manager for Marquette Financial Group.

Jim Menne, '92 BSB, is a marketing assistant with Kimberly-Clark in Neenah, Wisconsin.

Kou Vang, '92 BSB, is the co-owner and president of Hmong Industries Inc., a new manufacturing venture in St. Paul. The business, which assembles and packages products for medical companies, is among the first Hmong manufacturing businesses in the country.

Hyongki Hahm, '93 MBA, is director of planning at Medison Co. Ltd. in Seoul, Korea.

Hirofumi Hayama, '93 MBA, lives and works in Tokyo, Japan, in the Business Development and Strategy Department of ZEN-NOH.

Paul Hesser, '93 MBA has been promoted to vice president of marketing and operations at ShowCase Corporation, an enterprise intelligence provider located in Chicago, Illinois.

Terry Koerner, '93 MBA, is a supply manager for Thermo King Corporation in Minneapolis.

Stephane Morel, '93 MBA, lives and works in Idstein, Germany as a product manager with Black and Decker.

Cathy Schmidt, '93 MBA, was promoted to vice president of Stahl Construction Co., located in Minnetonka, Minnesota. She is married to Mark Schmidt, '93 MBA, who works for Syngenta Seeds (formerly Novartis Seeds) as soybean product manager.



Justine Fritz, '93 MBA, was featured in the January 8, 2001 issue of *Fortune*. The article takes a peek into the lives of four employees involved in a new product launch at Medtronic, where Fritz is a senior marketing manager. The article looks at how Fritz balances her work—in this case managing more than 100 projects related to the new product launch—with family, including a young son, Michael, and her husband Jeff. Part of what makes it all possible, according to Fritz, is the importance of what she is doing—working on products that can change people's lives.

Scott Ulberg, '93 BSB, is vice president of Total Training Network, a Bloomington-based firm offering DVD-based training courses.

Paul Berman, '94 BSB, lives and works in Minneapolis as a financial analyst for Honeywell International.

Gary Brothers, '94 BSB, is a corporate finance associate at Dain Rauscher Wessels in San Francisco, California.

Steve Eberly, '94 MBA, is an engineering manager for Thermo King Corporation in Galway, Ireland.

Bill Favnesi, '94 MBA, is the Asia/Northwest district manager for The Lee Company in Bothel, Washington. He lives in Snohomish, Washington.

Juan Gonzalez, '94 MBA, is the vice president of Bromo Industrial in Santo Domingo, Dominican Republic.

Mitch Kaiser, '94 MBA, is a manager at Deloitte Consulting in Minneapolis and lives in Eden Prairie, Minnesota.

John Schreier, '94 MBA, was appointed president and CEO of Premier Bank Metro South.

Chris Utz, '94 BSB, is a senior market analyst for Supervalu, Inc. in Eden Prairie, Minnesota. He lives in Plymouth, Minnesota.

Marc Friedman, '95 MBA, is a project manager at Inforte Corporation and lives in Palo Alto, California.

Michael Kuehner, '95 MBA, is the managing director of interactive products at Ernst and Young LLP in Seattle, Washington. He lives in Snoqualmie, Washington.

Fernando Palacios, '95 CEMBA, has been named vice president of Operations and Supply Chain at Land 'O Lakes.



Man the deck, trim the sails, prepare to watch the illbruck Challenge as its crew sets sail this fall as participants in the Volvo Ocean Race Round the World. "By participating in the most difficult regatta in the world, we aim to inspire," said **Michael Illbruck, '95 MBA**. "Sailing has been a significant part of the corporate culture for more than 30 years, providing a vehicle to vividly convey our corporate identity."

The race starts from Southampton, England on September 23, 2001, and finishes in Kiel, Germany in June 2002. The sailboat will be docked in two U.S. ports, Baltimore, Maryland and Miami, Florida spring 2002. During these stays, alumni receptions are being planned. Watch for further information and follow the team's success on the Internet at illbruckChallenge.com.

