

Carlson School

A MAGAZINE FOR ALUMNI AND FRIENDS / CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

FALL 2004

Pri Shah,
associate professor
of strategic management
and organization

Beyond the Glass Ceiling

**Carlson School
faculty research
explores the
issues that
women face
in today's
business world.**



The Dean's Corner

This year, for the first time, women will make up 55 percent of the Carlson School's undergraduate class. And for seven years in a row, more women than men have enrolled in our undergraduate program.

But this trend isn't echoed in the numbers of women executives—CEOs, CFOs, presidents, and vice presidents—throughout the business world. In fact, those numbers have been declining for a decade. That decline is reflected in



MBA programs around the country, where women make up only 30 percent of the total MBA student population. The Carlson School's program is no exception.

These two trends—one encouraging, the other troubling—are reminders of the importance of actively fostering diversity. For that reason, we've dedicated this issue of *Carlson School* to a closer look at the roles of women in business.

An enlightening roundtable discussion recently took place at the Carlson School during which eight accomplished women gathered to discuss issues they've faced in the business world. Their wide-ranging conversation touched on such subjects as the glass ceiling, MBAs, mentors, and much more. We hope you find their discussion as fascinating as we did.

In a similar vein, our feature on recent Carlson School faculty research illuminates the ways in which gender affects the workplace—from the differences in how men and women process information to negotiation techniques to the insidious effects of sexual harassment.

Finally, we turn our attention to current events—the marketing of the two Presidential contenders. Carlson School graduates and faculty and several key observers reveal how the current campaigns are using marketing strategies to craft their messages and target their audiences. In the process, we reveal changing political funding laws and the impact of advertising—including research that casts new light on the effectiveness of attack ads. We also examine the way in which campaigners seek to increase market share by inspiring new voters.

The diverse topics in this issue illustrate how our faculty and staff are working to increase our understanding of what's happening in the world. We hope you'll find ample evidence of how our researchers and alumni are contributing to new ways of thinking about the social roles and current events that shape the world of business for women and men—today and in the future.

Sincerely,


Lawrence Benveniste
Dean

Carlson School

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MISSION STATEMENT

The mission of the Carlson School of Management is to provide the highest quality education for present and future business and academic leaders, and advance the understanding and practice of management through research and outreach.

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FRONT COVER: PRI SHAH, ASSOCIATE PROFESSOR OF STRATEGIC MANAGEMENT AND ORGANIZATION. PHOTOGRAPH BY DAN MARSHALL.

Atrium

News and updates from around the Carlson School and beyond.

Change Agents

Over the last decade, Tom and Donna Brady have helped create promising futures for numerous Carlson School grads.



“It was an emotional meeting. We were impressed by the intensity of the students.”

Donna and Tom Brady, front, with Carlson School Advantage Program scholarship recipients. Front row: Bryan Gilmore, '05 BSB; Evelyn Munoz, '99 BSB; Derek Barraza, '04 BSB. Back row: J. Todd Russell, '99 BSB (and currently in the Master's of Business Taxation program); Mark Smith, '04 BSB; Christopher Hussain, '04 BSB; Jordan Baskett-Pee, '06 BSB.

department at Deloitte. One of the early recipients is in the accounting department at Best Buy. And another recent graduate returned to school to finish his pre-med studies and attend medical school.

All of these students came to the school with backgrounds marked by challenges. Their peers, observed one student during the luncheon, are often stuck in dead-end jobs, working to make ends meet. The scholarship recipients' chance to come to the Carlson School has enhanced their futures.

The Bradys understand the challenge of difficult circumstances. In their own youth on Minnesota's

When seven Carlson School Advantage Program scholarship recipients met for a luncheon in May, they represented one of the school's most meaningful philanthropic achievements. For the past decade, Tom and Donna Brady have funded scholarships aimed at underprivileged minority students.

Over the years, several students had asked the Bradys to visit the school and attend their graduations, but other plans had always interfered. May's luncheon was the first opportunity for them to meet some of the students whose lives they've influenced. "It was an emotional meeting," says Tom, '49 BSB. "We were impressed by the intensity of the students."

The couple's decade of support of the scholarship fund has helped 25 students complete their educations and go on to successful careers. For example, one recipient is a vice president at JP Morgan-Chase. Another is studying for his master's degree in taxation at the Carlson School while working full time in the tax

Iron Range during the Great Depression they saw a dismissive attitude toward people who wanted a college education—primarily because getting a job was the most important goal, and many parents could not afford to support a college student. There are distinct analogies between those times and the way minority students are often dissuaded from attending college today, says Tom.

"Our goal is to give them the tools to have a better life," adds Donna.

Another, no less important goal is to encourage the students to acknowledge the advantages they received through their University education and to return the favor by supporting future students. "We admire the sincerity of these students and their interest in giving support to others in this program in the future," says Tom.

—Michael Weinbeck



Yvonne Cheung Ho

Sharing the Wealth

Yvonne Cheung Ho, '76 BSB, earns a top honor for helping others prosper.

As president and CEO of the Minneapolis-based Metropolitan Economic Development Association (MEDA), Yvonne Cheung Ho and the organization she leads have helped thousands of minority entrepreneurs succeed at business and, in turn, inject millions of dollars into the Twin Cities-area economy. Thanks in part to Ho's leadership MEDA has become a potent cultivator of the minority-owned business community. For these reasons and more, the University of Minnesota recently chose Ho to receive the Outstanding Achievement Award, its highest honor for alumni.

Ho moved from Hong Kong to join her sister at the University in 1972. After graduating, she joined IBM as a systems engineer,

"I am always amazed that I am actually in a job where I can make a positive difference in our communities."

and later spent seven years at Norwest Bank (now Wells Fargo), where she worked in systems, cash management, and commercial lending. Ho took a few years off to raise her son, and when she was ready to re-enter the workforce in 1993, she interviewed at MEDA. She didn't know much about the nonprofit, but her new position as director of business development and programs turned out to be a dream job.

"At that time, I just needed a job," Ho confesses. "I really didn't know too much about what MEDA did. But right after I started, I knew that it was the right thing to do; I've loved what I have been doing ever since. I am always amazed that I am actually in a job where I can make a positive difference in our communities. I never knew that you could actually combine making a difference and a job."

Ho certainly has made a difference through MEDA. Through its combination of consulting services, training, marketing assistance, and loans, the organization teaches minority entrepreneurs "how to fish instead of giving them the fish," as Ho puts it. Last year, MEDA's clients employed 4,500 people, about 50 percent of whom are minorities, and reported \$867 million in revenue.

Beyond her work at MEDA, Ho finds other ways to share her talents with the community. She serves on the boards of the Minnesota Council of Nonprofits, Junior Achievement of the Upper Midwest, North Memorial Health Care, the American Indian Neighborhood Development Corp., and the Children's Theatre Co. For all of her efforts and achievements, in 2002 the *Minneapolis-St. Paul Business Journal* named her one of its 25 Most Influential Women in Business, and the U.S. Small Business Administration recognized her as the Minority Small Business Advocate of the Year.

Despite these honors, Ho says that she was completely surprised by the U of M's Outstanding Achievement Award. "I thought the office made a mistake," she says.

No mistake—Yvonne Cheung Ho is one University of Minnesota and Carlson School graduate to be proud of.

—Suzy Frisch

The Carlson Index

Percentage of females enrolled in the Carlson School's Fall 2004 freshman undergraduate class.

55

Number of consecutive years that the freshman undergraduate class has enrolled more women than men.

7

Percentage of businesses owned by women nationally.

48

Percentage of women who hold CEO titles in Fortune 500 companies.

1.3

Inside the Boardroom

Linda Alvarado to speak at Carlson School event.

Linda Alvarado, president and CEO of Denver-based Alvarado Construction, will be the guest of the next Carlson School of Management "Inside the Boardroom" Leadership Series event. Hosted and developed by Carlson Companies CEO and Chairman Marilyn Carlson Nelson, the event will take place at 6 p.m. on Monday, November 8.

Among other topics, Alvarado and Nelson will discuss Alvarado's career, which has been marked by a number of groundbreaking and nontraditional roles. They will also be joined by a group of experts to discuss a range of business issues.

In addition to her duties with Alvarado Construction, Alvarado is a co-owner of the Colorado Rockies baseball team—a landmark designation, as she was the first woman to bid for and win ownership of a Major League Baseball franchise. She also is a corporate director of 3M, Pepsi Bottling Group, Pitney Bowes, and Lennox International, and has received numerous awards, including a recent induction into the National Women's Hall of Fame.

Registration starts at 5:30 p.m. and a networking reception follows. The event is free and open to the public, but seating is limited. For more information, go to www.carlsonschool.umn.edu/page1198.aspx or call 612-626-9635.

Last spring, a group of 75 Carlson School Executive MBA students traveled to Budapest and Vienna for a nine-day international residency, the final course in a demanding 18-month program. The whirlwind visit was filled with meetings, conversations with international colleagues, and multiple opportunities to share and discuss business strategies in a cross-cultural context.

A group of Carlson School Executive MBA students find—and offer—new perspectives on a whirlwind European tour.

Case in point: a heated discussion between the group and the chief marketing officer of Swarovski, the Austrian crystal maker, in which the students challenged the company's new marketing strategy. The debate centered around the question of whether Swarovski should depart from its traditionally high-end, selective retail distribution approach in favor of broader, mass distribution that includes outlets ranging from airport and hotel kiosks to Costco stores. The students contended that the company would risk significant

damage to its brand image by going mass market. "It was interesting to be exposed to vastly different management philosophies," says student Mindy Grantham, '04 MBA.

The students also had an opportunity to apply program concepts and develop broader sensitivity to cultural and social differences. Virginia Miller, '03 MBA, notes that the experience gave her a different insight on international relationships. "I learned how I could improve some of my international initiatives, as well as areas where collaboration would not work at all," she says.

Another memorable visit on the trip was to Securikett, a small but growing security printing business in Vienna. Students got the inside scoop from owners Marietta Ulrich, '01 MBA, and her husband, Werner Horn, '01 MBA, both of whom are graduates of the Vienna Executive MBA program offered jointly by Wirtschaftsuniversitat Wien and the Carlson School. Students couldn't get enough as Ulrich and Horn talked about the entrepreneurial spirit and tenacity needed to run a startup enterprise, revealing the successes and mistakes they've made along the way. The group also spoke in-depth with the couple about taking risks, finding capital, and the political ramifications of doing business in the European Union. "The company visits expanded my thinking on the effects of business on the global economy," says Suzanne Simonett, '04 MBA.

Given the caliber and content of the discussions, the students certainly gained from the experience. At the same time, they also helped create the experience, leaving the companies they visited with a few things to think about as well.

—Jayne Jones



The entrance to Swarovski Crystal Worlds, the Austrian crystal manufacturer's unique corporate headquarters outside Innsbruck.

PHOTOGRAPH BY MARIN KATZMAYR/SWAROVSKI CRYSTAL WORLDS

In the Public Eye

Garry Lowenthal, '83 MBT, '80 BSB, discusses the new IPO landscape.

Garry Lowenthal's work schedule has gotten a whole lot busier in the last year or so. As CFO of New Hope, Minn.-based Viper Motorcycle Co., he's on the inside of a venture that's recently shifted into high gear. Last June, the company unveiled its first model, the Diablo Power Cruiser, a \$30,000 bike flush with high-end technology that's been receiving rave reviews from motorcycle aficionados around the country. Lowenthal also chairs the national finance and IT committee of Financial Executives International, a Florham Park, N.J.-based professional association, and is a member of the Carlson School Advisory Board. At the same time, he's also been preparing for Viper's Fall '04 IPO, which will see the firm issue 1.4 million shares, according to the firm's registration statement.

