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CARLSON SCHOOL

SPRING 2000

Announcing:
New Format.
New Look.
New Name.
See changes inside.

A MAGAZINE FOR ALUMNI AND FRIENDS

**Bi-Coastal
Transplants
Gary Lindblad
and Mike Agnew
Lead the Carlson
School in a
New Direction**



CARLSON SCHOOL OF MANAGEMENT - UNIVERSITY OF MINNESOTA

Carlson School

A Magazine for Alumni and Friends

For information about Carlson School alumni programs, call Alumni Relations at (612) 625-1556 or by e-mail: lbush@csom.umn.edu. Visit our Web site at <http://www.csom.umn.edu>.

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CARLSON SCHOOL

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CHANGES IN DAY MBA PROGRAM OFFER A WHOLE NEW WORLD 2

Changes in the MBA program are many. The focus is on attracting great students, giving them a great education, and helping them get great jobs. See how these changes have been made and what improvements will follow.

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Alumni Magazine Receives New Format, New Look, New Name

The Carlson School is a driving force in the world of education, and we want the alumni magazine's name and image to reflect what's happening at the school. Renamed the "Carlson School—A Magazine for Alumni and Friends," the new format includes more news on what's happening at the school and available volunteer opportunities.

A calendar listing a sampling of upcoming events can keep you involved. Each issue we'll highlight faculty known world-wide for their tremendous research. And if you haven't seen us in the news—which we find hard to believe—each month we'll show a sampling of noteworthy news items. Investing in People and Programs will highlight gifts we've received during the university-wide campaign. New to Class Notes are the photos. Send us a snapshot—we want to include you!

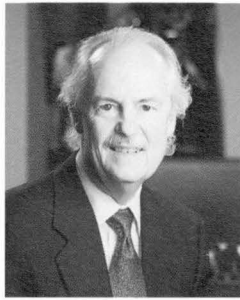


Cover photo by Tara Patty

The Dean's Corner

Investing in the future of the Carlson School

In October 1999, the University of Minnesota kicked-off Campaign Minnesota, a \$1.3 billion



David Kidwell

Photo by Lee Prohofsky

fundraising campaign. David Kidwell, dean of the Carlson School of Management, answers a few questions about the Carlson School's part of the campaign.

Question: Where did the school's campaign theme "A Defining Moment: Investing in People and Programs" originate?

Dean Kidwell: As we begin a new century at the Carlson School, we do indeed face a defining moment. The school has made incredible progress in the last decade and now stands among the top business schools in the country. However, we have some unfinished business. Only by investing in the people and programs that make ours a great business school can we guarantee future excellence.

Question: You mention the progress that's been made. What was the school like earlier?

Dean Kidwell: When I came to the Carlson School in 1991, the school was without direction. There had been no dean for three years. Teaching was suspect, the undergraduate program was marginal and the MBA program wasn't even ranked. The school was housed in five different buildings. Without a place to call home, changes

and improvements were nearly impossible. And the Carlson School had no relationship with the business community, which viewed the school as the stereotypical ivory tower academic institution with no practical value in the world of business.

Question: What was done to change the direction?

Dean Kidwell: We immediately began building bridges and making improvements. The school updated its MBA curriculum. We began freshmen enrollment for our undergraduate program. We assembled an advisory board of local business leaders. We set standards and established lofty goals. And we asked alumni and friends of the Carlson School how they might help.

The Carlson School conducted a capital campaign feasibility study. The response from alumni was loud and clear. They didn't want to invest in bricks and mortar. But they did want to invest in people and programs. Alumni wanted to influence the part of education that seemed most real to them. They wanted to improve on the positive aspects of their education and eliminate the negative ones.

Question: Where is the school now?

Dean Kidwell: Our undergraduate program is in the top 15 nationwide. Our day MBA program has improved from 40th in the country six years ago to 26th in 1999. Our evening and executive MBA programs are ranked 11th. For the last two years, the Carlson School has had the best academic class of incoming freshmen at the university.

In 1991, the Carlson School's annual budget was only \$20 million, two-thirds of which came from the state. Now our budget is \$41 million, only \$9 million of which is state support. Our faculty is highly esteemed and academically pedigreed. We have this great new building, with all the learning advantages that come from its technology and design.

Question: How can the school keep this momentum?

Dean Kidwell: That's where the campaign is essential. The progress we've made is great, but without investment in people and programs, we'll be unable to compete with the other top business schools. This is the opportunity our alumni told us they were waiting for nine years ago.

We need to attract and help promising students with scholarships and fellowships, and to provide them with more real world learning experiences through internships and mentorships. We need improved technology and better career placement services. We must attract, retain and develop top faculty, our intellectual capital, by adding endowed chairs and professorships and funding research and teaching initiatives. We need to develop new courses and curriculum to prepare future leaders for an ever-changing business world.

Already a number of alumni and friends have contributed more than \$42 million toward a \$100 million campaign goal. I invite all our alumni and friends to join us in working together to guarantee future excellence for the Carlson School. ☀

Steering the MBA Program

Toward an Improved
Reputation and
Increased Recognition

By Nancy Hellerud



Left to right: Gary Lindblad , Bob Ruckert
and Mike Agnew

SAAB Courtesy of Morrie's SAAB Minnetonka

Photo by Tara Patty

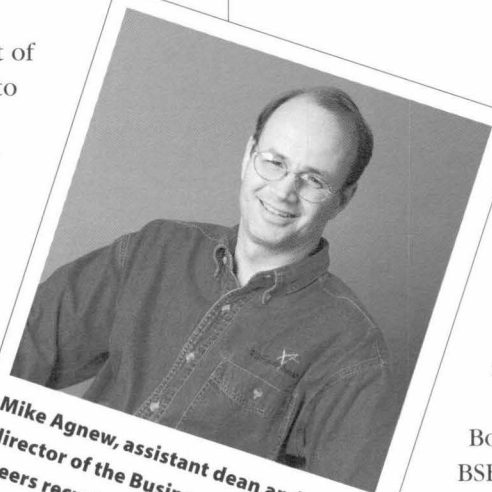
Last Fall, MBA students stepped into a whole new world at the Carlson School. Some changes were obvious when they walked in the door, like the electronic ticker tape display in front of the state-of-the-art Financial Markets Lab and the banner outside the inviting new Graduate Business Career Center. Other changes are less visual, but just as important—a new, flexible curriculum, significant improvements in the use of information technology, and “more” of the things that make for a great student experience: more scholarships, more faculty, more staff, and more resources.

The changes are part of an ongoing process to thoroughly evaluate and improve the day MBA program. Gary Lindblad, assistant dean and director of MBA programs explains:

“Two years ago, Dean Kidwell decided to emphasize the day MBA program.

He recognized that school rankings are closely tied to day MBA program rankings. He wanted to make it a priority to improve the overall reputation of the school and increase recognition, and he knew the day MBA program is key.” Lindblad, who was at UCLA at the time, says he couldn’t resist the chance to be a part of it, and joined the Carlson School a year and a half ago.

Work began on the evaluation and rewriting of the curriculum. In addition, an MBA Excellence Committee—made up of students, faculty, staff and alumni—was established to examine and make recommendations on how to improve career services, technology, academic delivery, marketing, and program tracking and evaluation. In 1999, \$1.9 million was in-



Tara Patty
Mike Agnew, assistant dean and director of the Business Career Center, steers recruiters to Carlson School students.

vested in the MBA programs and an additional \$600,000 has been dedicated to further improvements.

Bob Buuck, '70 BSB, '72 MBA, served on the MBA Excellence Committee as a representative of the Carlson School's Board of Overseers.

“After we delivered the recommendations, several actions of a positive nature were taken immediately,” he says, referring to the Graduate Business Career Center, new scholarships, improved use of technology, and the establishment of an Oversight Committee to govern the MBA program. “These were key things that needed to get done.”

Though the initiatives are many, Lindblad believes they all fall into one of three simple objectives. “We want to attract great students, give them a great education, and help them get great jobs,” he says.

Attracting Great Students

“We’re clearly attracting quality students,” says Lindblad. “For the students starting the program in Fall 1999, GMAT scores and GPAs are up, as is the level of students’ work experience.” Lindblad also notes that the number of applications to the MBA program has increased 49 percent.