Joseph Piepgras, '95 MBA, is a financial manager with General Mills in Minnetonka, Minnesota. He currently resides in Golden Valley, Minnesota.

Cary Robinson, '95 MBA, is vice president/senior research analyst at U.S. Bancorp Piper Jaffray and lives in Excelsior, Minnesota.

Wayne Roen, '95 CEMBA, recently accepted the position of vice president of Storage and Networking Practice with Lumina Marketing.

Gary Romo, '95 BSB, is the lead help desk analyst for Prudential - Technology Support in Plymouth, Minnesota. He lives in Ramsey, Minnesota.

Michael Schong, '95 MBA, was appointed director of MIS at Horton, Inc in Minneapolis.

Kevin Terrell, '95 MBA, works in Eden Prairie, Minnesota as a marketing manager for GE Capital Fleet Services. He lives in Apple Valley, Minnesota.

Christopher Theirl, '95 MBA, is a manager, Analyst Relations, at Interrelate, Inc. in Eden Prairie, Minnesota.

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

Brett Almquist, '96 BSB, recently founded BeansWax Candle Co. and is CEO and president of the company.

Robert Brown, '96 MBA, works as a Lotus Notes practice lead for Minnesota Midrange Solution in Plymouth, Minnesota. He currently lives in Shoreview, Minnesota.

Ashok Dhariwal, '96 MBA, is senior engagement manager at Zentrophy Partners in Minneapolis, Minnesota.

Kevin Ehleringer, '96 BSB, is a client service manager for Spectra Marketing in Louisville, Kentucky. He currently lives in Lyndon, Kentucky.

Sean Helsel, '96 MA-HRIR, is a senior human resources representative for the Pepsi Bottling Group in Columbia, South Carolina.

Leonardo Koesmanto, '96 MBA, lives and works in Jakarta, Indonesia as a senior consultant for Booz Allen and Hamilton.

Sebastien Lalevee, '96 MBA, lives and works in Paris as a senior equity research analyst with Salomon Smith Barney.

Sally Ann Marier, '96 MBA, is an implementation manager for American Express in Minneapolis. She lives in Eagan, Minnesota.

Ned Moody, '96 MBA, is a partner at NorthStar Advisory Group in Oak Park, Illinois. He resides in Chicago.

Lazaros Nikolaidis, '96 BSB, is a buyer at Johnson & Johnson Hellas/ Consumer Division. He is planning to move to J & J Central Operations in Switzerland.

Kristin Nomura, '96 MA-HRIR, lives and works in Dallas as a senior benefits specialist for the ExxonMobil Corporation.

Peter Russano, '96 MBA, is an international logistics manager with SSL Americas, Inc. in Norcross, Georgia. He lives in Smyrna, Georgia.

Carl Samberg, '96 MBA, works for Accenture in Minneapolis as a consultant. He currently resides in St. Paul.

Kari Wimmer, '96 BSB, is a financial business analyst for Starz, Encore Group in Greenwood Village, Colorado. She lives in Highlands Ranch, Colorado.

Michael Brousseau, '97 MBA, is the director of product marketing for Virtual Growth.com headquartered in New York City. He lives in Minneapolis.

Brian Dumann, '97 MBA, is a project manager for Medtronic, Inc. in Minneapolis. He lives in Andover, Minnesota.

Christopher Jorgenson, '97 MBA, is an investment research analyst for American Century Investments in Mountain View, California. He currently lives in Oakland, California.

Jay Krasnow, '97 MBA, is a project manager with Worldtrak Corporation in Minneapolis. He currently resides in St. Paul.

Don McFarling, '97 MBA, works in St. Paul as a strategy manager for U.S. Bank. He lives in Shoreview, Minnesota.

Karina Muller, '97 MBA, is a marketing manager at Pillsbury and lives in Plymouth, Minnesota.

Kevin Sundem, '97 MBA, is a controller at Javelin Solutions, Inc. in Minneapolis. He lives in Chaska, Minnesota.