Carlson School: Given the new challenges of being a publicly traded firm, what's attractive about going public today?

Garry Lowenthal: If you have an appropriate business model, the opportunities for raising capital are still greater than as a private company. The reason for the recent trend toward going private ("deregistration") is that, three to five years ago, companies went public that shouldn't have.

CS: So what's "an appropriate business model" for being a public entity?

GL: Historically, it's a model that is sufficiently profitable to provide shareholder value or which has significant competitive advantages to ensure future profitability and growth. In addition, an IPO should be for raising capital to execute growth plans, not reducing debt. Those things haven't changed. In fact, the dot-com bust served to reinforce this.

"While many call Sarbanes-Oxley and similar regulations 'burdensome,' a wise CFO embraces them."

CS: Has anything changed about executing an IPO?

GL: Additional accounting and reporting requirements are the most obvious.

Also, the dot-com years taught us that a vital component of a successful IPO is selecting an appropriate underwriter. And most importantly, your management team must be capable of executing your business plans.

CS: And the costs associated with going public?

GL: While many call Sarbanes-Oxley and similar regulations "burdensome," a wise CFO embraces them. Whether you're a public or private company, setting up your business to comply with today's regulations means you have confidence from day one. That said, the average cost of complying is about \$970,000 per company, based on one recent study.



Garry Lowenthal

CS: If it takes nearly \$1 million just for compliance, can companies overcome IPO costs?

GL: Here, again, your business model is essential. Plan for these costs and invest in IT and internal controls, because the more robust your IT systems and internal controls are, the less compliance costs over time.

CS: What about attracting executives, given the significant personal liability associated with working for a public company?

GL: It's like anything else in today's environment: you do your homework. A solid business model; quality talent; and a strong, independent board of directors are all key. And your board must primarily concern itself with protecting the public, not the CEO's salary, because protecting the public protects the company.

CS: Considering your professional leadership roles, what can you tell us about the future of regulatory compliance?

GL: There's plenty of good news. Most importantly, regulatory agencies want to make compliance more efficient, particularly for smaller companies. Today, all companies—large and small—have primarily the same reporting requirements. For the near term, the Securities and Exchange Commission (SEC) is giving small companies additional time to comply with certain regulations. Over the long term, the SEC will be streamlining the process, with the use of a new structured financial reporting standard called XBRL (eXtensible Business Reporting Language).

—Anne Rawland Gabriel

Investing in the **Future**

Bob and Diana Carter have prospered by making shrewd investments in their company. Now they're helping the Carlson School do the same.

Bob Carter, '78 MBA, got more from the Carlson School than a master's degree. He also met his wife and built the foundation for what has become one of the Midwest region's largest mortgage companies.

As an MBA student, Carter took an insurance and risk management course on Monday nights. His future wife, Diana, was enrolled in the only course she ever took at the Carlson School, a final class to complete her business degree at St. Cloud State University. Their relationship blossomed from being seatmates in class to marriage a year later.

One of the greatest triumphs of their relationship had its start in 1992 when the couple cofounded Minnetonka, Minn.-based Summit Mortgage Corp. "We had entrepreneurial leanings," recalls Carter. "I

"Now is a great time to give to the University. It really helps Minnesota to have a top-flight business school."

wanted to gain control of my destiny. I wasn't going to get that in corporate America."

The couple have developed their business, which began with only a processor and an underwriter, into a company that employs more than 400 people. "Many firms with a couple at the helm find that one of the spouses is in the supportive role," says

Carter. "Ours is a partnership. Diana focuses on finance and I focus on sales and marketing."

Summit Mortgage has also benefited from the historic volume of activity in a housing market that saw \$3.8 trillion in mortgage sales last year. "Our challenge is finding the best opportunities; we're always looking for change," says Carter, who notes that his success stems in part from a referral-focused sales team that's been well equipped to react to customer needs.

Summit Mortgage's success has prompted the spinoff of WinStar Mortgage, which deals in the wholesale mortgage industry. The company will be headed by Diana.



Diana and Bob Carter

Recalling that their relationship and their careers started at the Carlson School, the Carters recently made a gift to endow a Full-Time MBA scholarship. "Our education has been important to us," says Carter. "Now is a great time to give to the University. It really helps Minnesota to have a top-flight business school located here."

—Michael Weinbeck

PHOTOGRAPH BY SARA JORDE

Found in Translation

Sometimes the obvious isn't entirely obvious. Such is the premise behind Carlson School doctoral candidate Maggie Schomaker's pioneering work on the role that language plays in the success of cross-border mergers and acquisitions. "There's a lot of talk about

Carlson School PhD candidate Maggie Schomaker is pioneering efforts to understand the subtle effects of language and cultural differences on international business.

'culture' in international business," says Schomaker. "But the under-researched aspect of culture is language—even though language is one of the few measurable aspects of culture."

In other words, it's assumed that if a person is fluent in a nonnative language, then he or she is always communicating clearly. "Yet, at a pragmatic level, communication goes beyond grammar and syntax," she notes. "A person's cultural background is key, because

culture pervades language at levels that are imperceptible.

"The business and political problems we're having internationally are demonstrating this to us, both explicitly and implicitly," adds Schomaker, who is pursuing a doctorate in strategic management and organization as well as a joint MA/PhD in linguistics. "It's becoming apparent we must take cultural differences into account."

"For example, let's say I'm shopping for office supplies," she explains. "As an American, I might ask the question: 'Do you sell stationery?' But, if I'm a native of France, one way to correctly translate the question into English would be perceived as rude or accusatory: 'You do sell stationery, don't you?'"

It's Schomaker's hypothesis that such linguistic dissimilarities create friction within cross-border teams. The more linguistically dissimilar a pair of languages, the greater the likelihood of problems. "Both sides may perceive the other as incompatible when they aren't," she says. "And they're likely to attribute the problem to an incorrect source."

Borrowing from computational linguistics,

Schomaker is developing a quantitative measurement of "linguistic distance" between pairs of world languages. Then, she'll survey companies that have recently acquired firms from other countries. Theoretically, more successful knowledge transfer will occur when entities are located in countries with relatively low linguistic distance scores.

In addition to expanding the academic fields of business and linguistics, Schomaker foresees practical applications. The first is awareness. "Having awareness triggers monitoring: You monitor your understanding of others, as well as their understanding of you," she says. "Awareness may also result in training and managing people differently."

In addition, Schomaker hopes to provide businesses with objective tools for evaluating cross-border mergers and acquisitions needs. "For instance, when linguistic distance is high, more native speakers may be required," she says.

As business continues to globalize, language becomes increasingly critical, notes Schomaker's dissertation advisor, Professor Sri Zaheer. "Maggie approaches the subject from a strong background of language in context—how it can be misunderstood, how it can be used, and what role it plays in power within the organization," Zaheer says. "Her thesis is exciting because we'll gain significant insight into what businesses can do, and should do, to ensure success."

—Anne Rawland Gabriel



Maggie Schomaker

What Are You Reading?



John Reik



Britta Anderson



Akwasi Peprah

John Reik Senior Lecturer, Finance

Against the Gods: The Remarkable Story of Risk by Peter L. Bernstein

Unfortunately, I don't get much free time to read for enjoyment. When I do get some time, I like to read things that cover more than one narrow area. I'm currently reading *Against the Gods: The Remarkable Story of Risk*. It's a fascinating century-by-century story of how the world came to understand, define, measure, and use risk, thereby converting blind risk-taking into one of the major components of modern economic analysis. Beginning with a description of a game called astragalus that was depicted in Egyptian tomb paintings dated from 3500 B.C., and ending with in-depth discussions of various modern concepts and theories, this book is a wonderful blending of history, statistics, insurance, economics, and finance. For anyone wishing to better understand where insurance, economics, and finance concepts came from and how they fit together, it's a remarkable book.

Britta Anderson Undergraduate

Ben & Jerry's Double Dip: Lead With Your Values and Make Money, Too by Ben Cohen and Jerry Greenfield

In this book, Ben and Jerry [of Ben & Jerry's Ice Cream fame] offer a complete guide to creating a values-led business that makes money while benefiting an entire community. They explain how commitment to worthy social causes will result in unprecedented customer and employee loyalty—and increase profit. They also outline practical advice on many aspects of business: hiring employees, choosing suppliers, human resources, retailing, and values-led financing.

This book shows that that you don't have to sacrifice social involvement on the altar of maximizing profits. In a world where business is all too often seen negatively, this book inspires. Ben and Jerry show firsthand that as your business supports the community, the community will support your business. Business gives the opportunity to be a vehicle for change—an opportunity for profits to benefit beyond shareholders. Reading this book left me excited to be pursuing a career in this area.

Akwasi Peprah IT Specialist, IBM Global Services '04 Executive MBA

How to Win Friends and Influence People by Dale Carnegie

Reading Dale Carnegie's classic *How to Win Friends and Influence People* really improved my team dynamics. Having just come out of a project with our German counterparts that involved finger-pointing by both teams and barely making the schedule, I negotiated to be the focal point in the United States and identified a focal point person on the German team. We developed a strong relationship, knowing that although our styles were different, we were all trying to deliver a successful project. So any time the U.S. team had an issue that we thought was the other team's issue, we went through a checklist on our end to make sure it was not us before contacting the German team's focal point person. The German team did likewise. Seventy-five percent of the time, the issue was local to the team—and when it was not, we worked together to resolve it promptly. The book taught me that communicating effectively and focusing on what you and the other group want out of a project can help achieve significant results.

Tuesday Tipoff

Carlson School alum Flip Saunders details the transformative effects of three simple traits.

Most people know Phil "Flip" Saunders as the longtime coach of the NBA's Minnesota Timberwolves. And with good reason: Since taking over midway through the 1995-1996 season, he's guided the team to a 386-300 record and multiple playoff berths.

What a lot of people don't know, however, is that Saunders, '77 BSB, is also a Carlson School alum. In August, he returned for a packed-house presentation as part of the Carlson School's First Tuesday luncheon series. His talk, "Committing to a Winning Culture," detailed what he views as the key traits—loyalty, motivation, and chemistry—that helped him build a winning culture and transform the formerly woeful Wolves franchise. The results certainly bear out his assessment: The team has made the playoffs for eight straight seasons, and narrowly missed making it to the NBA Finals in 2004.

For information on future First Tuesday events, see the Event Calendar on the back page of this issue or go to www.csom.umn.edu/page2066.aspx.



Flip Saunders and a First Tuesday event attendee.

Common Bonds

A new Carlson School initiative helps MBA students find balance through community.

Thanks to a new Carlson School program, balancing MBA coursework with the rest of a student's life will soon get a little easier. Oufreez Argenta, codirector of the Carlson School's new full-time MBA diversity program, says that one of her objectives with the program is to demonstrate that it's possible for students to balance pursuing an MBA with their other life goals.

The program's other codirector, Mark Felton, '90 MBA, echoes those thoughts, noting that another key aim of the program is to support and promote diversity. Both Felton and Argenta add that they want to create communities that will serve the students in their days at the Carlson School and long after. While Argenta directs her efforts toward women, Felton focuses on increasing



Mark Felton and Oufreez Argenta

the presence of other underrepresented populations—including African American, Latino, and Native American students—in the MBA program. In one initiative, full-time MBA students can link with those in other Carlson School MBA programs, such as Human Relations, to create larger, stronger support networks.

For more information, contact Argenta at 612-626-7407, oargenta@carlsonschool.umn.edu.

—Katy Holmgren

Chapter Two

William Gurstelle, '84 MBA, has found an inventive new calling.



William Gurstelle

If there is such a thing as a typical Carlson School alumnus career path, chances are good that William Gurstelle hasn't followed it.