A key to attracting top students is scholarship funds. Seventeen new, two-year Dean’s Scholarships were awarded last year and 13 have been awarded this year.

“Continuing to provide



Tara Patty
Current student Susan Ellis, '00 MBA, and alumnus Dan Marcotte, '86 MBA, participated with Mark Zoia, '99 MBA, and Gretchen Piper, '99 MBA, on the MBA Excellence Committee.



scholarships for top students is a contentious but necessary step," says Mark Zoia, '99 MBA, who served on the MBA Excellence Committee as president of the student government association. "These scholarships help the Carlson School improve by attracting top students worldwide. This allows us to attract top companies from

around the world while still supporting our current base of Minnesota companies," says Zoia, now a business analyst at Guidant Corporation.

"We are also recruiting aggressively," says Lindblad. "For example, every May we bring in the highest quality students to see the program, meet the faculty, and visit the Twin Cities business community. We want them to see how well we compete with other top schools."

Giving Students a Great Education

A great education comes from a combination of a strong curriculum, top-notch faculty, and technologically advanced facilities. At the Carlson School, a redesigned curriculum, implemented in Fall 1999 just as the University of Minnesota moved to a semester system, adds flexibility and depth to the MBA program. "Students want rigorous cross-functional coursework, not simply volumes," says Zoia. "Since the Carlson School was moving from quarters to semesters, it was a perfect time to address courses."

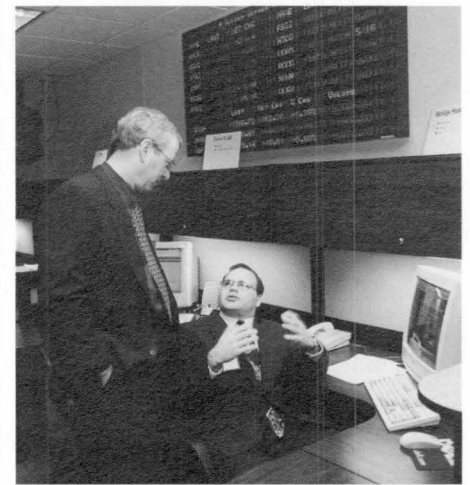
"The new curriculum is pared down, but there is a lot more choice and

specialization," says Lindblad. "We moved a lot of interesting content to the first semester, so students can immediately experience the 'feel' of a business." The first semester includes the basics of business, integrating subjects so that students see connections and relationships—for example, the ways that marketing impacts finance. The Carlson Integrated Management Simulation, part of the first semester, gives students the chance to "run their own business" and apply what they learn immediately.

By the second semester of first year, students are offered a number of electives in specific areas of interest, allowing students to better prepare for summer internships. "Students and employers are asking for these new classes, and the faculty is excited about teaching them," says Lindblad. "For

"The new curriculum is pared down, but there is a lot more choice and specialization. We moved a lot of interesting content to the first semester, so students can immediately experience the 'feel' of a business."

Gary Lindblad



The newly opened Financial Markets Lab is home to the Golden Gopher Growth Fund. Students at the opening reception show off the space.

Jim Hansen

The financial markets lab, sponsored by the business community for students to conduct live trading, includes an electronic ticker tape. The \$2 million lab is as well-equipped as any brokerage trading floor. With input from professors and financial services professionals, students manage a \$2.5 million fund.

example, this semester we have five classes in e-commerce.”

Although the curriculum has only been in place since Fall 1999, the impact is clear. “We see a huge improvement in student and faculty satisfaction,” says Lindblad.

In addition to the new curriculum, other changes improve the quality of education at the Carlson School. “Technology and teaching were at the top of the list [for students],” says Zoia. “The School is noted for its technology in all the rankings, yet this was not evident in our resources or curriculum.”

Elective classes on technology topics are part of the new curriculum and the Carlson School has taken steps to improve the use of information technology. A distance learning classroom is now equipped with videoconferencing capability, and MBA computer labs have new state-of-the-art terminals and management software. MBA core classrooms have network connectivity and Internet hook-ups, and the Carlson School e-mail system has been updated.

The MBA Excellence Committee also looked at improving academic delivery. “The quality of teaching is a key ingredient to the whole process,” says Buuck. “We focused on questions such as how professors are assigned.” The Carlson School is working to put the best available faculty into core courses and to increase student interaction with faculty. Last Fall, for example, all departments met with the incoming MBA class early in the semester. Perhaps most noticeable, the school has 15 new faculty members, seven of whom are in Finance.

Helping Students Get Great Jobs

“The Business Career Center now has two separate units, one for graduate students and one for undergraduates,” says Mike Agnew, assistant dean and director, Business Career Center. “The new Graduate Business Career

Center showcases our graduate business students and allows for focused service to them and to recruiters. The process is more user friendly and emphasizes customer service to companies and students.”

There is more staff, including two new career coaches with extensive business experience and a front office manager. “We’re more proactive in marketing and in making the recruiter’s day on campus more pleasant,” says Clare Foley, associate director, Business Career Center.

“The Graduate Business Career Center is a very professional environment for recruiters and students,” says Lindblad. “More staff, no waiting—all of these make it a high-quality experience.”

According to Mark Zoia, the Business Career Center was another top priority for students. “The new Graduate Business Career Center will have an enormous impact on the students,” he says. “This change will serve the students’ needs better by dedicating resources to the students and companies that come on campus.”

The Graduate Business Career Center has also implemented national marketing efforts. Students are able to make site visits to firms on Wall Street and in Silicon Valley. In New York, students have visited Morgan Stanley, Goldman Sachs, Chase Securities, Citibank, Lehman Brothers and Bear Sterns; in Silicon Valley, they visited Hewlett Packard, IBM, Oracle, Intel and Apple, as well as dot.com and venture capital firms.

Lindblad agrees the site visits are effective. “Sometimes, you have to take the mountain to Mohammed,” he says. “This way, we’re creating new partnerships with alums and companies all over the country.”

National marketing efforts also include attending consortia with students, such as the National MBA Consortium and the International MBA Consortium, both held in Chicago. Top companies send recruiters to the consortia. “Consortia for international students can be particularly helpful,” says Foley. “International students have additional concerns, such as immigration issues, that can make job-hunting harder.”

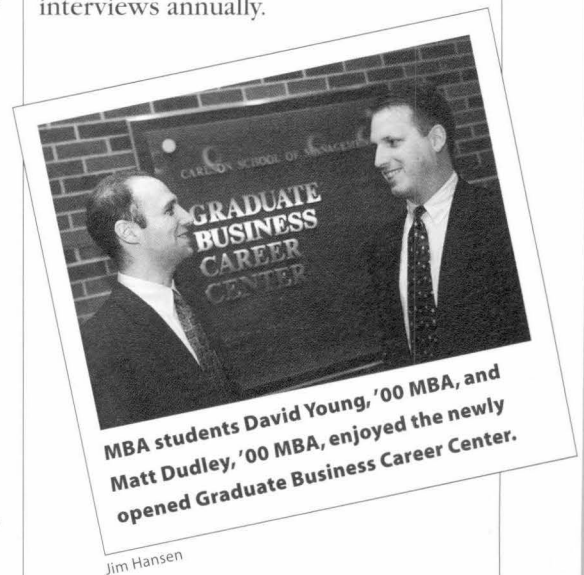
Finally, the Business Career Center has:

- Increased the number of on-campus interviews from 3,000 to 5,000 interviews annually.



Tara Patten

Gary Lindblad, assistant dean and director of MBA programs, accelerates school-wide improvements.



MBA students David Young, '00 MBA, and Matt Dudley, '00 MBA, enjoyed the newly opened Graduate Business Career Center.

Jim Hansen

- Given on-line access to all known Carlson alumni, so that they are able to access the Business Career Center for the first time.
- Created the Carlson Automated Recruiting System (CARS), which reduces wait time and increases ease and confidentiality of accessing data.
- Developed a course to brief students on salient issues in career areas, such as investment banking, allowing them to interview with more confidence.