Brent Peacock, '97 MBA, is a general partner with KP Management in Minneapolis. He lives in Hudson, Wisconsin.

Chris Zimdars, '97 MBA, is a wireless product manager for Excite@Home in Redwood City, California. He currently resides in San Francisco.

Teymour Askerov, '98 MBA, is the director of decision support services in London, Ontario where he also resides.

Eric Baltes, '98 BSB, is a revenue analyst for US Bank in St. Paul and lives in Minnetonka.

Nicole Braegelmann, '98 BSB, is a consultant for PSINet Consulting Solutions. She lives in St. Paul.

Christopher Carlisle, '98 MBA, lives and works in Madison, Wisconsin, where he is senior associate brand manager at Kraft Foods.

Tracy Cheng, '98 MBA, works as a financial analyst for Agilent Technologies in Santa Clara, California. He currently resides in Foster City, California.

Gregory Davis, '98 MBA, lives and works in Austin, Texas, where he is senior project manager at 360 Commerce.

Mary Gainor, '98 MBA, lives and works in Minneapolis as a principal consultant for PricewaterhouseCoopers LLP.

Christopher Glenn, '98 MBA, lives in Edina and is a branch manager for Sprint.

Becky Grecula (Brandt), '98 MBA, is senior associate product manager at Unilever Best Foods in Englewood Cliffs, New Jersey. She lives in New York City.

Chris Gustanski, '98 MBA, is senior product manager at U.S. Bank and lives in Burnsville, Minnesota.

Karna Haan, '98 MBA, is taking time off of work from Johnson and Johnson Codman to be a full-time mom to 15-month old Emily Elizabeth. She lives in Livermore, California.

Raza Hasan, '98 MBA, works in Eden Prairie, Minnesota as a product marketing manager for IntraNet Solutions. He lives in Eagan, Minnesota.

John Hizon, '98 MBA, is an inventory process planner for Best Buy Company, Inc. in Eden Prairie. He currently resides in Minneapolis.

Cindy Lee Hogan, '98 MBA, is a Global Business Unit Manager with HB Fuller in Vancouver, Washington.

Gaurav Khetrupal, '98 MBA, is an information technology project manager for Intel Capital in Santa Clara, California.

Jongchan Kim, '98 MBA, is purchasing manager at Samsung, SDE in Budapest, Hungary.

Jon Lauritzen, '98 MBA, works in Minneapolis as a marketing manager for Cargill, Inc.

Chris Meldrum, '98 MBA, has moved to North Carolina to be manager of Partnering and Technology at Paradigm Genetics, Inc., a functional genomic company. He is engaged to Jenette Dean and will be married in July.

Sean Murphy, '98 BSB, works for Ernst and Young and lives in Minneapolis.

Luke Peterson, '98 MBA, is manager, Health Care Consulting Group at Kurt Salmon Associates in Minneapolis.

Richard Shannon, '98 MBA, is a research analyst at Epoch Partners in San Francisco, CA.

Mark Streffling, '98 MBA, works as an attorney in Minneapolis with Faegre and Benson LLP.

Raghu Acharya, '99 MBA, works in Glendale, California as an investment manager for Heller Financial. He lives in Pasadena, California.

Jeanie Callen, '99 BSB, is a consumer strategist for Carlson Marketing Group in Minneapolis. She lives in Plymouth, Minnesota.

Jeff Cleath, '99 MBA, is the vice president and director of consulting services for Inetium, Inc. in Chanhassen, Minnesota.

Linda Craigie, '99 BSB, works for the Minnesota Department of Revenue as a revenue tax specialist. She resides in Minneapolis.

Michael Dolan, '99 MBA, is an associate at Oppenheimer Wolff & Donnelly LLP in Minneapolis, Minnesota.

Tricia Hamak-Sundeen, '99 MBA, is a project manager for Datacard in Minnetonka, Minnesota. She currently lives in Minneapolis.