Twenty years ago, Gurstelle graduated from the school with an MBA and joined Northwestern Bell (now Qwest). After working for that firm and other telecom companies in management-type roles for much of the next 15 years, he found his way into a new, more satisfying profession: best-selling author.

That's where his story gets intriguing. His first book, *Backyard Ballistics*, was the definitive guide to building potato guns, tennis ball cannons, fire kites, and similar devices from everyday materials. Published in 2001, the book sold more than 100,000 copies (not bad for a first-time author), and gave Gurstelle a serious case of the writing bug. In the years since, he's written two other books, *Building Bots*, (a guide to designing and building mini-robots) and *The Art of the Catapult* (a how-to manual for aficionados of that medieval weapon of mass destruction). Along the way, he's caught the attention of the national media, and has been featured in *USA Today*, *Discover* magazine, the *New York Times*, and on National Public Radio's *All Things Considered*.

In a sense, Gurstelle's two careers aren't as far removed from each other as they might seem, however. In addition to the Carlson School MBA, he

has a degree in mechanical engineering from the University of Wisconsin-Eau Claire, and is a self-described "inveterate tinkerer." "My jobs in the telecom field were always semi-technical in nature," he notes. "I was always working on things in my spare time, and technology has been a fun pursuit to me. So I wrote a book proposal for *Backyard Ballistics* and one thing led to another. When the book got published and the royalties started coming in, I decided to leave the corporate world and become a full-time author."

He adds that his MBA is coming in handy these days. As any author—particularly a full-time one—knows, publishing can be a challenging and often ruthless line of work. Still, Gurstelle appears to be thriving. He's got more book ideas in the works and is shopping article ideas to magazine editors. He's also invented a burgeoning career for himself as a speaker and instructor, offering seminars on everything from the basics of book publishing to telecom-related topics to a workshop he calls "Radical Self-Expression Through Technology."

Perhaps most importantly, he appears to have found the right niche for himself. "I'm very happy with what I'm doing right now," he says. "As long as I can continue to make a living at it, I'll keep doing it."

—Chris Mikko

A Full Cup

Rebecca Bergner, '04 BSB, receives by giving.

Last spring, Rebecca Bergner learned that she had been awarded one of the Carlson School's highest honors, the Tomato Can Loving Cup, which is given each year to an undergraduate student who performs the "most distinctive service" to the institution. It was, as she recalls, a sublime moment. "It was the shock of my life," she says

with a laugh. "I mean, my jaw just dropped and I wanted to scream (but I couldn't because I was in a dean's office). There were so many other deserving candidates that I simply couldn't believe I had been chosen. It didn't seem real—I walked around all day in disbelief!"

That sort of enthusiasm isn't uncommon for Bergner, and perhaps helps explain why she won the award. The Tomato Can Loving Cup's history stretches back to 1929, when a grad named Henry Hilton was given the first award, which consisted of an empty tomato soup can that had been nailed to a candleholder. Since then, the original, and increasingly rickety soup can has been given each year to a deserving student. While Bergner had excellent grades, it was her long list of extracurricular activities that pushed her to the top of the list. Throughout her college career she was an eager and unabashed volunteer, typically spending 10 hours per week



Rebecca Bergner

working with such groups as the March of Dimes, a YMCA children's mentoring program, the Salvation Army, the Shrine Circus, the U of M student council, and numerous other organizations. While that might seem like a heavy load for a full-time student, it doesn't appear to have fazed Bergner. "I enjoyed all of it," she says. "It really helped me stay on task in the rest of my life."

It's also going to help her earn an MBA. In addition to the soup can, award recipients get another significant benefit: a full scholarship to the Carlson School's MBA program. Bergner, who recently started a consulting job with Deloitte Touche Tohmatsu in Minneapolis, plans to work for three to five years and then return to school. "I'm incredibly grateful," she notes. "I got a great education and worked with great professors at the Carlson School. The award is just a wonderful way to end my undergraduate career."

—Chris Mikko



Left to right; Carleen Kerttula, Jayne Jones and Mary Maus Kosir

Ones to Watch

Three of the Carlson School's own are cited for superb leadership and service.

It'll come as no surprise to the colleagues and students who work with them: Two mid-career Carlson School administrators have received accolades from the *Minneapolis-St. Paul Business Journal* for their service and far-reaching influence, while a past honoree was recently promoted within the school.

Director of Marketing Jayne Jones is among the *Business Journal's* annual Women in Business Women Changemakers Award recipients, and Carleen Kerttula, assistant dean of the Full-Time MBA program, was named to the *Journal's* much-anticipated "40 Under 40" list. Mary Maus Kosir, a former Under 40 winner, became the assistant dean and director of the Carlson School Undergraduate Studies Program in Management in January 2004.

Each year, the *Business Journal* honors the achievements of 25

Building Hope

Nineteen years after Sudden Infant Death Syndrome (SIDS) took his four-month-old grandson's life, Roger Carlson, '54 BSB, bears a steadfast commitment to memorializing the child. "Scott probably would have been going to the University about now," says Carlson. "We try to remember him when we can, one way or another."

In spite of years of research, SIDS is still blanketed in mystery, causing unexpected, unexplained deaths in seemingly healthy infants. According to the American SIDS Institute, incidents of SIDS have steadily dropped over the past 30 years. Nonetheless, in 2000, 6.2 infants out of every 10,000 succumbed to the syndrome.

Roger Carlson's loss leads him to inspire hope in today's Carlson School students.

Through support groups and theological guidance, Carlson and his family slowly recovered from Scott's death. Since then, he has sought ways to recall his grandson and support research into SIDS prevention. He contributes to a University of

Wisconsin research group, and he and his wife, Lois Lehman, recently endowed the Scott Allan Carlson Memorial Undergraduate Scholarship. The scholarship is intended to support prospective undergraduate students who have demonstrated strong academic promise but who lack the means to pay for their education. Carlson's contributions to the endowed scholarship fund will be automatically doubled thanks to a scholarship matching program at the University of Minnesota.

By working to help students in need, Carlson is also tipping his hat to his own background. He financed his Carlson School education by doing odd jobs throughout college. He worked on construction projects during the summer months, pumped gas or worked at a post office during the school year, and lived at his parents' south Minneapolis home, commuting to campus every day. He graduated in four years, but by living at home feels he missed part of the collegiate experience of being an on-campus student.

After he graduated, Carlson built his career as an accountant with several Twin Cities companies. "Eventually, we moved to Rochester and I took a job at the Mayo Clinic," he says, noting that for the next 23 years, he worked in various accounting and administrative jobs. Then he and his two partners purchased a



Roger Carlson

large metal fabricating company through a leveraged buyout. He retired 10 years ago.

Today he and Lois split their time between homes in South Ft. Myers, Fla., and the Twin Cities, where they spend time with their two granddaughters. But they continue to pay homage to Scott's unexpected and untimely death.

—Michael Weinbeck

women who spearhead initiatives and make decisions that change their businesses and communities. Jones, who came to the school from American Express in 2002, oversaw the Carlson School's first-ever brand positioning initiative, uniting 22 separate units into a cohesive, focused strategy for the school. In 2003, she also built national recognition for the Carlson School by launching its first-ever national print advertising campaign. "She has not only helped to create a unified identity for our organization, but has encouraged a collaborative, team-focused approach," says Carlson School Dean Larry Benveniste. "[Her] influence has been far-reaching and significant."

Carleen Kerttula came to the Carlson School in 2000 as director of the Graduate Business Career Center, after serving eight years in the international sales and marketing division at the Toro Co. The 40 Under 40 award citation notes her dedication to advocating for women in leadership roles, and her talent for guiding students and building bridges between faculty and staff. "Taking an environment in transition and giving it focus and getting people to work together are two of the most exceptional things she's done," says Benveniste.

"The most difficult part of my [new] position is turning away hundreds of top students every year because of the competitive nature of our undergraduate program," says Kosir, who garnered a 40 Under 40 citation in 2002. She was named assistant dean and director of the undergraduate management program in late 2003, after serving as director of international programs for the school. "It is my distinct pleasure to work with students on a daily basis, and to be closely involved in the future development of this prestigious program," she says.

Citing her decade with the school, the *Business Journal* hailed Kosir's considerable experience in international education, including a Fulbright Scholarship and a Fulbright Teaching Fellowship. She has held positions with BMW, the National Higher Education Council of Germany, and the Minnesota Private College Research Foundation.

Jones received her award at a July 22 luncheon in Minneapolis (to see the article on her, read the July 23, 2004, edition of the *Business Journal*). To read Kerttula's full 40 Under 40 citation, see the publication's May 14, 2004, issue.

—Caitlin Kimball



Steve Kumagai

Alum's gift helps maintain program's strength.

Steve Kumagai, '70 BSB, '74 MA-HRIR, has used his training from the Carlson School's Industrial Relations Center to land the ideal job. After 18 years with American Express Financial Advisors—11 of them as senior vice president—he's taken on a boutique practice that sees him advise about 100 of American Express' more important clients. "I like helping people manage their finances so they can achieve important priorities," he says. "I believe in the power of charitable giving and in helping people stretch their giving resources for the people and causes they love."

That belief prompted Kumagai to make a commitment of his own: He recently designated the University of Minnesota as the secondary beneficiary of a substantial life insurance policy. When he and his wife, Sarah, pass away, they want the proceeds to be split between the Industrial Relations Center and the School of Music. He notes that this is a simple and usually affordable type of gift that many baby boomers can make as they achieve their goals of educating their children and preparing for retirement.

Kumagai's term at American Express began in human resources and sales management. He also spent 11 years doing similar work at Control Data, and notes that the knowledge he gained at the Carlson School has supported him throughout his career. His first jobs focused on compensation and benefits, and he was later charged with selecting, training, and motivating sales employees. With his current work helping manage retirement benefits and executive compensation, his in-depth knowledge of human resources has been crucial. "I could have chosen a number of other ways to achieve success, but I enjoyed how I have done it," he says. "I am still challenged and have fun almost every day."

He also remains devoted to the Industrial Relations Center, and encourages other alumni to include it in their giving, noting that the program's annual cost is increasing. "We risk appealing to only a fraction of the talent pool who can afford that kind of investment," he notes. "That will lower the quality of the education and ultimately the quality of the graduate."

—Michael Weinbeck

Second Wind

Some people retire to their favorite armchairs or front-porch rockers. Bill Westhoff, '74 MBA, retired to the seat of his touring bike.

Bill Westhoff during a rare moment of rest on his cross-country trek.



Life in the Fast Lane

Carlson School senior Sarah Solfelt keeps up a frenetic pace—and works to leave a lasting impression.

By her own admission, Sarah Solfelt isn't happy unless she has her schedule loaded with a whirlwind of activities, athletics, and of course, academics. Judging by her accomplishments over the last three years, she also is the type of person who strives to leave a lasting mark on the organizations she gets involved with. The University recently honored her efforts with the Donald R. Zander Outstanding Student Leadership Award.

Zander Award candidates must first apply for the President's Student Leadership and Service

Award; the top 10 recipients are then asked to interview for the Zander Award, which is traditionally given to one male and one female undergraduate to recognize their exceptional academic achievement, personal character, and outstanding leadership and service of institution-wide significance.

Solfelt, 22, certainly meets those criteria. She is captain of the University of Minnesota varsity women's swimming and diving team; a founding member and leader of Truth in Business, a faith-based business student organization; a hall representative in her dorm; and a senior athlete representative for Minnesota to USA Swimming (the governing body for the sport in the

Sarah Solfelt makes waves.



United States). She manages all that while maintaining a 3.95 grade point average as a finance major.

"I love to give back to people and invest time in people's lives, and I thrive in an environment where I can serve other people," says Solfelt, a native of Eden Prairie, Minn. "With swimming and school and Truth in Business, I want to leave a lasting impression and make something better than when I found it."