An Ongoing Process

The changes described are steps taken as part of an ongoing process of continuous improvement. "From the graduate students' point of view, some changes made so far are dramatic, like the new Graduate Business Career Center," says Susan Ellis, '00 MBA. "Others are more 'behind-the-scenes.' But they all enhance and add value to a Carlson School MBA."

Ellis is a member of the new MBA Programs Committee, composed of faculty, student and staff members. Chaired by new Faculty Director of MBA Programs Timothy Nantell, the committee continues where the MBA Excellence Committee left off. "Our job is to thoughtfully consider the recommendations of the Excellence Committee and other issues that come up, to identify what can be done, and then to champion our ideas," says Nantell. "For example, when students wanted a way to get to know faculty better, we promoted the

idea of naming MBA Department Coordinators, who would put together informal meetings or socials and disseminate information to the students. This change was put into place last Fall."

In addition, a new MBA communication Web page—Carlson Town Hall On-Line—allows students, administration and faculty to communicate and resolve issues quickly. "Our main focus is communication," says Ellis. "Town Hall On-Line, for example, is a quick and effective way to capture everyone's questions and ideas as they arise. It gives people the opportunity to provide valuable feedback."

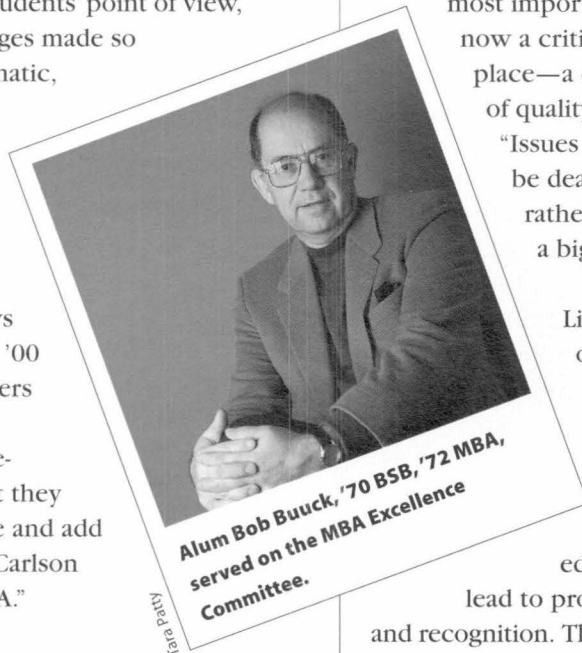
For alum Bob Buuck, this is the most important thing. "There is now a critique process in place—a continuous process of quality control," he says. "Issues and concerns can be dealt with sooner rather than later. This is a big improvement."

Lindblad predicts all of the improvements will lead to growth for the Carlson School. "Quality students, education, and jobs

lead to program reputation and recognition. This leads to growth, which leads to more recognition. I foresee moderate growth, but growth driven by quality. Applications are up and graduates are getting great jobs. We're moving in the right direction." ●

"Town Hall On-Line is a quick and effective way to capture everyone's questions and ideas as they arise. It gives people the opportunity to provide valuable feedback."

Susan Ellis, '00 MBA



Faculty Research

Margie Peteraf Receives Prestigious Best Paper Prize in Strategic Management

In 1993, the Strategic Management Journal published Associate Professor Margie Peteraf's paper on "The Cornerstone of Competitive Advantage: A Resource-based View." Since its publication, the paper has been widely cited and has become required reading for Ph.D. students around the world. Last fall, Peteraf received the Strategic Management Journal's Best Paper Prize of 1999, an award given for a paper that has made an outstanding contribution to the strategic management field. To be eligible, a paper must have been out for at least five years.

Peteraf accepted the award, sponsored by the Strategic Management Society and John Wiley & Sons, at the Society's annual conference in October. "The conference was in Berlin this year," says Peteraf. "The awards ceremony was part of the paper conference, attended by around 2,000 practitioners and academics."

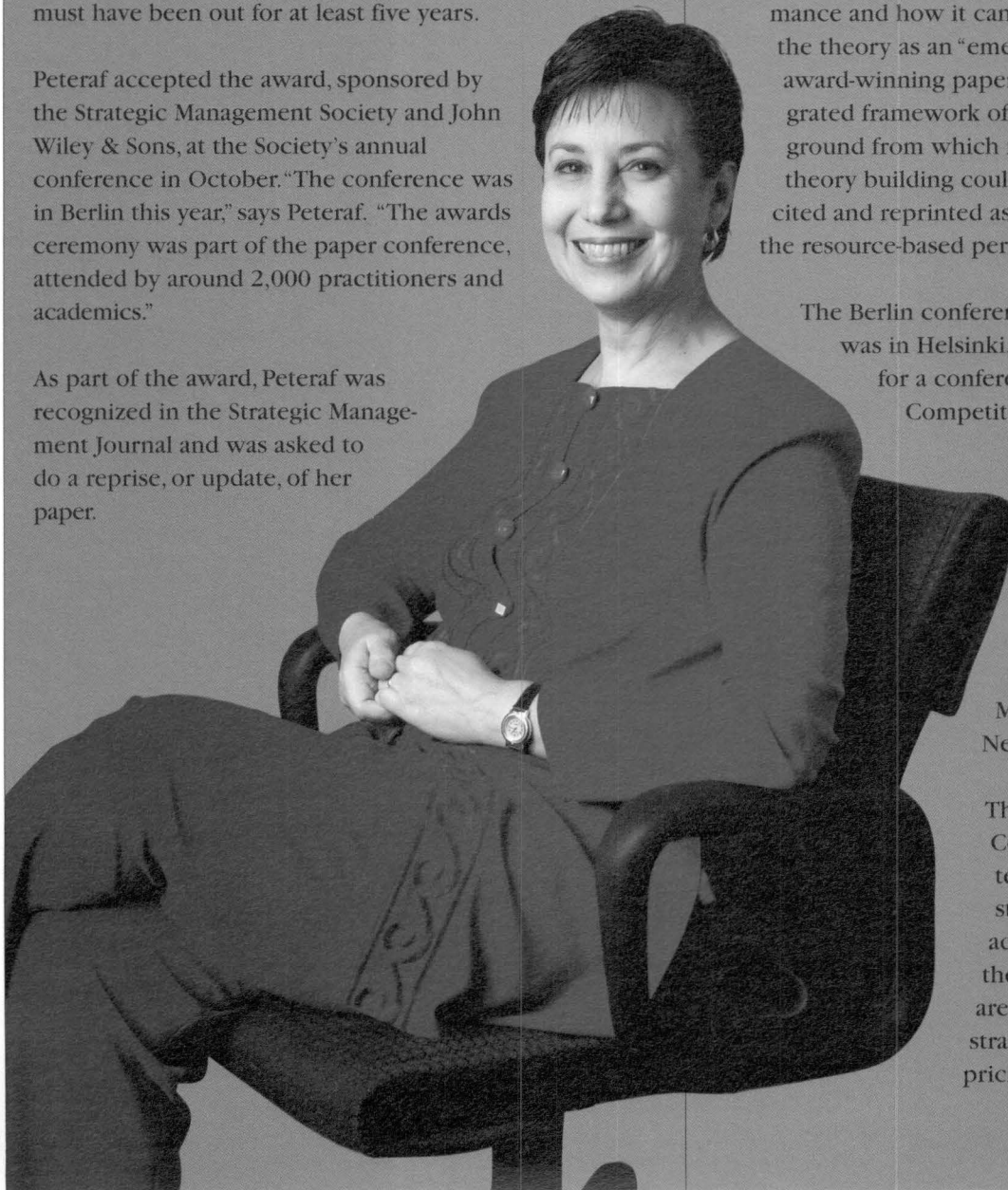
As part of the award, Peteraf was recognized in the Strategic Management Journal and was asked to do a reprise, or update, of her paper.

According to Peteraf, her research focuses on understanding what contributes to differences in firm-level performance. Within the field of strategic management, Peteraf has concentrated in two areas. She has explored how "strategic groups" (groupings of firms within industries) affect rivalry and continues to research new areas within strategic groups, such as whether rivalry is greater within or among such groups.