Elizabeth Henderson, '99 MBA, is a health actuarial consultant for Deloitte and Touche in Minneapolis. She lives in Plymouth, Minnesota.

Bert Hepp, '99 MBA, recently left Qwest Communications International to run BuySelf Realty, a realtor services company that he started in January

2000. This is the same business that was Bert's project in the Entrepreneurial Studies classes at the Carlson School.

Andy Ho, '99 BSB, is a business analyst for Deloitte Consulting in Minneapolis.

Derek Holm, '99 MBA, works for Jundt Associates, Inc. in Minneapolis. He lives in Chanhassen, Minnesota.

Allen Jezouit, '99 MBA, has moved to corporate headquarters of PRAXAIR Inc. in Danbury, CT, to become the company's director of e-business.

Dong Cheol Kim, '99 MBA, is a senior manager with Deloitte & Touche Management Solutions in Seoul, Korea.

Curt Kinghorn, '99 MBA, is senior counsel at Medtronic, Inc. in Minneapolis and lives in Lino Lakes, Minnesota.

Petrea Kaldahl Klein, '99 MBA, is a project manager for Thunderbird American Graduate School of International Management in Glendale, Arizona.

Cory Kopp, '99 MBA, is a project manager for HighJump Software in Eden Prairie, Minnesota. He lives in Brooklyn Park, Minnesota.

Molly Lusk, '99 BSB, lives and works in Dallas, Texas, as a reinsurance analyst trainee for E.W. Blanch Company.

Angela Maurer, '99 BSB, is a general manager at Lifetime Fitness in Roseville, Minnesota. She currently lives in Apple Valley, Minnesota.

Igor Milner, '99 MBA, is a consumer bank analyst for Citigroup in Brussels, Belgium.

Neil Mumm, '99 BSB, lives and works in Minneapolis as a business analyst for Deloitte Consulting.

Timothy Olken-Hunt, '99 MBA, is a senior financial analyst for the Target Corporation in Minneapolis.

Kimberly Petschen, '99 BSB, works as a consultant for Apex IT, Inc. in Bloomington, Minnesota. She currently resides in Minneapolis.

Mikhail Pevzner, '99 BSB, lives and works in New York City as an associate in assurance and business advisory services for PricewaterhouseCoopers LLP.

Derek Robillard, '99 BSB, is a sales consultant for Informatica Corporation headquartered in Palo Alto, California. He resides in Eagan, Minnesota.

John Rootness, '99 MBA, is an associate at The Rahn Group in Minneapolis.

Kurt Schoenrock, '99 MBA, is the manager of corporate finance at NRG Energy in Minneapolis. He lives in Oakdale, Minnesota.

Renee Schroeder, '99 BSB, is the manager of market research for the Industrial Fabrics Association International in Roseville, Minnesota.

Dale Shaltz, '99 MBA, is the vice president of sales and marketing for Smooth Air LLC. He lives in Plymouth, Minnesota.

Dan Sieburg, '99 BSB, is a tax specialist for KPMG LLP in Minneapolis, Minnesota.

Web Site Link

Send Class Notes to the school and stay in touch with your classmates through the "Carlson School Alumni Network" on the Carlson School web site. The path to follow is www.csom.umn.edu/CSOM/Alumni/index.html

Eric Smith, '99 MBA, is a financial analyst with Northwest Airlines in St. Paul, Minnesota.

Bradley Renwick Smith, '99 MBA, is the manager of sales and service quality at Polaris Industries in Medina, Minnesota. He lives in Minneapolis.

Jason Van de Loo, '99 BSB, is an interactive marketing specialist with Carlson 24K Gold Points in Minneapolis, Minnesota.

Margaret 'Peggy' Walsh, '99 MBA, works for Zhone Technologies in Brooklyn Center, Minnesota as a program manager. She currently lives in Blaine, Minnesota.