Solfelt applied those leadership skills with Truth in Business, a club started by a handful of students in 2003 who wanted to create a forum outside of class for students to discuss business ethics and integrity in the workplace. Teaming up with the MacLaurin Institute, a Christian study center on the U of M campus, the organization helped plan a monthly lecture series called Faith in the Marketplace, which featured speakers from across the country. The organization also held weekly sessions, during which students discussed various business ethics-related topics. This year, Solfelt plans to develop a mentor program between Truth in Business and business people from the Twin Cities area.

—Suzy Frisch

Bill Westhoff, a former senior vice president for Minneapolis-based American Express Financial Advisors, recently wrapped up a two-year term as president of the American Lung Association (ALA) of Minnesota's board of directors. He concluded his ALA service by hopping on his bike for a coast-to-coast ride. "I thoroughly enjoy biking and I thought this would be a tremendous challenge," he explains.

On June 11, Westhoff and his riding companion, Bill Melton, another retired American Express officer, dipped their back tires into the frigid late-spring Pacific waters in Bayview, Wash., then embarked on a multi-week trek through Washington, Idaho, Montana, North Dakota, and western Minnesota. When the duo dismounted at Westhoff's Annandale, Minn., lake home, they'd logged 1,958 miles in 23 days.

"Our last day of riding was actually our best day—135 miles," says Westhoff, who plans to do the second leg of the trip next summer. "Ultimately we want to finish in Maine and dip our front tires in the ocean there."

In truth, Westhoff, who celebrated his 57th birthday on the road, is anything but retired. After 26 years at American Express, he started his own investment-advising firm, Lakeview Investment Partners in Plymouth, Minn. He also serves as chairman of the

Carlson Funds Enterprise advisory board, which oversees the investment activity of the student-run Carlson Growth and Carlson Fixed Income funds. "I guess I just retired from one thing to something else," he says. "[Investment management] is something I love doing—it's a passion of mine."

Westhoff credits the ALA with stoking his more recent passion for pedaling. In the late 1980s, he took part in his first Great River Ride, a three-day, 150-mile trek through southeastern Minnesota. The event is an ALA-sponsored fundraiser. "I found it to be very enjoyable," he says. "It was physically challenging, and at the end of the day I felt like I'd really accomplished something."

So as Westhoff planned his own cross-country ride, he decided to use it as an opportunity to raise funds for the organization that inspired him. Initially, he hoped to raise \$8,000 for the ALA; so far, he's raised more than \$12,000, including \$5,000 in matching funds from Lakeview Investment Advisors.

Having surpassed his fundraising goals, Westhoff is determined to achieve his personal goal. "So many people have said, 'You can do it,' and signed up to support me financially," he says. "I'll be darned if I'm going to disappoint them."

—Andrew Bacskai

How real is the
glass ceiling?

How do you
accomplish work
and life balance?

What is the
outlook for
women in the
business world?

With those and other
questions in mind,
Carlson School gathered
a handful of women
graduates and
business people for a
wide-ranging roundtable
discussion held
Aug. 9, 2004, in the
Carlson School
Boardroom.



W omen



at Work

EDITED BY CHRIS MIKKO AND SARA GILBERT | PHOTOGRAPHS BY MARK LUINENBURG

WHO'S WHO

Now retired, **Ann Boyd**, '98 MBA, worked in consulting for both Accenture (1985-1991) and Wells Fargo (1991-1998). She currently performs in community theatres and is doing her first show this year. She is also a certified life coach and a professional speaker.

Deborah Cundy is the founder and president of Envoy Communications Group, a Twin Cities firm that provides marketing, communications, and public affairs consulting services for corporations and nonprofit organizations. Prior to starting Envoy, she was vice president of global communications for Minnetonka, Minn.-based Carlson Companies.

Karen Donohue is an associate professor of operations and management science at the University of Minnesota. She joined the Carlson School in 2000, after spending six years on the faculty at the Wharton School at the University of Pennsylvania. Donohue, who earned a PhD in Industrial Engineering from Northwestern University in 1993, focuses her research on the design and analysis of manufacturing systems and mechanisms for coordinating production, distribution, and sales decisions across supply chains.

Lisa Ferris, '85 BSB, is COO of Minneapolis-based RBC Dain Rauscher, and has management responsibility for all of the company's service and operational groups. Ferris, who joined Dain in 1993 as a senior financial analyst, has also served as the firm's CFO. Prior to joining Dain, she was controller of a division of Carlson Marketing Group in Minneapolis.

Christine Larsen, '90 MAIR, is vice president of Shared Services Global Operations for Ecolab, the St. Paul, Minn.-based provider of cleaning and sanitizing products. She has been with the company since 1992. Prior to joining Ecolab, she worked as an employee relations associate at Ford Motor Co. and as a project manager at Lakewood Publications in Minneapolis.

Susan Malaret, '04 MBA, is a senior project manager for Northstar Neuroscience, a Seattle-based medical device firm. She spends most of her time working on strategic planning, market development, and communications strategies. Before joining Northstar, she spent several years at Minneapolis-based Medtronic Inc.

Joan T. Smith, '59 MBA, spent her career in the Trust Investment Division at Norwest Bank (now Wells Fargo). When she retired from the firm, she was a vice president—the division's first female vice president.

Tiffany Zitzewitz, '95 MHA, is vice president of Administrative Services for Memorial Blood Centers, a nonprofit community blood center that supplies blood and blood components to hospitals in the Twin Cities, northern Minnesota, and northwestern Wisconsin. Zitzewitz has spent her career in the health care industry, including positions at Allina Health Systems, Abbott Northwestern Hospital, and St. Francis Regional Medical Center, where she was the vice president of strategic services.

TODAY'S BUSINESS WORLD OUTLOOK FOR WOMEN

Lisa Ferris: How would each of you characterize the outlook for women in business today?

Ann Boyd: The fact that many women have started their own businesses in recent years—and that they are so good at it—speaks well that they're not going to take a lot of the stuff women have taken in the past. It's also good because people can't take for granted that women don't have any choice but to work for major corporations.

Deborah Cundy: I'm a little less optimistic for women in corporate life, because of the glass ceiling. Less than two percent of all CEOs of Fortune 500 companies are women; 13 percent of all board seats are held by women.

Susan Malaret: I was at a corporation for 12 years, and I saw a generational shift occurring. For women in my generation and in the generation behind me, some barriers are breaking down. There's still a glass ceiling, but things should be easier in the future.

Joan Smith: When I started out [in 1959], I interviewed at the investment department at a bank. The personnel man said they didn't want me in the department because they didn't want women. I told him I could run circles around half the men in the department.

Lisa Ferris: Did you get the job?

Joan Smith: Yes. I put my foot in the door and they couldn't get it out. But even though I had a master's degree, I was only given statistical work to do at first. Then a fellow who did municipal bonds passed away, and I got his job. I didn't really want municipals, but thought I'd better try it.

Lisa Ferris: Was it a more favorable environment as time went by? Did you see any noticeable changes?

Joan Smith: Well, I was there 30 years, and I still fought the men all the way. There weren't too many changes. The [majority of the people in the department] were—and still are—men.

Lisa Ferris: Would you attribute that to men making the hiring decisions, or women not being interested in that area?

Joan Smith: When I first started out, I was the only woman. But it seems like more women are interested now than they were.



Lisa Ferris

They just hadn't been exposed to it before.

Christine Larsen: I work in manufacturing and distribution, and most of our people have technical degrees and chemical engineering backgrounds. The sky's the limit for women interested in those jobs. Some of our best people in management and executive positions are women. Our challenge is to get and keep them. A lot of companies are finding the same thing.

Tiffany Zitzewitz: I was with Allina Health Systems, and when I got there, all the CEOs at Twin Cities metro-area hospitals were men; when I left, all the CEOs at the metro hospitals were women. Some of that is because more women are becoming physicians and nurses and then moving into leadership roles.

Lisa Ferris: I've had great opportunities at my firm [RBC Dain Rauscher], and I haven't been confined to only my discipline, which is finance. That comes from the CEO—he was a real leader in terms of promoting women. I recently asked a man I work with who heads up our retail division if there's a glass ceiling. He said, "You know, I'd put women in regional jobs, but there's a lack of a talent pool." The area hasn't been attractive to women. About 13 percent of our brokers or financial consultants are women. It will take time to build that talent pool.

ON WOMEN ENTERING THE BUSINESS WORLD

Deborah Cundy: What do we do about the pipeline issue, about women going into business? Some studies even indicate

that young girls are not interested in business, per se.

Ann Boyd: There needs to be some creativity to make [business] jobs attractive. People think you sit at your desk and crunch numbers all day, when there's actually a lot of personal relationship-building, and management and development of people. Women tend to be good at that. But that's not how people perceive business jobs.

Christine Larsen: A lot of it is getting a good fit. The company I'm at now is terrific, but at a couple of places I worked at before, the fact that I didn't change my name when I got married created so much discussion, you wouldn't believe it. My current company is more accepting of different types of people—men or women. I've been more successful here than I would have been at other places because of that.

Karen Donohue: At the MBA level, one-third of all applicants have consistently been women. But this year we're a little bit down, maybe in the 20 percent range.



Ann Boyd

One hypothesis is that the [desire to return for an MBA] tends to come at a time in a woman's life, usually in the late 20s or early 30s, which can be an awkward time in terms of your biological clock. I'm curious to hear your perspective about why more men than women are going after this degree.

Susan Malaret: The average age of the MBA students in my class was about 29. So the issue of the biological clock plays

into things. But what's also interesting is that there is a much higher percentage of women in the night school program than in the day school program.

Tiffany Zitzewitz: The pipeline issue is about more than just education, it's what happens after you get the education. It seems to me that the country is going back to a family-values type of mentality. Of my women colleagues and my friends in their 30s, few are in full-time, two-career households. I'm an anomaly. I believe that more women are choosing to stay home, or choosing alternate careers with more flexibility. That affects the pipeline of applicants and candidates.

Lisa Ferris: It might also explain why more women are starting their own businesses. When I worked for an engineering company, I was turned down for a position I was completely qualified for. Management told me they were bringing in an outside person with an MBA. I decided it would be the last job I didn't get because I didn't have an MBA. So I started the program that fall. I'm thankful I did because it was the best part of my education.

Deborah Cundy: Are MBAs as valued by companies as they once were, or are we seeing a decrease in value?

Susan Malaret: My perspective is that an MBA is becoming more of a box to check off. Do companies really value what you learned? I'm not sure. But when it comes down to a close race between someone with an MBA and someone without one, it's an easy excuse to not hire the person without it.

Christine Larsen: In the dual-career families I know where one person has decided to stay home, it's almost always the woman. Is that because the male in the family has the better career path, or is it because he feels like he can't [stay home]?

Susan Malaret: I did a research project about the low enrollment of women in MBAs, and why a lot of high school girls didn't want to go into business. They talked about the impression of business being supercompetitive. And they didn't want to deal with that, didn't want to have to claw their way to the top.

Ann Boyd: Do you know where that perception came from?

Susan Malaret: The only thing I came

across was a lack of female role models. There are a lot of women in medical school and law school, but there aren't a lot of female business people to establish a positive role model for young girls.

Ann Boyd: With a lot of these jobs, if you're going to get to the "top," it takes a lot of hours, and your life is unbalanced. A lot of men and women say, "That's not what I want."

Tiffany Zitzewitz: We have two small children, and we often talk about how insane our life is and how we might find more balance. It would be difficult for my husband to stay home or cut back on his work hours, because of the perception.



Tiffany Zitzewitz

Christine Larsen: Maybe it's because it's more acceptable in corporate America for women to take two, three, or five years off; it's not necessarily acceptable for men to do that.