A second area of Peteraf's research in strategic management is what is known as the "resource-based view of the firm," which concerns the source of superior firm performance and how it can be sustained." She describes the theory as an "emerging paradigm." She wrote the award-winning paper to present an ordered, integrated framework of the theory—a "common ground from which further argumentation and theory building could proceed." The paper is often cited and reprinted as one of the best summaries on the resource-based perspective.

The Berlin conference made for a busy October. "I was in Helsinki, Finland, as a keynote speaker for a conference on 'Firms in Global Competition,'" says Peteraf. "In the middle of the conference, I flew to Berlin and back. It was hectic—I'm normally not such a globe-trotter—but it's an honor to be recognized for your work." Peteraf's keynote address in Helsinki was on "New Forms of Markets and Competition: Networks and Strategic Groups."

This spring, Peteraf will teach Competitive Strategy. She also teaches other courses on strategy and economics. In addition to resource-based theory, her research specialties are competitive advantage, strategic groups, deregulation, and pricing and performance. ☺



Alumni Connection

Alumni Advisory Board Welcomes New Chair

Harold Goldfine, '68 BSB, president of Alliance Steel, is the new chair of the Carlson School's Alumni Advisory Board. Goldfine is assuming the leadership role from Daniel Marcotte, '86 MBA, and LeRoy Martin, '63 BSB, who served as Board co-chairs for three years. "Dan and LeRoy played critical roles in helping shape the role of the new Advisory Board and contributed enormously in volunteering and lending their expert advice to the School," says Lori Bush, director of Alumni Relations.



From left to right: Lori Bush, director of Alumni Relations; Harold Goldfine chair of the Alumni Advisory Board; and Sara Oxton, associate director of Alumni Relations.

Photo by Tara Patty

The role of the Board is to give advice to the dean and the director of alumni relations on strategic directions for the School and the alumni program. "One thing we're looking at this year is the best way to get information to alumni," says Goldfine. Goldfine, who is also involved in the MBA executive mentoring program and has spoken to classes on entrepreneurship and operations management and volunteered as an

undergraduate student presentation reviewer, has served three years on the Board. "There's so much going on for alumni to be involved in," he says. "It's fun to get connected to the school."

"Last year, the board spent a lot of time looking at changes in the MBA program. This year, we'll work on the total campaign and the best way to reach all of our alumni."

Undergraduate Assistance Needed

The undergraduate program needs volunteer support to act as student coaches and reviewers.

Through the Business Communication course, the business professionals critique a few students' work, and provide them with direct feedback. Business Communication, a newly-designed class for undergraduate students, combines writing and speaking instruction into one course. This course offers students the opportunity to develop their critical faculties and applied skills via a blend of traditional instruction, classroom exercises, and technology-based assignments.

This is an exciting opportunity for alumni and friends to impact Carlson School students. Time commitment for this activity is one to two hours per semester during the school day. Ideally, volunteers will have experience in writing and presenting reports and/or memos.

To find out more about this opportunity, call Sara Oxton at 612-626-7799.

Alumni Volunteerism Smooths Semester Conversion

Semester conversion last year brought about a big change in the structure of the day MBA program. Many alumni of the program pitched in to help make incoming students feel welcome and comfortable in the new program. First year students began orientation on August 23. On August 25, the students had their first exposure to MBA alumni in panel discussions sponsored by the Business Career Center. The panels focused on four areas of interest: Big Company/Small Company, Choosing an Internship, Going Global in Your MBA Program, Sizzling Summer Searches/ Internships, and Maximizing Your Non-Business Degree. Alumni gave first-hand accounts of their experiences in these areas and were able to answer students' questions on making the internship/job search as successful as possible. Thank you to the following alumni for making this day of panel discussions a success.

Dacey Arashiba, '98	Sean McKenzie, '99
John Brockman, '99	Mary Miller, '99
Carl Chang, '98	Aslam Mukhtiar, '97
Rebecca Charles, '98	Jennifer Mukhtiar, '97
Corey Erickson, '97	Beth Sauve, '99
Forrest Hallstrom, '99	Erica Smith, '99
Tammy Hanna, '99	

On August 26, the MBA Alumni Advisory Council (AAC) hosted a luncheon for incoming students. Alumni representatives from the classes of 1988 through 1999 were on hand to discuss the program and give the students early advice on how to make their Carlson School experience a successful one. AAC Chair Gretchen Lieving spoke and welcomed students as members of the Carlson School network. Thanks to all the alumni who participated and made our new students feel like part of the bigger family!

Jennifer Hautala, '98	Vikas Puri, '98
Keith Karczewski, '97	Sonja Randar, '96
Gaurav Khetrapal, '98	Karla Rootness, '98
Tom Lampros, '99	Dan Schaefer, '93
Thomas Lee, '94	Eric Schaefer, '95
Gretchen Lieving, '99	Justin Schroeder, '98
Bill McKinney, '98	Diane Selleck, '96
Leigh Meyer, '96	Kristin Simoens, '98
Aslam Mukhtiar, '97	Kevin Terrell, '95
Jennifer Mukhtiar, '97	Nancy Tyra-Lukens, '89
Chris Ohlendorf, '88	

MBA Orientation Offers Valuable Lessons

Starting the new school year out strong, the Fall MBA Orientation offered a discussion on ethics in business and a keynote address by Medtronic CEO Bill George. George shared his views with the students about the importance of work/life balance, regular, face-to-face communication within an organization, and the need for a personalized workplace, all key factors to his successful management style.

Later that evening, students were treated to a reception hosted by Dean Kidwell and had the opportunity of meeting another outstanding business leader, Susan Engel, president & CEO of Department 56. Engel took the edge off the first-year jitters by candidly sharing her own memories as an MBA candidate at Harvard. Lesson: there are no stupid questions!

Thanks to everyone for making MBA orientation such a success this year!

2000 Reunions/Homecoming

If you graduated from the Carlson School's undergraduate or graduate programs in 1950, 1975, 1980, 1985, 1990, or 1995, this year is a reunion year for you! We need volunteers from each class to participate on reunion committees to plan their reunions during Homecoming Weekend in October. Committee activities include



developing reunion class directories, planning reunion events, coordinating logistics and invitations, and managing the reunion class gift campaign. Time commitment for this activity is two to three hours per month, through October, 2000.

Catch the spirit! Join the fun! Reminiscence with old friends! Call Lori Bush at 612-625-1556 to learn more about Homecoming 2000.



Double Your Dollars to the Annual Fund through Matching Gift Programs

One of the ways you can give additional financial support to the Carlson School is to take advantage of any matching gift program your employer may offer. Hundreds of companies in Minnesota, across the country, and around the world will match charitable contributions made by their employees. Many times the match is 1:1, meaning your gift is doubled! At the Carlson School, the impact of matching gifts is substantial. During fiscal year '99, the school received 433 matching gifts from 115 companies for a total of over \$136,000. Find out more about matching gift programs by contacting the human resources department at your company. Or contact the University of Minnesota Foundation at 612-624-3333 or 800-775-2187.

Alumni Advisory Board Members

The Carlson School thanks the following alumni leaders for their membership on the Carlson School Alumni Advisory Board.

- Harold Goldfine, Chair, '68 BSB
- David Abramson, '63 BSB
- James Aronson, '67 BSB
- Lee Bachman, '76 MBA
- Bill Brady, '80 MBA
- Paul Brunelle, '73 MBA
- Bill Cornelius, '68 MBA, '73 Ph.D.
- Andy Czajkowski, '57 BSB
- John Geisler, '78 BSB
- Julie Getchell, '82 BSB
- Jack Grunewald, '77 MBA
- Glenn Hasse, '63 BSB
- Dave Jones, '61 BSB, '69 MBA
- Earl Klein, '72 BSB
- Dick Lidstad, '63 BSB
- Dan Marcotte, '86 MBA
- LeRoy Martin, '63 BSB
- Tom Medcalf, '69 BSB, '76 MBA
- Curtis Nelson, '92 CEMBA
- Robert Smith, '95 BSB, '96 MBA
- Bill Sweasy, '76 BSB
- Don Wright, '58 MBA

Call Us

A number of opportunities are available within the School to become involved.