2000s

Sarah Afshar, '00 BSB, is a signals intelligence officer with the United States Marine Corps in Stafford, Virginia.

Jason R. Ballsrud, '00 MBA, is a research analyst for Peregrine Capital Management, Inc. in Minneapolis. He lives in Excelsior, Minnesota.

David Blomster, '00 MBA is a senior financial analyst at Medtronic, Inc.

Jay Bosch, '00 CEMBA, joined Berkley Information Systems in Luverne, Minnesota as vice president of Systems Development.

Pablo Celi, '00 MBA, is an integration project manager for Ecolab in St. Paul, Minnesota.

Nathaniel Clay, '00 BSB, is an associate analyst with General Motors Corporation in Detroit. He currently lives in Royal Oak, Michigan.

Matthew Dudley, '00 MBA, lives and works in Chicago as an associate in private client services for Lehman Brothers.

Pauline Fofana, '00 MBA, is an auditor at Noridian, Government Services in Eagan, Minnesota.

Tracy Gorman, '00 MBA, is an e-commerce market analyst for Deluxe Corporation and lives in Shoreview, Minnesota.

Todd Hall, '00 MBA, lives in Concord, North Carolina and works as a global team leader for Solectron in Charlotte, North Carolina.

Jessica McBride, '00 MBA, lives and works in Shoreview, Minnesota as a business systems project leader for Medtronic.

John Mineasufibo, '00 BSB, is a manager at WF Materials Inc. of North America, where they recently opened their tenth fish shop. He and Quipuirtee Jones remarried and live in South St. Paul, Minnesota.

Matt Rennerfeldt, '00 BSB, works for American Express Financial Advisors in Minneapolis, Minnesota. He lives in St. Paul.

Kiran Saindane, '00 MBA, lives and works in Irving, Texas as a consultant for i2 Technologies, Inc.

Haresh Sapra, '00 Ph.D., is an assistant professor at the University of Chicago.

Jason Schwartz, '00 MBA, is a manager with Strategic Development at Commtouch Software LTD in Mountain View, California. He lives in San Diego.

Kathy Tune, '00 MBA, is an analyst at U.S. Bancorp Piper Jaffray. She lives in Lakeville, Minnesota.

Beverly Wilharm, '00 MBA, is a credit manager with Wells Fargo Bank in Minneapolis, Minnesota.

Qing Zhao, '00 MBA, is a project specialist for DIRECTV in El Segundo, California. He resides in Torrance, California.

Eric Ewald, '01 MBA, is the vice president of Ewald Consulting in St. Paul.

Deceased

Robert 'Bob' Engelhart, '47 BSB, passed away on May 11, 2001. In 1945 Engelhart founded the Robert G. Engelhart & Company, an accounting firm, which grew to more than 100 professionals and 300 clients before merging with Deloitte, Haskins & Sells, known today as Deloitte & Touche.

Engelhart served on the Board of Directors on the Highland State Bank, Blue Cross/Blue Shield, Mid-States Distributing and the Oblates Provincial House. Furthermore, Engelhart, along with his wife, donated to the Boys and Girls Club of Watertown, South Dakota, the Community Action

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Building in Waubay, South Dakota, and also funded newborn heart operations in Minneapolis, Minnesota. Engelhart is survived by his children, Robert II, Mink, Jim, Jack, Joe, Steve, and his fourteen grandchildren.

Mary Rantala, '47 BSB, passed away in March. Rantala, a long time contributor to the school, established two scholarships with her husband, Raymond, for students who have demonstrated outstanding academic merit. Rantala also established the Holms scholarship fund, awarding \$1000 scholarship to Glencoe High School student going to the University of Minnesota. Rantala is survived by her two sons, Erick and Niel Rantala.



Mary Rantala

Horton Lee Sorkin, 77 Ph.D., '85 MBA, Howard University business professor and authority on Internet commerce security, died in May. He had been at Howard University in Washington, D.C. since 1986 and before that taught at Georgetown and the University of Maryland. He is survived by his wife, Virginia DeSalvo Sorkin.