WORK-LIFE BALANCE

Lisa Ferris: By some estimates, women are leaving corporate positions at an accelerated rate. Why?

Ann Boyd: We're getting tired of the bumps on our heads.

Karen Donohue: It gets back to the balance issues. The difference between working 12 hours a day and eight hours a day is family balance. I work in academia, and it's the same there. To become the lead scholar in a particular area, you work 12 or 16 hours a day. I hate to think of success only being defined as being on a board or being a Rhodes Scholar. There



Christine Larsen

are other definitions of success—volunteering on a school board, having a creative job, and a good family life.

Ann Boyd: What would you say is an MBA school’s role in helping broaden that definition?

Karen Donohue: A number of things can be done. Number one is to provide resources to help think about these issues. And role models can have a big impact. What kind of resources do you think would be helpful?

Ann Boyd: I don’t know, I’m balanced.

Karen Donohue: How did you get there?

Ann Boyd: Well, I retired. But even when I was working, I was always doing volunteer work, staying in touch with my friends, doing some theatre work. But it was hard. There were times when I was working 60 hours a week and the rest of the time I was on call.

Lisa Ferris: How have people around the table approached work/life balance?

Tiffany Zitzewitz: I get as much help as I can at home. I have a cleaning lady. I have someone who comes three days a week and takes care of my kids. I delegate as much as possible at work. I’m also fully connected at home. I’ll work at night and on weekends, but I’ll also leave and go to an event at my son’s school. But that hasn’t always been the case. I remember feeling guilty if I had to leave before 6 p.m.—I would sneak out of the office to pick up my son from daycare. People still focus on how many hours you’re actually at the office, and it shouldn’t be that way

anymore. I can work 60 hours a week and be at my son’s school in the middle of the day. And I try to keep reminding myself it’s OK when I do that.

Ann Boyd: I commend you for doing that. There’s too much emphasis put on face time. When I was at work, I didn’t do a lot of socializing. But there were people who spent an hour a day telling everybody how busy they were.

Joan Smith: I always took three weeks of vacation and forgot about everything. That would help me renew myself.

Lisa Ferris: It’s important to encourage people to check out completely when on vacation.

Tiffany Zitzewitz: I don’t think that that’s the norm anymore, because we are so connected. Even if you’re on vacation you’re expected to get your messages.



Karen Donohue

Christine Larsen: A lot of the people working extra hours have stay-at-home spouses, so they can put in more time. I remember traveling once before Christmas and saying, “Oh no, it’s right before Christmas.” My coworkers were like, “What’s the problem?” But they didn’t shop, they didn’t make cookies. They had someone at home full-time to do that.

Susan Malaret: Here’s a statistic that I believe came from an early 2000s study of working couples: Only 15 percent of men in dual-income homes do household chores on a regular basis. So either [the couple] had a cleaning lady or else the woman did the rest.

Tiffany Zitzewitz: It’s hard for men too. My husband gets shocked looks from his coworkers when he has to leave the office to pick up a sick child from daycare.

Ann Boyd: That’s true. We talk about the things that women have had to go through and the things we’ve had to give up, but whenever one group is bound by a stereotype, the other group is bound by a stereotype too. So everyone is losing out, and that’s sad.

THE GLASS CEILING

Lisa Ferris: Shifting gears a bit, how have you dealt with the glass ceiling if you’ve run into it? Also, have you ever felt discriminated against at work, and how have you dealt with it?

Ann Boyd: My husband and I started [as consultants] at the same company about three months apart. Over the years, his pay raises were bigger than mine. And he got promoted before me at a higher salary. What bothered me about this was that, as a consultant, billable hours are important. I was over 100 percent billable consistently from the second month I started. He was at about 50 percent. Our overall evaluations were similar. I also managed a lot more people, and had more client involvement. Why was he making more money than me?

Joan Smith: I was the only woman in my department and it took me seven years to be an officer. I worked with one fellow who was made an officer in two years. (He also ended up as president of the corporation, but was incompetent and was asked to leave.) Everyone else got to be a vice president and I was not. And then I got a new boss and he got me the vice president’s job because he knew what I was doing. And when I left, they hired three people to take my job.

Deborah Cundy: We’ll know we’ve reached equality when there are as many mediocre women in high positions as there are mediocre men in high positions.

Joan Smith: I used to say you had to look like a girl, act like a lady, think like a man, and work like a dog to go half as far as any mediocre man. They got mad when I said that. But it’s true.

Susan Malaret: I’ve seen that a strong mentor has helped people break into that next sphere. But it’s often difficult for

women to have mentor relationships, because there aren't many women in upper management who understand what we're going through.

Lisa Ferris: My experience has been pretty evenly split between having men and women mentors. Sometimes, men could provide me with some observations that helped me understand how I came across, and how men perceived it. A man can get by with things that a woman can't. I certainly can't pound my fist on a table and scream about something I feel passionate about—it would be considered inappropriate. If one of my male counterparts did that, the perception would be, well, he's just pretty passionate about the issue.

KEYS TO SUCCESS

Again, I'd like to shift gears a bit. What have been the key or keys to your success, and how can other women capitalize on the success you've experienced?



Deborah Cundy

Susan Malaret: Taking chances and seeking opportunities, instead of waiting for people to come to me with opportunities.

Deborah Cundy: For me, one of the things has been to not be very rigid. Some doors have opened that would not have if I had been focused on one path only—I need to get a certain title by a certain age, make a certain salary, or be in a certain industry. Be well prepared, have a bit of a plan, but also trust yourself a bit.

Christine Larsen: The experience of working for small and large companies has been important. You get a different perspective when you work at an office with five people in it versus a company with 200,000 or more.

Joan Smith: I was happy that I earned my MBA, but I had to be very flexible. I did whatever [management] told me, and I didn't make a fuss about it. That's why I ended up where I did.

Tiffany Zitzewitz: I've pursued opportunities that have been a stretch. I doubted that I could do some of them but I decided to anyway. And I was supported in doing so by strong mentor relationships.

Christine Larsen: And along with that, taking responsibilities that are outside your area of functional expertise or education is a wonderful thing.

Karen Donohue: I've been fortunate to have great mentors. I am in a field where there are few women; I could count on my hands the number of women who are full professors in this field. But several of them looked out for me and some other women I know.

Lisa Ferris: For me, it's been finding the right fit. I worked at a couple of other companies before my current firm. The real keys are working with people I enjoy, doing work I love, and working with clients I like. When you have all of those, opportunities present themselves, and you are prepared because you like going to work and you like what you do.

Ann Boyd: One thing that helps you be successful is to be proactive about your job. If you realize that a job description is just a starting point, you can make the job what you want it to be. Also, for me, it's getting joy out of other people's success. There aren't many jobs these days where you're not working in a department or a team environment; if you're one of those people who wants it to be all about you, you won't be happy, because it never will be all about you. There is a lot of satisfaction in seeing people develop and grow. Also, don't think learning stops just because you got an MBA.

Lisa Ferris: In closing, is there any other piece of advice you'd like to offer?

Susan Malaret: When I was stuck in my career path earlier, I wish I had put more



Joan Smith

effort and focus into networking. I look back on some lost opportunities for creating a much richer network that could have taken me, say, on an entrepreneurial path or in a more fulfilling direction earlier.

Ann Boyd: That's a good point. Networking has actually helped me a lot more since I retired than it did when I was working. I went into the technical field to make money, not because it was my passion. But the things I've done since [retiring] have been a lot more fulfilling and rewarding—and the networking has been easy. Maybe that's a clue that you may not be in your niche, when networking feels like work.

Chris Mikko is the editor of Carlson School. Sara Gilbert is a Mankato, Minn.-based writer.



Susan Malaret

A trio of Carlson School faculty researchers offers insight into the unique issues women face in the workplace.

Works in Progress

Joan Meyers-Levy gets plenty of knowing nods when she presents her research. The Carlson School professor of marketing and logistics management says that the conclusions she offers about the different ways men and women think often elicit empathetic comments from those in the audience. “It’s interesting when I talk to people about this,” she notes. “I’ve done presentations where women will come up to me and say, ‘Oh, that explains why my husband is always doing this.’ I hear all kinds of anecdotes from women.”

Other Carlson School faculty members get similar responses to their research into the issues women face in the workplace. From sexual harassment to salary negotiations, many women have stories that support the findings. But while that anecdotal evidence is in many ways reassuring, it can also be somewhat disheartening to women eager for a change in the business environment.

When Pri Shah, an associate professor of strategic management and organization, warned women at a workshop at Northwestern University to be aware of questions about marriage and children during job interviews, someone immediately said that people should know better than to ask questions like that. Such queries are, after all, illegal. “But several women in the room raised their hands and said that it indeed does happen,” Shah says. “It happens all the time.”

Theresa Glomb gets the same reaction when she talks about her research on the pervasiveness of sexual harassment and its effects on women in the workplace. “One of the comments I often hear is, ‘Why don’t people get it yet?’” says Glomb, an assistant professor in the Carlson School’s Industrial Relations Center. “They can’t believe it still happens so much.”

BY SARA GILBERT | PHOTOGRAPHS BY DAN MARSHALL



PRI SHAH: THE ART AND SCIENCE OF NEGOTIATION

Although Pri Shah focuses most of her research efforts on the interactions of groups and networks, she has a great love for the art of negotiation. And when she recently covered the topic of gender differences in interviews and negotiations for a seminar, she found herself immersed in some enlightening information. “I found that there are some specific things that women need to keep in mind during interviews and negotiations,” she says. “There are different concerns for women; dual-career issues, for example, are more prevalent for women than for men.”

While asking about a woman’s marital status or the number of children she has is illegal, that doesn’t stop it from happening. “Often, it isn’t meant to be discriminatory,” Shah says. “It’ll just be a way to start a conversation. People ask if you’re married, if you plan to have children—they slip those questions into conversations innocuously.”

But what happens because of those conversations isn’t always so innocuous. Subtle discrimination occurs when employers hear that a young woman may start a family soon, or that she already

ABOVE: [Joan Meyers-Levy](#)

“In guiding people in whatever their jobs may be, managers should be aware that men and women will want different kinds of direction about what to do, how to do it, and what is expected of them.”

has children at home. “People assume that when children are in the picture, a woman’s career will take the back seat, that she will be the one to make the sacrifices,” Shah explains. “Then they wonder if they want to hire that person. And that is illegal.”

Shah argues that the law isn’t the most effective way of dealing with these situations. “Filing charges is really not worth it,” she says. “It’s tricky to prove. It takes too much energy to go through that.”

The better course of action, she notes, is to address the matter as it comes up in conversation. But how you handle that can make or break the outcome. “Some people will address it straight on



ABOVE: Theresa Glomb

“There’s a large cost for a woman to report sexual harassment. Either nothing happens at all or she feels retaliated against, and then she’s not likely to report it again.”

and say, “This is illegal, you can’t ask me that,” she explains. “But if you do that, you might say it out of anger or in an inappropriate tone that puts the other person on the defensive.

“What works for me,” she adds, “is to use humor. The best thing to do is to try to make a joke. Or ask it back to them. Then they might realize that it’s inappropriate and stop.”

Although those questions come up most in interviews, Shah says that gender and family roles also factor into play during salary negotiations. On those occasions, the subject often can benefit the employee. “Women with small children will negotiate to get more time with their kids,” she says. “Their priority is not a high salary, but a more flexible schedule. They’re willing to forego salary and benefits to get that.”

TERESA GLOMB: UNCOVERING HARASSMENT

The fact that sexual harassment does indeed happen so much is what keeps Glomb interested in the topic. She first started studying the subject while doing her doctoral work at the University of Illinois at Urbana-Champaign, which has a large sexual harassment research lab. “I guess I just fell into it there,” she says. “But my interest was sustained by continuing to talk to people about harassment.”