To learn more about alumni programs and volunteer opportunities at the School, contact the alumni office at one of the numbers listed below.

- Lori Bush, director,
612-625-1556, lbush@csom.umn.edu
- Sara Oxtan, associate director,
612-626-7799, soxtan@csom.umn.edu
- Laura Giesecking, event manager,
612-625-8308, lgiesecking@csom.umn.edu

Upcoming Events

Here's a sampling of events alumni and friends are welcome to attend.

MARCH

March 3 First Friday

MBA Alumni Networking/Happy Hour at Rathskellar Brewery, 882 West Seventh Street, St. Paul, 7:00pm. Call 612-625-8308

March 7 **FIRST TUESDAY**

David Kidwell, dean
Carlson School of Management
Radisson Metrodome, 11:30am.
Call 612-626-9634

Tuesday, March 14 Business Day

This year's theme is Entrepreneurship. Hosted by the Undergraduate Student Business Board, the week's activities will include a number of events and panel discussions. Featuring Bill LaMacchia, chairman of Sun Country Airlines as the keynote speaker. Call 612-625-9052

Thursday, March 16

Minnesota Mutual Foundation
Leadership Perspective Speaker Series
Mac MacDonald, Signet Bank
3M Auditorium, 5:00-6:30pm.

Monday—Tuesday, March 27-28

"e-Commerce and e-Tailing: the (R)evolution Continues"
Hosted by the MIS department, this fourth annual e-commerce conference promises to be an informative program. Check www.iii.csom.umn.edu/ECCConf2000 for details.

APRIL

April 4 **FIRST TUESDAY**

Manny Villafana, chairman and CEO, ATs Medical, Inc.
Radisson downtown Minneapolis, 11:30am. Call 612-624-6374

Friday, April 7 First Friday

MBA Alumni Networking/Happy Hour at Mayslack's, 1428-4th Street NE, Mpls, 5:30-7:30pm. Call 612-625-8308

Friday, April 14

Minnesota Mutual Foundation Leadership Perspective Speaker Series
Dr. Reatha Clark King, General Mills Foundation
3MAuditorium, 11:30-1:15pm.

Tuesday, April 25

Business Plan Challenge Awards Ceremony
3MAuditorium, 5:30pm.
Hosted by the Center for Entrepreneurial Studies, the winners of the business plan competition will be announced. Call 612-624-3838

MAY

May 2 **FIRST TUESDAY**

Dorothy Bridges, CEO,
Franklin National Bank
Radisson Metrodome, 11:30am.
Call 612-626-9634

Tuesday, May 2

Art Event
In celebration of commissioned art installations in the dean's suite.
Call 612-625-1345

Friday, May 5 First Friday

MBA Alumni Networking/Happy Hour at Sweeney's, 96 North Dale St, St. Paul, 5:30-7:30pm. Call 612-625-8308

Sunday, May 14

Graduation and Reception
Commencement at 10:00am at Northrop Auditorium. Reception following at the Carlson School hosted by the Alumni Advisory Board.

JUNE

Friday, June 2 First Friday

MBA Alumni Networking/Happy Hour at Nikki's Cafe, 107-3rd Ave. N., Mpls, 5:30-7:30pm. Call 612-625-8308

June 6 **FIRST TUESDAY**

Glen Nelson, Medtronic, Inc.
Radisson Metrodome, 11:30am.
Call 612-626-9634

Wednesday, June 7

U of M Alumni Association Annual Event
Keynote speakers James Carville and Mary Matalin. Event will be held at the new McNamara Alumni Center and Williams Arena for U of M alumni and friends. Call 1-800-UMALUMS or 612-625-9174. ☎

CARLSON
SCHOOL

In the News

The New York Times

**The New York Times
Money & Business
December 12, 1999**

"Channel One's Mixed Grades in Schools"

Professor Deborah Roedder John was interviewed about advertising research on children. "Generally, the research indicates that around 10, 11 or 12 years of age, kids have already formed a lot of their ideas about advertising and are skeptical about it," said Deborah Roedder John, a professor of marketing at the University of Minnesota. [Carlson School of Management]



**San Diego Business Journal,
October 27, 1999**

"Lack of Qualified Grads? Not at These Schools"

"Rischnall relied on a team of students from the Carlson School of Management at the University of Minnesota to conduct a critical marketing survey that led to major changes in the business."

CityBusiness, December 1999

"Local Companies Go Back to School Corporate Colleges are on the Rise, Both on and off Campus"

"The programs reflect the new contract between businesses and employee," said Bill Scheurer, director of the executive-development center at the University of Minnesota's Carlson School of Management. "It isn't 'Come work for us and you'll have a job for life' anymore," Scheurer said. "Now it's 'Come work for us and we'll keep you competent in your field.'"

1929-1999 **70th** ANNIVERSARY

BusinessWeek

OCTOBER 18, 1999 A PUBLICATION OF THE MCGRAW-HILL COMPANIES

Business Week, October 18, 1999

"The Executive MBA Your Way"

Of the top 20 leading Executive MBA Programs, the Carlson School was ranked 8th.

USA Today, December 11, 1999

"Student-run funds teach real skills with real cash; trend offers hands-on experience"

Professor Paul Sequin discusses the student-run Golden Gopher Growth Fund.



Star Tribune, November 23, 1999


"Kidwell pushing Carlson School Toward Top 10 in U.S."

"The Carlson School is close to going over the top," Kidwell said, ticking off improved performance and national rankings."

**University of Minnesota TC: News Service,
November 9, 1999**

"Along with the King of Sweden, The University of Minnesota's [Carlson School of Management] Gordon B. Davis received an honorary doctorate Oct. 28 from the Stockholm School of Economics, Sweden." The award recognizes his pioneering accomplishments in the field of information technology.

**NBC's "Today Show" and WCCO's
"Morning Show," October 1999**

Alan Fine, Carlson School lecturer and co-author of "Empower Your Self: A Framework for Personal Success," has spoken locally and nationally about his new book. 

Investing in People

Annual Business Plan Competition Gets \$1 Million Boost; Program to be More Student-Focused

The Center for Entrepreneurial Studies Business Plan Competition recently received a \$1 million gift from David and Carolyn Cleveland in the name of Riverside Bank. The gift will allow the competition to be more student-focused, a change that David Cleveland, president of Riverside Bank, likes.

"I want to encourage ideas," he says. "That's where my heart is. An idea may be all a student has right now, but with a good-quality business plan and a tangible award, it could become a company." Cleveland served as a judge of last year's competition and Riverside Bank has been a sponsor since the competition began three years ago. The competition has been renamed the University of Minnesota Business Challenge presented by Riverside Bank sponsored by David and Carolyn Cleveland.

"Riverside Bank has been extremely successful working exclusively with small-to medium-sized entrepreneurial start-up companies," says Cleveland. "We wanted to do something to pay back the community—something that would directly relate to the strong entrepreneurial spirit of our community."

This year, the competition is open exclusively to University of Minnesota students and faculty statewide. Teams must

have a student actively involved in driving the business forward, and mentors are available. "Most importantly, we want it to be a learning experience for students," says Cleveland.

The MBA student entrepreneur club, InnoVentures, is responsible for promoting and planning the competition. "We're excited about the changes," says Jim Bernard, '00 MBA, a member of InnoVentures. "Having the competition focus on students makes a huge difference. The prize is significant—you can get seed money for a company. I

believe the shift is going to cause students to start businesses—people who otherwise wouldn't have."

Members of InnoVentures are working to get the word out to other students at the University, scheduling presentations and meetings with various departments. "We're trying to find entrepreneurially motivated students," says Bernard. "Clearly, all the ideas aren't in the Carlson School. We hope we can 'match up' business students with other students who

have great ideas and produce some good plans."

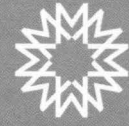
"The Cleveland gift has redefined the competition and made it a lot more exciting for students," says Bernard. "Last year our club had four members—this year we have 40. I think you can say that entrepreneurialism is alive and well at the Carlson School." 🌐



Back row from left to right: Mike Zugay, '01 MBA; Denise Parker, '01 MBA; Jeff Weness, '01 MBA; and Kathy Tune, '00 MBA. Front row: Michelle Forcier, '01 MBA; Dave Cleveland and Carolyn Cleveland.