Former staff member **George Winter** passed away in April. After a long career in Minnesota state government and business, he came to the Managerial Communications Center (MCC) at the Carlson School to coach writing and speaking. Upon his retirement from the MCC in 1999, he was a recipient of the University of Minnesota's President's Award for Outstanding Service. 🌟

EXECUTIVE DEVELOPMENT CENTER

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PROGRAM PREVIEW

GENERAL MANAGEMENT

Minnesota Executive Program	September – December, 2001
Minnesota Management Institute	March – May, 2002
Minnesota Management Academy	October 22-26, 2001
21st Century Program: Market Leadership	March – November, 2002

FINANCE

Finance for Non-Financial Managers	October 9-12, 2001
Financial Strategy	February, 2002
Mergers & Acquisitions	TBA

MARKETING/SALES

Strategic Pricing	October 9-11, 2001
Sales Management Fundamentals	November 6-8, 2001
Fundamentals of Marketing	November 12-14, 2001
Strategic Marketing	December 3-5, 2001
Executive Sales Management	April 9-11, 2002

GENERAL PROGRAMS

Advantage Program: An MBA Update	September – October, 2001
Negotiating for Success	September 24-26, 2001
Managing High-Performance Project Teams	September 26-28, 2001
Creating Value Through Strategic Alliances	October 24-26, 2001
Strategic Excellence: Strategy Development	October 24-26, 2001
Presentations: Coaching for Executives	October 30 – November 1, 2001
Decision Making:	
Risk Analysis and Management	March 4-6, 2002
Advanced Management Program	
for Healthcare Executives	April 14-19, 2002
Human Resource Executive Program	Spring, 2002

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Upcoming Events For Alumni & Friends

FIRST TUESDAY

August 7

Thomas Staggs
Sr. EVP, The Walt Disney Co.
Holiday Inn Metrodome, West Bank

September 4

Stephen Sanger
Chair & CEO, General Mills, Inc.
Radisson Hotel Metrodome

October 2

Barbara Mowry
Former Chair & CEO,
Requisite Technologies
Radisson Hotel Metrodome

November 6

Gene Sit
Chair & CEO, Sit Investment Associates
Radisson Hotel Metrodome

RSVP: 612-626-9634

E-mail: firsttuesday@csom.umn.edu

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Twin Cities Business Monthly

AUGUST

August 3 MBA First Friday

MBA Alumni & Student Networking
Paradise Cruises, Lake Minnetonka
5:45 - 9:00 p.m., 612-625-8308

Friday, August 24

4th Annual Carlson Day at the Races
Canterbury Park, Shakopee, MN
Hosted by Curt Sampson, '55 BSB
6:00 - 9:00 p.m., 612-624-0554

August 28

MBA Alumni Host Orientation Lunch
for New Students, 612-626-9486.

SEPTEMBER

September 7 MBA First Friday

MBA First Friday/Dean's Reception
Carlson School Atrium, 5:00 - 8:00 p.m.

September 12

David Kidwell's Farewell Reception
Carlson School Atrium,
5:00 - 7:00 p.m., 612-625-8308

September 21

Undergraduate Scholarship Reception
for Benefactors & Students
4:00 - 6:00 p.m.

OCTOBER

October 5 MBA First Friday

MBA Alumni & Student Networking
Happy Hour at Gasthof zer Gemutlichkeit
5:30 - 7:30 p.m., 612-625-8308

Saturday, October 20

Homecoming Weekend/
50th Reunion, 612-625-1556.

Wednesday, October 24

MBA Networking Lunches Program
Kick Off Event
6:00 - 7:30 p.m., 612-626-9486

NOVEMBER

November 2 MBA First Friday

MBA Alumni & Student Networking
Happy Hour, Backstage at Bravo
5:30 - 7:30 p.m., 612-625-8308

Carlson School of Management
University of Minnesota

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