Then, in the course of doing her research, she was surprised to discover that between 40 and 60 percent of all women report that some sort of harassing behavior—everything from inappropriate remarks, unwanted attention, or generally inappropriate behavior—happens at work. Even more surprising, however, was

the number of those same women who felt they weren’t actually being harassed. “Most women expect this,” Glomb says. “When they’re asked on a survey if any of these behaviors happen, they say yes; when they’re asked if they think they’ve been harassed, they say no.”

The problem, Glomb says, is that the negative outcomes are the same whether or not a person thinks an incident is actually at the level of harassment. The same holds true for individuals who experience “ambient” sexual harassment—indirect exposure to someone else being harassed. “Even if you’re not being harassed, but someone around you is, you experience negative outcomes,” Glomb explains. “There are several reasons for that. It could be fear that it might happen to you too. It could be that it’s generally a bad place to work.

It could be any number of things.”

Whatever the reason, the results are often the same: general job dissatisfaction; organizational withdrawal, either actually leaving the job or finding ways to withdraw while on the job (taking longer breaks, perhaps, or arriving late, leaving early, and missing meetings); personal health problems, including headaches, sleeplessness, and stomach problems; and a lack of general psychological well-being.

If sexual harassment is wreaking such havoc in so many lives, why is it allowed to continue? One reason, Glomb says, is that women still tend to think of harassment in only its most egregious forms. “People tend to think about the most extreme forms of sexual harassment, the *quid-pro-quo* situations where someone is expected to sleep with a boss in order to get a promotion,” she notes. “But those are not the most common occurrences of sexual harassment. More often, it’s a set of less extreme behaviors that don’t necessarily get attended to. And there’s a large cost for a woman to report sexual harassment. Either nothing happens at all or she feels retaliated against, and then she’s not likely to report it again.”

That’s exactly what makes studying harassment so challenging for people such as Glomb. “It’s a very difficult subject to research,” she admits. “We say, ‘Let me visit your company to do surveys and have people tell me if they’re being harassed.’ You can imagine that we’re not necessarily very well received.”

Businesses that have had to deal with sexual harassment problems are in fact the most likely to welcome researchers. “A lot of companies seek out opportunities for research after they’ve had a problem,” Glomb says. “That makes me hopeful that they really do want to reduce harassment.”

JOAN MEYERS-LEVY: BRIDGING THE GREAT DIVIDE

Salary negotiations are only one of the areas where men and women proceed differently. According to Joan Meyers-Levy, whose research compares the way the genders process information differently, male and female brains handle all sorts of

information in their own unique manners. “The basic thesis is that men tend to process information less completely than women do. They tend to focus on a portion or a subset of the information provided,” she explains. “Women will attempt to process more, if not all of the information; a woman’s judgments and decisions will be based on more of the information.”

Most of Meyers-Levy’s work has been related to marketing. Advertisements meant for men, she asserts, often offer a single claim about a certain product. Those for women, meanwhile, present more—and more complex—information. “Take a product such as shampoo, which can be marketed to both men and women,” she explains. “In an ad that targets women, you’ll see information about all the various scents and the different formulations. You’ll see more about the product’s fine distinctions, about what it can do specifically for fine, dry, oily, or shiny hair. But then you take an ad for a product like Prell, which is what I have seen ads for in men’s magazines. All it says is that it will clean your hair. That’s it.”

The point, Meyers-Levy says, is that marketers need to know their audience when deciding how much information to include in an advertisement. That theory is easily transferable to the workplace, she adds. “In guiding people in whatever their jobs may be, managers should be aware that men and women will want different kinds of direction about what to do, how to do it, and what is expected of them,” she explains. “Women will want all the details spelled out and will seek a lot more feedback. But for men, just give them the nuts and bolts and let them fly with it. It sort of corresponds to the old adage that men don’t ask for directions.”

Men who didn’t ask for directions helped spur her into this line of work, Meyers-Levy adds. “It all started when I began observing the differences between women and their spouses,” she says. “I kept noticing these differences, and how it was frustrating at times that we seem to perceive the world in such different ways. It piqued my interest and made me want to figure out what was going on.”

And although she’s been able to prove that, indeed, men and women do process information differently, the answer as to why is still unsolved. “There are a variety of possibilities, and it’s probably a little bit of all of them,” she says.

Some theories posit that the differences are evolutionary. Early women had to take care of the kids, tend to the home front, pick berries, and forage for

RIGHT: Pri Shah

“People assume that when children are in the picture, a woman’s career will take the back seat, that she will be the one to make the sacrifices. Then they wonder if they want to hire that person. And that is illegal.”

firewood; the men, meanwhile, had a single task: hunt for dinner. Another theory is that it’s a function of the way boys and girls are socialized as children. Girls are generally put in high-structure settings and given more instruction, more specific information, and more feedback; boys, on the other hand, often are put in low-structure situations where they aren’t always told exactly what to do. Their instinct, then, is to seize on what is most salient and go with that. Yet another possibility is a difference in brain structure that creates more of a connection between hemispheres in women as opposed to men.

The real cause of the differences, Meyers-Levy says, may be a combination of all of those factors. But she doesn’t expect anyone, male or female, to settle the matter anytime soon. “I think people will argue indefinitely about what it is,” she notes.

Sara Gilbert is a Mankato, Minn.-based freelance writer.



POWER SELLING:
**THE
MARKETING
OF THE 2004
PRESIDENTIAL
RACE**

The presidential election is more than an exercise in democracy. It's evolved into an astonishingly expensive and sophisticated marketing campaign. Is it money well-spent?



From the face of it, the efforts resemble those of a typical marketing effort. Brand consultants weigh in with high-minded strategic advice. Focus groups offer insight into consumer attitudes. Well-orchestrated advertising programs target individual customer niches. Sales reps armed with Palm Pilots and Web-based tools search out consumers for face-to-face presentations. This is no run-of-the-mill consumer product rollout, however. It's national politics in the age of the Internet and high-tech, high-touch marketing.

BY MARY LAHR SCHIER | PHOTOGRAPHS BY DAN MARSHALL



Pat Hanlon

President George W. Bush and Democratic candidate and U.S. Senator John Kerry, along with their parties, interest groups, and organizations are now in the midst of a campaign process that many observers believe will herald a massive change in political strategies. Over the past several decades, television advertising has been the primary marketing weapon for campaigns. The striking, negative ad—think of a helmeted Michael Dukakis riding in a tank or of the sinister image of Willie Horton—was seen as the best way to move millions of voters. While television viewers are still being bombarded with ads, the campaigns also are relying on more sophisticated approaches that borrow tactics straight from the corporate world. The campaigns have mined databases, built individual voter profiles, and custom-tailored pitches. They're using the Web in new and high-profile ways (the

newyorktimes.com homepage, for instance, has featured a Kerry/Edwards donation ad smack in the middle of the day's headlines).

They've also mobilized armies of paid and unpaid workers, most of whom are working to spread key messages on the candidates. By the time the process ends, they will have spent hundreds of millions of dollars, and also undoubtedly will have set new records for campaign spending.

Several factors will influence the candidates' marketing strategies this fall, including an increasingly divided, distrustful, and distracted electorate and changes in campaign finance laws that cap advertising expenditures but allow nearly unlimited giving and spending by special interest groups for get-out-the-vote efforts. Coupled with technological advances that make it easier to design and

Sound Advice

WHAT MARKETING CHALLENGES

do George Bush and John Kerry face in this election and how should they overcome them? We asked several Carlson School marketing experts for advice they would offer to the candidates.

**AKSHAY RAO,
PROFESSOR OF MARKETING/LOGISTICS
MANAGEMENT, AND MARKETING DEPARTMENT
CHAIR:**

“Kerry should spend less money on advertising and more on getting out the vote. His ads should emphasize his heroism, because he really was a hero — the man has shrapnel in his body. The campaign should emphasize themes such as courage, judgment, and trust. Bush should emphasize security, the idea that Republicans will keep you safe. That may be his most compelling argument for fence-sitters.”

**ROHINI AHLUWALIA,
ASSOCIATE PROFESSOR OF MARKETING:**


“Kerry should stay the positive course. He does not want to do anything to depress his voter turnout. He needs to figure out which issues are salient to swing voters and build his campaign around those. Bush should avoid over-the-top negativity.”

**DAVID HOPKINS,
MANAGING DIRECTOR,
CARLSON BRAND ENTERPRISES:**

“The key question is what will be the deciding issue for voters: the war in Iraq or the economy? Kerry can do Monday-morning quarterbacking on those issues. But he’s not a very charismatic communicator. Of course, neither is Bush.”

—M.L.S.





deliver marketing messages on the individual voter level, this year's presidential campaign is proving to be relentless.

"The major difference in this election is the amount of time, effort, and money that is going into identifying voters and turning them out," says Sarah Janacek, '84 CLA, '89 JD, publisher of the *Politics in Minnesota Directory* and a long-time Twin Cities-area Republican political consultant and commentator.

"My take-away from this campaign is grunt work," echoes Professor Akshay Rao, chair of the Carlson School's marketing department. An expert in consumer psychology, Rao also is politically active and is a member of John Kerry's Minnesota finance committee, which has raised more than \$1.5 million for the Kerry campaign. "You've got to take the time to do the grunt work of getting to know who your people are and getting them to the polls."

Who are my customers?

Like any good marketer, the Bush and Kerry strategists have relied on extensive research to identify the customers—i.e., voters—most likely to go their way. Traditionally, only about half of all eligible voters cast a ballot in a presidential election, says Larry Jacobs, a McKnight Land Grant Professor of Political Science at the University of Minnesota, and director of the Election 2004 Project at the Humphrey Institute of Public Affairs. Those who stay at home tend to be young and distrustful of government, which is why candidates tend to focus on older voters, talking more about providing prescription drug benefits than reforming the Social Security system. In addition, about 25 percent of those who do vote are "in and out" of any single election—they vote sometimes but not consistently, and tend to feel little allegiance to either party. In contrast, regular voters tend to have established political views and cast their ballots for the same party most of the time. As the 2000 election showed, this group is nearly evenly divided between Democrats and Republicans. Few voters—estimates run as low as 7 percent and as high as 15 percent—are genuinely undecided or independent.

"So your basic marketing approach is really pitched at 10 to 15 percent of the electorate," Jacobs says. "They tend to be the people who

have a lot of things going on in their lives, and politics is not a high priority among them."

In addition to being distracted, the group doesn't respond to a single message or issue, Jacobs adds, so candidates must "narrowcast" their messages. "Political messages tend to be geared to very segmented audiences," he says. "Often candidates are looking at slivers of the electorate."

For instance, vice presidential choices may have nothing to do with the general appeal of the vice presidential candidate. "Dick Cheney is not very popular with the public at large. But with certain groups—business groups, cultural conservatives—he can enter a room like Caesar returning to Rome," says Jacobs.

Similarly, Kerry chose South Carolina Senator John Edwards as his running mate in part because he appeals to white men, particularly in the South, a group that Democrats have lost ground with in recent years.

This year, both parties appear to believe that reaching voters and finding the messages that appeal to them as individuals requires a "sales force" approach. Recent changes in political funding laws have given campaigns the ability to gather that force in a much more organized fashion. Campaign finance reform after the 2000 election created "527 organizations," named after the section of the tax code that defines them. These groups can raise unlimited amounts of money to spend on political purposes, and individuals can give them unlimited contributions. For instance, financier George Soros had given nearly \$7 million to Americans Coming Together (ACT, a Democratic 527 committee) by mid-July. Singer Bruce Springsteen gave the profits from a summer concert tour to the same group. These and other like-minded organizations such as Moveon.org and the Media Fund are putting paid, technologically equipped canvassers into neighborhoods where they will identify likely Democratic voters. This past summer, ACT said it had 1,400 paid canvassers working in 17 swing states. Once likely voters are identified, they will be contacted repeatedly in person and on the phone about issues that interest them. ACT canvassers use Palm Pilots and a Web-based data collection system to keep track of the individual voters and the issues they care about.