Photo by Tara Patty

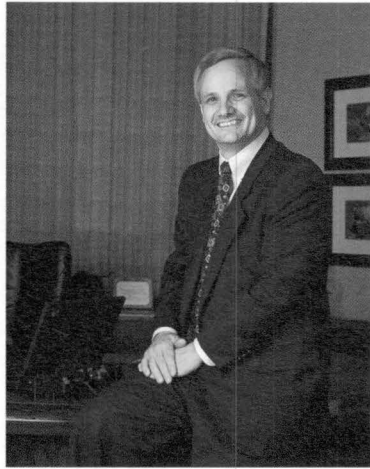
and Programs



CAMPAIGN MINNESOTA
UNIVERSITY OF MINNESOTA

\$ 1 Million Gift Establishes Undergraduate Leadership Series

Minnesota Life and The Minnesota Mutual Foundation presented the Carlson School with a \$1 million gift for a new undergraduate honors leadership speaker series. The Minnesota Mutual Foundation Leadership Perspectives Colloquia and Speaker Series, modeled after the popular MBA Top Management Perspective Series, exposes students to the first-hand experiences of top business practitioners.



Bob Senkler, chairman, president and CEO of Minnesota Life

Photo by Tara Patty

"We are creating an opportunity for Carlson School undergraduates to hear from today's business leaders," says Bob Senkler, chairman, president and CEO of Minnesota Life. "I believe this program will teach students that the best business practices are the result of a strong personal and corporate values system. Experience is a great teacher. I can't think of a better way to launch a young person's career in business than to share the experiences of those who have learned by doing."

The series will introduce new themes each semester and give students practice in developing solutions to a variety of business situations. Senkler believes ethics and a strong value system play a fundamental role in business decisions. "Throughout our 120-year history, Minnesota Life has always put its customers' needs first," he says. "We want to help instill this ethic in the students of today, who tomorrow will be the leaders of Minnesota's business community."

The series will focus on character issues and ethics and will complement the academic preparation of Carlson School students. "We believe this knowledge and personal experience will add real value to the existing academic curriculum," says Senkler. ☀

Fellowship Created for Women in Finance

When Joan Smith, BSB, '59 MBA, went to work for Norwest's Trust Department in 1959, a friend told her she was lucky to get her foot in the door of a male-dominated field. "I responded that my feet were awfully big," says Smith. "Once I got in, I was going to stay."

Smith recently created the Joan T. Smith Fellowship Fund for the Advancement of Women in Investment Management at the Carlson School. "I know how hard it is to get your degree and start a career," she says. "I struggled a lot back then, when people expected women to study to be teachers or nurses. The challenges are different now, but I wanted to make getting the degree a little bit easier for someone."

Smith studied statistics as an undergraduate before getting her masters in accounting. "But I was always intrigued with investments," she says. "I started at the bottom of the Trust Department at Norwest, but I eventually became the first woman to be an officer in Investments, at a time when there were only two or three women officers at the bank." Before she retired, Smith was a vice-president in Investments, running municipal bond portfolios. She was also active in the Twin Cities Society of Security Analysts, and has served as the organization's treasurer and secretary.

The fund, the first established specifically for women in finance, will be awarded to an exceptional MBA student with a finance concentration. Additional preference will be given to students interested in investment management and related subjects. ☀



Joan Smith, BSB, '59 MBA

Photo by Jim Hansen

Snapshots

Photos by Jim Hansen

First Tuesday Luncheon Speaker Series for Alumni and Friends

September 1999

Larry Perlman, chairman and CEO of Ceridian Corporation, presented "Lessons Learned as a CEO in the Nineties."



October 1999

Midwest of Cannon Falls president and CEO Kathy Brekken titled her speech "What do we all Want at Work...And is it Changing?"



November 1999

Mike Wright, chairman, president and CEO of SUPERVALU INC., talked about "The Consolidating Retail Food Industry and its Potential Implications."



December 1999

Arne Carlson, chairman and CEO of American Express Funds, addressed the audience about the "Year 2000: Can Business Shape Politics?"

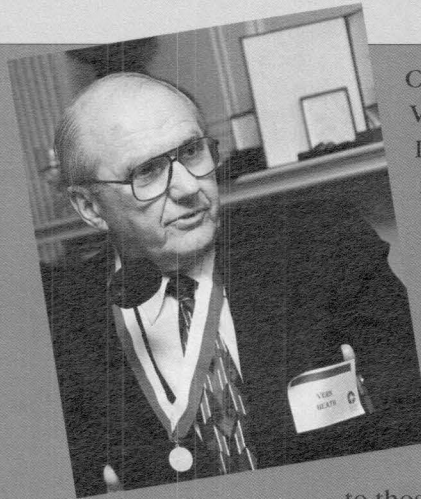


January 2000

Alan Fine, senior vice president of investment banking for Mesirow Financial and Carlson School faculty member, presented "Ethics, Social Responsibility, and Success in the New Millennium."



Alumni Vern Heath and Don Wright Receive Outstanding Achievement Awards



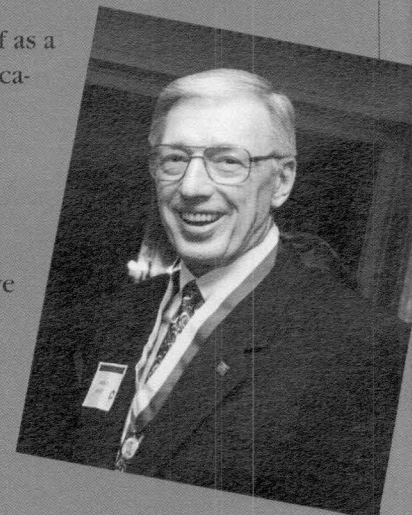
Carlson School alums Vern Heath, '50 BSB, and Don Wright, '58 MBA, received the University of Minnesota Outstanding Achievement Award this past Fall. The award is the highest non-degree award bestowed upon alumni by the university. It is given

to those graduates who have attained unusual distinction in their chosen fields and are known for their public service.

Heath is chairman of Rosemount Office Systems, Inc. and has served as director on many of Minnesota's most successful companies and a wide variety of civic affiliations. He believes in giving back to his community, and participates with the same vigor and intensity whether in business or as a volunteer. Heath graduated in 1950 with a degree in accounting from the Carlson School.

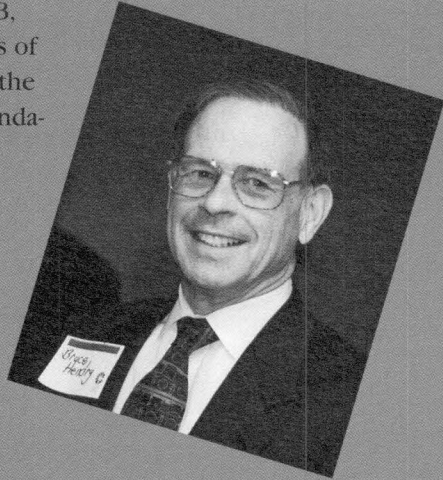
For more than 40 years, Don Wright distinguished himself as a leader in the mass communications industry. He recently retired as executive vice president from Times Mirror Company.

Wright continues to be active in such organizations as the Boy Scouts of America and Futures for Children, an organization dedicated to improving the lives of American Indian children.



Congratulations to both Carlson School Alums!

Bruce Hendry, '64 BSB, received the Alumnus of the Year Award from the Alpha Kappa Psi Foundation at the national convention last summer in Florida. Hendry is the chairman of the Minnesota Brewing Company and is a Carlson School Board of Overseers member.



MBA Class of '94 Reunion enjoyed boating on the St. Croix in July 1999. Pictured from left to right are Michelle Beverly Kopel, Todd George, Tricia Mandry Ziebarth, Desiree Truscott, Michelle Champlin Bergner, Todd Loewenstein, Julie Johnston Ahlen and Lars Ahlen.



A group of Alpha Kappa Psi Carlson School alumni enjoy December's First Tuesday luncheon.



Financial Markets Lab grand opening held in January 2000. Ribbon cutting participants were (from left to right): Vern Heath '50 BSB, university President Mark Yudof, Dean David Kidwell, Dave Hubers, '65 BSB, '70 MBA, and Bill Dudley '55 BSB.

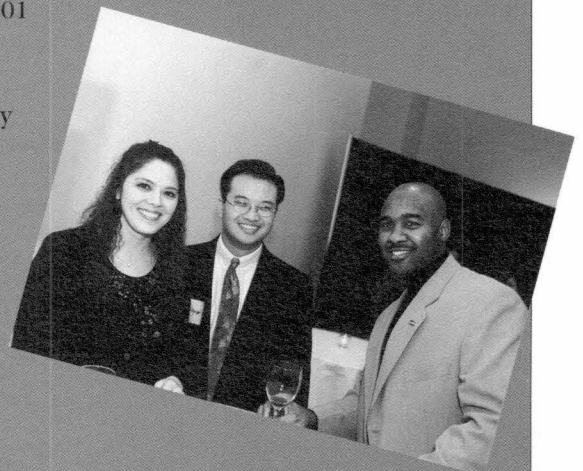


Susan Engel, chair, CEO and president of Department 56, was the featured speaker at the Dean's Reception this past fall.



The reception welcomed new MBA students to the program, and gave students, staff and faculty the opportunity to meet one another. Engel also serves on the Carlson School Board of Overseers.

Dean's reception at the Weisman Art Museum on January 21, 2000. Attending were Edie Nguyen, Jon Nguyen, '01 MBA, and Dave Johnson, '01 MBA, as well as other MBA students, faculty and staff.



Class Notes

1930s

Harold E. Charnholm, '34 BSB, retired from his CPA job in 1979, but continues to manage the apartment and commercial buildings he and his wife own in Lincoln City, Oregon. They now live in the Willamette Lutheran Home in Keizer, Oregon.

Thomas Lanin, '67 BSB, is the new president and chief executive officer of Bowmar Instrument Corporation in Phoenix, Ariz.

Curtis Tollefsrud, '67 BSB, is the Vice President of Sales and Marketing for Alcon Building Products in Troy, Ohio.

LaPorte, Porter, Starke and surrounding counties in northern Indiana. Originally from Cincinnati, Ohio, he earned his bachelor's and master's degree from the University of Cincinnati and his doctorate from the Carlson School.

James Erickson, '77 MBA, has accepted the position of Senior Vice President, Technology and Operations, with GCC Networks in Minneapolis.

1940s

Harry Sletten, '49 BSB, and his wife **Yolanda Sletten, '55 BSB**, work in Ajijic, Mexico where they started a mission called "Feed the People." The couple work with prior missions, organize donations, help ill clients, and recruit new volunteers. They said everyone who has come to observe has become a participant.

1970s

Penny J. Lane, '70 BSB, reports that she is retired and lives in Brooklyn Center, Minnesota.

Daniel Buivid, '71 BSB, lives in Shoreview, Minnesota and is a litigation supervisor for Sedgwick Claims Management Services, Inc.

Robert Graff, '77 BSB, is the director of Computer Assurance Services for Coopers and Lybrand in Seoul, South Korea.

Albin Kline, '77 BSB, is the new President of the Appraisal Group, which just officially opened.

Diane L. Thormodsgard, '77 MBA, has been named president of corporate trust services for U.S. Bank, a subsidiary of U.S. Bancorp. Thormodsgard succeeds Peter E. Raskind, who was recently named head of U.S. Bancorp's new Branch Channel group. Prior to her current job, Thormodsgard served as chief administrative officer and senior vice president for corporate trust since 1995. She is a certified public accountant and holds a bachelor's degree in accounting, mathematics and economics from Luther College in Decorah, Iowa.

1960s

James Rice, '61 BSB, retired from American Express Financial Advisors after 27 years. He and his wife reside in rural California.

Kenneth Weill, '62 BSB, is with Chemonics International in Washington, D.C.

Bruce Hendry, '64 BSB, received the Alumnus of the Year Award from the Alpha Kappa Psi Foundation. His commitment to the Carlson School and to Alpha Kappa Psi has encouraged other students to excel. Hendry is the chairman of the Minnesota Brewing Company.

Fred Behrens, '66 BSB, is the CEO of Amcor Capital Corporation in Coachella, Calif.

Manuel S. Alba, '67 Ph.D., is the city administrator for Quezon City Government in the Philippines. He is on special detail from the University of the Philippines School of Business. Alba has fond memories of his time at the Carlson School of Management. "My MBA from Carlson provided a basis for professional advancement in teaching, consulting and eventually in a high government position," he said. Alba was once the Cabinet Secretary for Budget for the Philippine government.

Dennis Hogan, '67 BSB, has started the DJ Hogan Company, an executive search firm in downtown Minneapolis, Minnesota. The firm specializes in searches for manufacturing companies.

Alonso M. Velasco, '73 MBA, is the chief executive officer of Importaciones Sara, which is based in Tijuana Mexico. He lives in Chula Vista, California with his wife Katherine.

John P. Griffin, '75 MBA, accepted an appointment as president and general manager of the Broadband Wireless Group of ADC Telecommunications. He works and lives in Plano, Texas.

Dr. Lynn Y. S. Lin, '75 MBA, said he would like to retire in 2001. Lin is now the president of BASES International, which is a research and forecasting company that is based in Covington, Kentucky. Before and after his class work at the Carlson School, Lin worked at Pillsbury in Minneapolis, Minnesota. Lin and his wife Lizbie have two children and live in Cincinnati, Ohio.

Charles Green, '76 MBA, is the vice president of MIS at SERVISTAR Corporation in Pennsylvania.

Jon Campbell, '77 BSB, told the Business Journal of Phoenix that he is starting to feel at home in Arizona, where he has lived for five years with his wife and two sons. Presently, he is the chief executive officer of Norwest Bank Arizona. He also serves on the Valley of the Sun United Way Board of Directors. After completing his studies at the university, Campbell began his career in 1977 as a regional credit trainee for Norwest Corp. in Omaha, Nebraska. Later, he worked for Norwest Bank in St. Paul, Minnesota.

James B. Dworkin, '77 PhD, who has served the Purdue Krannert School of Management as an associate dean and professor of labor and industrial relations, will be the next chancellor of the Purdue North Central campus. The appointment is effective on Monday, Jan. 10. Located on 275 acres north of Westville, Purdue North Central draws students primarily from

Roberta Dircks, '79 BSB, accepted an appointment of executive vice president and chief financial officer of Performark, Inc.

Timothy C. Johnson, '79 BSB, is the chief executive officer of Natus Medical, Inc. in San Carlos, California. He lives in San Mateo, California.

1980s

Andy W. Carlson, '80 BSB, is a mortgage loan organizer for Firststar Home Mortgage in Minnetonka, Minnesota.

Gary Kubesh, '80 BSB, is a financial consultant with Merrill Lynch. He lives in Laguna Hills, California.

Jeff Zibley, '82 MAIR, was named vice president of human resources for the Malt-O-Meal Company in Northfield, Minnesota. He lives in Lakeville, Minnesota.

Lynne Billingsley Briggs, '83 BSB, and her husband welcomed their second child, Caitlin Monroe, last year. The family lives in Germantown, Wisconsin. Briggs was promoted to vice president of software engineering for Catalyst International, Inc. Catalyst is located in Milwaukee, Wisconsin, and is a leading supplier

of automated warehouse management system software.

Diane Emerson, '83 MBA, moved to Auckland, New Zealand this fall. She is starting her own company, the Philadelphia Consulting Group Ltd.

Entegris, Inc., a critical materials management company, announced the promotion of **Dave Ring, '83 BSB**, to senior vice president of the company's wafer management business, which provides solutions for wafer transport, handling and storage. The promotion follows Ring's two-year tenure as vice president and general manager of Fluoroware's Wafer Management Business. Before joining Fluoroware in 1984, Ring was an account manager at NCR Corp. In addition to his business degree from the Carlson School, Ring earned a master's degree in business administration from Lehigh University, Bethlehem, Pennsylvania.