Akshay Rao

"The major difference in this election is the amount of time, effort, and money that is going into identifying voters and turning them out."

—SARAH JANACEK, '84 CLA, '89 JD

“When the market is saturated, the only way you can grow your market share is by taking from the other guy—or by expanding the market; here are 120 million potential new customers who did not vote in the last election,” says Rao, adding that these former nonvoters can be motivated to turn out and swing the election to Kerry.

Branding and advertising

Does the new focus on getting out the vote mean fewer political ads will air this fall? No such luck. In April, the American Association of Advertising Agencies warned its members that total political spending on television advertising will top \$1.3 billion in 2004, and that nonpolitical clients should buy time before it is gobbled up. And while the tone of ads directly sponsored by the Bush or Kerry campaigns has been less negative this year than in past elections, nastiness and mud-slinging have continued to rule in ads sponsored by independent groups. However, campaign laws required those groups to go off the air 60 days before the election.

Running a less negative campaign may be a wise move, according to Rohini Ahluwalia, a Carlson School associate professor of marketing who recently completed a study on the effectiveness of negative political messages (see “Loyalty Matters,” page 29). Ahluwalia’s research found that the common political wisdom that a negative message is remembered more than a positive one may not tell the complete story. The belief in the power of negative advertising had its root in 1980s-era studies which, as Ahluwalia explains, showed that voters weighted negative information about candidates more heavily than positive information. Using the American National Election Studies Database, Ahluwalia and her coauthors found that the conclusion overlooked which voters were most influenced by negativity. When they adjusted the data to account for how strong an individual’s preference was for one candidate or another, they found that among crucial swing voters, negative information had less of an effect than earlier thought. “That’s not to say that there was no impact,” Ahluwalia says. “However, it is not as influential as earlier thought.”

The voters most persuaded by negative ads already had a negative impression of the candidate who was a target of the ad—in short, it reinforced what they already thought. Negative ads do, however, depress voter turnout, which Ahluwalia considers one of their most damaging effects. “Candidates really want to get at the swing voters,” she says, “and with these undecided voters it’s not the valence of the issue, it’s the salience that matters. Candidates need to be spending time figuring out which are the salient issues for those voters.”

They also need to be aware of the potential for backlash. “Is there room for negative advertising in a campaign? Yes. But if you take something small—something that happened a long time ago or which is not a very important issue—and make a big deal of it, you are more likely to get a backlash,” she says. “Candidates should stay away from the mudslinging.”

In addition, Bush and Kerry must take the positive step of reinforcing their “brands” in the minds of voters. The candidates must be what Patrick Hanlon, president of Thinktopia, a Minneapolis-based marketing firm, and a frequent guest lecturer in Carlson School classes, calls “primal brands.” These are brands with which customers feel an intimate connection, ones that make a person more of a supporter or believer than simply a buyer. Apple Computer, for example, could be considered a primal brand. Third-party candidate Ralph Nader is the ultimate primal brand, Hanlon says, because his supporters cast ballots for him knowing he cannot win—and also knowing their votes may lead to a victory for the candidate furthest away from their views. “The candidate is guiding a belief system that surrounds them,” says Hanlon, who once worked on Ross Perot’s presidential campaign.

To connect with people, candidates and other primal brands must have several elements: a belief system (what Hanlon calls a creed), a creation story, icons, rituals, sacred words (think: No New Taxes), and—a given for political candidates—nonbelievers. This sort of religious-themed language illustrates the deeply powerful influence a primal brand can exert. All of the characteristics are essential, says Hanlon, and cannot be manufactured.

However genuine their brand or well-thought-out their strategy, presidential candidates face a “much more complicated dynamic” than marketers of other products, says David Hopkins, managing director of Carlson Brand Enterprises, a Carlson School program that involves MBA students in branding projects for client companies.

Political consultant Janacek agrees. “Campaigns have twists and turns; they change every day,” she says.

News events, independent expenditures by private groups, even the actions of celebrities such as Michael Moore, whose movie, *Fahrenheit 9/11*, was made with the express purpose of influencing the 2004 presidential election, can cause shifts in the environment that require candidates to adjust their marketing plans. Moreover, the sheer volume of information that voters receive can change perceptions or simply turn them off from the process. Hopkins cites the case of his own e-mail box. By his own admission, he’s not a politically active or partisan person, yet he receives regular e-mails from both Democrats and Republicans. Many of the messages have a disrespectful tone—some humorous, others simply mean. Neither Kerry nor Bush can control even a fraction of the messages sent about them, and many voters suffer from marketing exhaustion, what Hopkins calls “overmessaging.”

It’s a process that encourages cynicism. “As politicians have embraced marketing techniques, more people view elections as just marketing, as manipulation, so they become dismissive of it. To overcome the dismissiveness, politicians have to increase the frequency of their messages, making voters even more dismissive,” says Hopkins. “It’s a crazy system.”

Mary Labr Schier is a Northfield, Minn.-based writer.



Rohini Ahluwalia

Loyalty Matters

TALK ABOUT BRAND LOYALTY. Nobody has it like Bill Clinton—at least that’s the conclusion drawn from a study on negativity and its effect on the opinions of political supporters done by Carlson School Associate Professor Rohini Ahluwalia.

As a student of branding, Ahluwalia became interested in the effect of negative publicity on brand loyalty. She wanted to discover how companies could survive a bad situation. “From there, I really got interested in the political arena,” she recalls. “When the Clinton-Lewinsky story broke, I realized this was a wonderful opportunity to do a study of the impact of negative information over time.”

Ahluwalia assembled a panel of voters representing a variety of outlooks and asked them to participate in a longitudinal study, “not knowing where it would go.” Over the next nine months—up through the 1999 impeachment trial—she periodically interviewed the participants to gauge their reactions and their changing views of Clinton. Curiously enough, the people who paid the most attention to the scandal were not those who disliked Clinton, but those who liked him the most. “They were looking for ways to counter the story at first: Who is this Lewinsky? Who is out to get him?” Ahluwalia says. “They wanted to find loopholes in the story.”

Even when Clinton admitted and apologized for lying about an affair with the White House intern, his supporters’ loyalty was unshaken. However, to accommodate that loyalty, they often needed to change their stated perceptions of what matters in a president. For instance, if in the past they had said morality and honesty were important, they decided such characteristics were less crucial in a political leader after Clinton’s admission and apology. They then rated traits such as intelligence and ability as more important. “It was interesting that these very strong supporters were willing to change the structure of their evaluation of the presidency and what is important in a president, rather than change their evaluation of Clinton,” Ahluwalia says.

The constant negative publicity also produced what Ahluwalia calls a “halo effect” in Clinton’s strongest supporters. “The supporters could isolate other factors—such as intelligence—and actually improved their ratings of him in those areas,” she says.

The study, which was published in the *Journal of Consumer Research*, led to Ahluwalia’s other research in the area of negative advertising and its impact on political contests.

—M.L.S.

7

Questions:

Kathryn Carlson



Kathryn Carlson

Kathryn Carlson has played a key role in leading the Carlson School's MBA programs over the years. As assistant dean and director of the Part-Time and Executive MBA programs, she oversees recruiting, admissions, student affairs, and cocurricular program operations, and helps shape strategies and priorities for the school. Her involvement across the school gives her unique insight on the role of women in business, including at the Carlson School.

Carlson School: How has the role of women at the Carlson School changed over the years?

Kathryn Carlson: Even 15 to 20 years ago, there were only a couple of female faculty members and two women in management positions. Today, several women hold key leadership positions: an associate dean for MBA programs, an academic department chair, the full-time MBA and undergraduate assistant deans, the CFO, the director of human resources, the director of marketing, and the alumni relations director. Of the tenured faculty, 19 percent are women, and of the tenure-track faculty, 33 percent are women. As a major research university, we have different demands. There are some universities that may not have as high a standard to reach that tenured position. As we look to the future, our goals are to continue to create opportunities and to continue to create diversity.

What is the Women's Leadership Initiative?

About a year ago, the school committed dollars and resources to move forward in the area of leadership development. Working with Marilyn Nelson, chairman and CEO of the Carlson Companies, the Women's Leadership Initiative complements that investment in resources, dollars, and opportunities. Starting in the Carlson Full-Time MBA program, the goal is to expand the representation of women through financial support, leadership development, and opportunities such as career mentoring lunches, women's recruiting events, a leadership conference, and scholarships directed at women. It's really beginning this fall with executive luncheons and mentoring.

Is the rise in Executive MBA Program enrollment due to an increase in women interested in the program?

Most definitely. In the early 1990s, women made up about 11 percent of the Executive program. Now, we consistently have from 28 to 35 percent in the program each year. In the Executive MBA program, the schedule is every other weekend for two years. For anyone with commitments outside of full-time work, that schedule allows you to plan and make the necessary arrangements to take care of them. The services offered are unparalleled. Basically, you come to class. You don't have to buy books or manage the enrollment and registration process. We manage the bureaucracy for you.

How important is an MBA for women today?

Well, I'm biased, but I think it is extremely critical. One primary reason is that it creates a lot of opportunities for women throughout their careers, and we try to get people to think more broadly about their career and career transitions.

Also, you gain a set of skills that you will always have with you and that you can apply in any type and size of organization. You have a confidence about you. With these skills, you can say to yourself, "I can do this. I can be a leader in my organization. I can own my own business. I can go after that promotion." The basic skills—finance, marketing, strategic thinking—all help you think about problems in a lot of different ways.

Then there is the network you form. I have former students who still get together with their small study groups. Some are still doing dinner once a month. Some meet at places around the world. It's partly social and partly professional, finding out what others are doing and continuing to be the critical thinking network for each other.

How has the business world and the business school environment changed for women over the years?

There is an attitude of collaboration. It's a much more collaborative environment than a competitive environment, whether it's women to women or women to men. There is an appreciation for the skills a diverse group of people can bring to leading an organization. Mentoring has helped shape and change the environment—women business leaders are serving as mentors for women at different points in their career. And business schools are doing a much better job of telling women about the value of a career in business.

Which of your accomplishments as a leader make you the most proud?

I'm an administrator, but I'm also an entrepreneur at heart. I am always looking for leadership opportunities for students that complement their classroom experience. It is a pleasure to come up with new services, new programs, and new initiatives that do that. Our first Executive MBA international residency program took students out of the classroom and overseas for two weeks, meeting with global counterparts to learn about diverse business practices. The Executive MBA Leadership Luncheon exposes students to senior business leaders speaking on a variety of current topics. Our Part-Time Student Ambassador Program gives our current students the opportunity to become involved in recruiting students. The satisfaction is being able to create those kinds of opportunities for students.

Are you related to *the* Carlsons?

No. Everyone asks me that, but we're not related. My husband's name is even Kurt. It's just a common Minnesota, Swedish name. I can't even claim it as my own—I acquired it.

—Kate Peterson

1970s

Mike A. Feehan, '70 BSB, '84 MBA, is senior vice president and manager of customer contact for First Tennessee Bank of First Horizon National.

William Messer, '72 BSB, is vice president of sales for Riverbed Technology.

John Goodman, '72 BSB, is a member of the University of Minnesota's Initiative for Renewable Energy and the Environment Advisory Council.

David V. Rudd, '73 MBA, received the J. B. Fuqua Distinguished Educator Award for 2003/2004 in the School of Business at Queens University, Charlotte, N.C. This is the second time Dr. Rudd has been awarded this honor since joining the faculty in 1999.

Joseph Kenyon, '73 BSB, was elected treasurer of the Upper Midwest Chapter of the Turnaround Management Association, Golden Valley, Minn.

Miklos Konkoly-Thege, '73 MBA, is president and CEO of Det Norske Veritas.

Esperanza Guerrero-Anderson, '73 MBA, was recognized by Minnesota Governor Tim Pawlenty with the Supporter of the Hispanic Community Award. She also received the *Minneapolis-St. Paul Business Journal's* Minority Business Advocate Award for 2004.

John Harris, '74 BSB, was a contender in the 65th Senior PGA Championship. In 1979, after a three-year pro golf career, he created Harris-Homeyer Insurance Co. In 2002, Harris left the insurance world to join the Champions Tour. He played golf and hockey at the University of Minnesota, where his hockey coach was the late Herb Brooks. Harris was Brooks' first captain, and the second-leading scorer on the team that won the 1974 NCAA championship. A member of the Minnesota Golf and University of Minnesota Halls of Fame, Harris regained his amateur status in 1983, and 10 years later won the U.S. Amateur. He played on four straight U.S. Walker Cup teams before turning pro.

Alan Flory, '75 MBA, embarked this year on a solo, coast-to-coast bicycle ride to raise awareness for Heifer International, a humanitarian organization. His 3,700-mile ride began June 10 and was scheduled to end September 15. The charity, based in Little Rock, Ark., has a \$60 million budget and works with communities in 50 countries and 38 states to alleviate hunger "through education and sustainable agriculture."

Ronald A. Weber, '76 MBA, '77 PhD, is professor and head of the IT department at Monash University, Melbourne, Australia.

John Edson, '77 BSB, of Blanski Peter Kronlage & Zoch, is chairman elect of the Minnesota Society of Certified Public Accountants, Minneapolis.

Kay Freund, '79 BSB, of Medtronic, is chairwoman of the Minnesota Society of Certified Public Accountants, Minneapolis.

Michael McCormick, '79 BSB, is senior vice president of origination at GE Commercial Finance Business Credit.

1980s

Sandra Turner, '81 BSB, was elected pro bono chair of the Upper Midwest Chapter of the Turnaround Management Association, Golden Valley, Minn.

Azhar Weesan, '82 MBA, is vice president of Sawtek, a subsidiary of TriQuint Semiconductor.

Tom Frishberg, '82 BSB, is president of the InSite Group.

Bryan Bennett, '82 BSB, is executive vice president of CU Companies.

John C. Brooks, '84 MBA, is founder of The Owners Institute, Minneapolis.

Scott Richardson, '84 BSB, is managing director of Houlihan Lokey Howard & Zukin.

David Kirchner, '86 BSB, recently received a 21st Century Achievement Award from the Kircher Corp.

Robert Kramarczuk, '87 PhD, is director of Minneapolis-based Augsburg College's MBA program, which is scheduled to launch in fall 2004.

Lance Novark, '87 MBA, is CFO for Minnesota Diversified Industries, St. Paul.

Cathy Zappa, '87 MBA, is senior vice president of finance of West Group, Eagan, Minn.

Matt Clysdale, '87 BSB, was recently recognized in the *Minneapolis-St. Paul Business Journal's* "40 Under 40" listing of notable Twin Cities-area business people. He is president of the Maguire Agency, serves on the Minnesota Society of CPCU Board of Directors and the State Fund Mutual Agent Advisory Council, and participates in the Carlson School's Mentorship Program.

James M. Berarducci, '88 MHA, is managing director of Kurt Salmon Associates.

Steven Moen, '88 MBA, is vice president and national sales manager of American Express Retirement Services, Minneapolis.

Jean Marie Taylor, '88 MBA, was elected chairwoman of the Augsburg College Board of Regents, Minneapolis.

1990s

Andrew Cecere, '91 MBA, has been appointed to the Fair Isaac Board of Directors. Cecere is vice chairman of Private Client, Trust and Asset Management at U.S. Bancorp.

Mark Vaupel, '91 BSB, is director of the IT Services Department for Hormel Foods.

Frank Simer, '91 MBA, is a faculty member at Gustavus Adolphus College, St. Peter, Minn.

Dan Kitrell, '91 MBA, is vice president of sales and marketing, Restore Products/Restore Refill Station, Minneapolis.

Gregory Stenmoe, '92 MBA, has been named vice chairman of William Mitchell College of Law, St. Paul, Minn.

Gerry Bragg, '92 MBA, is a systems analyst/architect at the Altarum Institute, Ann Arbor, Mich.

Dave Davis, '93 MBA, is CFO for US Airways.

David Belseth '93 MBA, is vice president and cofounder of Superior Process Technologies, Minneapolis.

Brian Gustafson, '93 MBA, was elected treasurer of Wilderness Inquiry, Minneapolis.

Mitch Kaiser, '94 MBA, is vice president and senior research analyst of Piper Jaffray & Co., Minneapolis.

David A. Nelson, '95 MHA, vice president of finance/CFO at St. Francis Hospital & Health Center, is participating in the U.K./U.S. Exchange, an international exchange program for hospital financial administrators.

Karen Beckwith, '96 MBA, was appointed to Associated Banc-Corp's Board of Directors. She is president and CEO of Gelco Information Network.

Ashish Gadnis, '97 MBA, was recently recognized in the *Minneapolis-St. Paul Business Journal's* "40 Under 40" listing of notable Twin Cities-area business people. She is the CEO and co-owner of Forward Hindsight Inc.

Jeffrey Klinefelter, '97 MBA, was recently recognized in the *Minneapolis-St. Paul Business Journal's* "40 Under 40" listing. He is managing director and senior research analyst, Piper Jaffray & Co.

Christopher Meldrum, '98 MBA, is managing director at Golden Pine Ventures, Durham, N.C.

Katherine R. Egbert, '98 MBA, is managing director and senior equity research analyst of Jefferies & Co.

Richard Shannon, '98 MBA, is senior research analyst of Piper Jaffray & Co.

Nathan Dungan, '99 MN Executive Program Certificate, was recently recognized in the *Minneapolis-St. Paul Business Journal's* "40 Under 40" listing. He is president of Share Save Spend.

Steve Denault, '99 MBA, '92 BSB, is senior equity analyst at Northland Securities.

2000s

Bola Awobamise, '00 MBA, is secretary/treasurer of the Minnesota Security Board.

Julius Chepey, '00 MBA, is CIO of Twin Cities Habitat for Humanity.

Kathleen Pytleski, '00 MBA, was elected president of the Minnesota Security Board.

Bruce Rader, '01 MBA, is director of marketing/membership, University of Minnesota Alumni Association.

Aaron Pearson, '01 MBA, is vice president of the investor relations and technology group at Weber Shandwick.

David Opsahl, '01 MBA, is currently executive vice president of corporate development at CSI

Justine Mishek, '02 MHA, is a senior consultant for ECG Management Consultants Inc., in San Diego.

Eric Baltés, '02 MBA, is a business consultant for LarsonAllen.

Dr. William Nersesian, '03 MHA, is chief physician of Fairview Physician Associates.

Marshall Tokheim, '03 MBA, is manager of Financial Analysis Projects, St. Paul.

In Memoriam—Carlyle Anderson

Carlyle Anderson, '32 BBA, died July 27, 2004, at age 94 in Evanston, Ill. Born Dec. 21, 1909 in Erhard, Minn., Anderson moved to Chicago after graduating from the University and went on to a long and distinguished career in that city's business community. He never lost his connection to the U of M, however. Over the years, he actively volunteered his time and resources in a variety of ways in support of the institution. The most prominent of those duties began in 1962, when he and 20 other like-minded individuals formed the University of Minnesota Foundation. Anderson served as a Foundation trustee from 1962 to 1974, and as its board chairman from 1966 to 1968, working diligently to raise private support for the U of M. During his term as board chairman, the Foundation helped the Board of Regents establish the Regents Professorship program, which annually honors a small number of eminent senior faculty with endowed chairs. He also established the Carlyle E. Anderson Fund, which helped create the Presidents Club Hall in the McNamara Alumni Center.

Anderson recently received two of the University of Minnesota's highest honors. One, the Regents Award, is given to individuals who have helped the University through their volunteer service or benefactions. The other, the Outstanding Achievement Award, recognizes alumni who have attained unusual distinction in their chosen fields or professions or in public service, and who have demonstrated outstanding achievement and leadership.

Dr. Thomas A. Mahoney, 1928-2004

Dr. Thomas A. Mahoney passed away July 26, 2004. Mahoney, who received his PhD from the University of Minnesota in 1956, taught at the Carlson School from 1954 to 1982. In addition to teaching at the U of M, he taught at the Owen Graduate School of Management at Vanderbilt University from 1982 to 1995, where he was the Frances Hampton Currey Professor of Organization Behavior.

John Diracles, 1918-2004

John Diracles passed away on June 14, 2004. Diracles taught at the Carlson School of Management for eight years after retiring as managing partner of the Minneapolis office of the Arthur Young accounting firm.

Want to be included in Class Notes?

Contact Kristine Kosek, director of Alumni Services and Outreach, at kkosek@carlsonschool.umn.edu. Or complete the form included in the 2004 *Tribute to Our Benefactors*, that appears with this issue.

Time Capsule

The University of Minnesota's School of Business Administration hosted the Business Equality for American Minorities (BEAM) Small Business Management class between 1968 and 1972. Organized by Honeywell's then-Vice President for Development John Mitchell (standing, far right) and former Accounting Professor Robert K. Zimmer (seated, fourth from left), BEAM was a collaboration with the Minneapolis Urban League and the Minnesota Economic Development Association. Mitchell and Zimmer assisted more than 100 students and local business people with business planning, management, and entrepreneurship. "We had a ball," recalls Zimmer. In the late 1960s and early 1970s, he and Mitchell took the concept on the road, presenting the BEAM model to other civic and educational organizations across the country.



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Event Calendar

OCTOBER 2004

- 1 First Friday**—MBA alumni and student networking event—Gasthof zur Gemütlichkeit, 2300 University Ave. N.E., Minneapolis, 5:30–7:30 p.m.
- 5 First Tuesday**—Jim Cracchiolo, president, Global Financial Services Group, American Express, McNamara Alumni Center, 200 Oak St. S.E., Minneapolis, 11:30 a.m.–1 p.m.
- 17–23 Homecoming 2004**
- 28 Denver-area Alumni Networking Reception**—The Brown Palace Hotel, 321 17th St., Denver, 6–8 p.m.

NOVEMBER 2004

- 2 First Tuesday**—Lenny Pippin, president and CEO, The Schwann Food Co., McNamara Alumni Center, 200 Oak St. S.E., Minneapolis, 11:30 a.m.–1 p.m.
- 5 First Friday**—MBA alumni and student networking event—Tonic of Uptown, 1400 W. Lake St., Minneapolis, 5:30–7:30 p.m.
- 8 Inside the Boardroom**—a leadership series hosted by Marilyn Carlson Nelson; Featuring Linda Alvarado, president and CEO, Alvarado Construction, Carlson School of Management, 321 19th Ave. S., Minneapolis, 5:30–8 p.m.
- 17–18 San Francisco/San Jose Alumni Networking Receptions**

DECEMBER 2004

- 3 First Friday**—MBA alumni and student networking event—Mpls. Café, 1110 Hennepin Ave. S., Minneapolis, 5:30–7:30 p.m.
- 7 First Tuesday**—Bill George, former chairman and CEO, Medtronic and author of *Authentic Leadership*, McNamara Alumni Center, 200 Oak St. S.E., Minneapolis, 11:30 a.m.–1 p.m.

**For more information on alumni events,
go to www.carlsonschool.umn.edu/events.**