Patricia I. Yahnke, '83 MBA, is a case management unit supervisor for Catholic Charities' division of aging services in New Brighton, Minnesota. She lives in St. Paul, Minnesota.

Timothy Allen, '84 MBA and '81 BSB, has accepted a senior consultant position at PRAGMATEK Consulting Group. Allen brings 15 years of experience to the position, with a focus on supply chain organization. Before joining PRAGMATEK, Allen was the president of E&A Financial Corporation and its subsidiary Meyer Commercial and Consulting Inc. in St. Cloud, Minnesota. He lives in Big Lake, Minnesota.

Marjorie Griffing, '84 BSB, received a promotion at Ecolab, Inc. She is the senior manager of international taxes.

David M. Warner, MBA '84 and BSCE '70, joined Parsons Brinckerhoff Quade & Douglas in May as assistant vice president and area manager. He is responsible for marketing and management of engineering services for the company's local office.

Shankar Basu, '85 MBA and '73 MS, earned a promotion at Toyota Motor sales, USA in Torrance, Calif. Basu is the group vice president and general manager and is in charge of industrial equipment. In addition, Basu received a doctoral degree in Executive Management at Claremont Graduate University's Peter F. Drucker Center. Basu lives in Santa Ana, California.

Sunil Mehta, '85 MBA, lives in Mumbai, India. Mehta is the chairman and chief executive officer of Telenet Systems.

Roy Wetterstrom, '86 MBA, has steadily built his software consultancy, called Micro Modeling Associates, into a successful business since 1989. Micro Modeling Associates is an eSolutions consultancy that helps businesses in the digital economy. Bill Gates, Chairman and CEO of Microsoft Corp. named the company the 1999 Microsoft Certified Solution Provider

(MCSP) National Partner of the Year, in an awards ceremony on Friday, July 23 at Microsoft Fusion 99. Business Week also profiled Wetterstrom as a "Mover and Shaker" in e-business.

Patricia Sellner, '87 MBT, is pleased to announce that her husband Mark, '81 Law, has rejoined the Minneapolis office of KPMG LLP as a corporate tax partner, following the completion of a two-year assignment as partner-in-Charge of Tax Training in the firm's Matvale, N.J. headquarters.

Alice Chang, '88 MBA, works in Fairfax, Virginia where she is a senior principal at American Management Systems, Inc.

Scott Dacko, '88 MBA, lives in the United Kingdom, where he is a lecturer in marketing and strategic management for the Warwick Business School at the University of Warwick.

Brian McIntee, '88 MBA, is the director of marketing at HeartStent Corporation in St. Paul, Minnesota. He lives in Long Lake, Minnesota.

Walter Johnson, '89 MBA, lives in California where he is the president of CEJI, Inc.

Jason T. Sunderland, '89 BSB, works as a vice president in technology investment banking for Merrill Lynch & Co. in New York, New York. Sunderland earned his MBA from Columbia Business School in 1995.

1990s

Officials at SuperSolutions Corporation announced today that it has appointed **Jeff Brown, '90 MBA**, to the position of vice president of sales and marketing. Brown joined the Eden Prairie-based company in June as director of sales. Prior to joining SuperSolutions, Brown served as regional development officer for US Bank and as retail sales manager and zone sales manager for Ford Motor Company. He has nearly 10 years experience in sales management, consumer finance, and leasing operations.

Wolfgang Illbruck, '90 BSB, is a sales manager at HCI Chemicals Benelux BV in Germany.

Harvey G. Enns, '91 MBA, is an assistant professor at the University of Dayton, Ohio. He lives in Dayton, Ohio.

Hilpert Kostka, '91 MBA, lives in Norderstedt, Germany and is a technical manager for Avery Maschinen.

Brian Menth, '91 BSB, works for the business development area of Advantage Sales & Marketing in Bloomington, Minnesota.

R. Alexander Piper, '91 MBA, is a customer service manager at Daimler Chrysler. He lives and works in Southfield, Michigan.

Titov Watson, '91 MBA, moved to the Atlanta, Georgia area. Watson is a product manager for BellSouth Advertising and Publishing.

Jill Dunning, '92 MBA, lives in Eden Prairie, Minnesota and is employed as a product marketing manager for the Katun Corporation.

Daniel Luitjens, '92 MBA, lives in Eagan, Minnesota. He is an IS audit supervisor for ReliaStar Financial in Minneapolis, Minnesota.

Terry Moore, '92 MBA, is an attorney at the Moore Law Office in Fairfax, Oklahoma. Moore lives in Fairfax, Oklahoma.

After graduation, **Akira Nakamura, '92 MBA**, moved to Fort Lee, New Jersey. Nakamura works for Prudential International Investment in Newark, New Jersey.

Michael Nicholas, '92 MBA, is the director of finance and business development at Sears, Roebuck & Co. in Hoffman Estates, Illinois.

Nii-Ayite Quaye, '92 MBA, is a project team leader for Cargill, Incorporated in Wayzata, Minnesota. Quaye lives in Edina, Minnesota.

Adam Stenberg, '92 BSB, lives in Minneapolis, Minnesota where he is a financial planning specialist for American Express Financial Advisors.

Gregory E. Allen, '93 BSB, recently earned his CMA certification. He accepted the position of accounting manager for the Minnesota Children's Museum in St. Paul, Minnesota. He lives in Minneapolis, Minnesota.

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

Joshua Baltzell, '93 MBA, has joined Applied Biometrics as vice president of Marketing and Business Development. Prior to his new position at the Burnsville-based company, Baltzell worked at Scimed/Boston Scientific, where he held a series of marketing positions of increasing scope, including group product manager of Emerging Technologies and Business Development. Baltzell's other positions were in the Atherectomy, Adjunctive Balloon Catheter and OTW Balloon Catheter product areas.

Hien Cao, '93 MBA, lives in Edina, Minnesota and is the director of corporate planning for Champion Air in Bloomington, Minnesota.

Hyong-Ki Hahm, '93 MBA, lives in Seoul, Korea and is the director of the strategy desk at the Korea Center for International Finance.

Cynthia Haro, '93 BSB, recently married and her last name is now Turkington. She is the vice president of Institutional Equity Trading at Dain Rauscher Wessels.

Paul Hockert, '93 BSB, recently accepted the position of controller of Department 56, Inc. in Eden Prairie, Minnesota. He lives in Plymouth, Minnesota.

Mary E. Mead, '93 CEMBA, joined Prime Therapeutics, Inc. as vice president of client success. Mead is responsible for managing the relationships and delivery of service and value to Prime Therapeutics' clients. She has experience in business development and the management of strategic relationships with health plans and health delivery systems. Recently Mead was director, of business development worksite health at HealthPartners in Bloomington, Minnesota. She has held strategic positions with Health Risk Management, Inc. and the University of Minnesota Medical School.

Janet E. Porter, '93 Ph.D. and '85 MBA, was named director of Executive Education in the School of Public Health at the University of North Carolina at Chapel Hill. Porter is a clinical associate professor of Health Policy and Administration.

Eduardo Ruiz-Healy, '93 MBA, is the president and chief executive officer of Ruiz-Healy & Asociados, S.A. de C.V. in Mexico, a popular news radio show in Mexico City.

Anthony Abena, '94 MBA, accepted the position of chief online officer at techies.com, a local online career resource for technology professionals. Abena is responsible for product development and deployment. Prior to his appointment, he served as president and chief executive officer of Gartner Institute. He has more than 12 years of experience in marketing, sales and product/service development in IT and IT training industries. Abena received a B.A. from Lewis and Clark College.

Michelle Champlin Bergner, '94 MBA, lives in Apple Valley, Minnesota. She is the manager of TransAtlantic passenger marketing for Northwest Airlines in St. Paul, Minnesota.

Scott Jagodzinski, '94 MBA, is the co-chief executive officer of Novus Marketing, Inc in Plymouth, Minnesota.

Michael McKee, '94 BSB, works at Ernst & Young in Minneapolis, Minnesota.

Nadine Morbete-Sterba, '94 MBA, lives in Valencia, California, where she has started Gumball Alley. This company is a unique children's hair salon that is designed to provide a haircut in an atmosphere that is entertaining, Morbete-Sterba said. She is thinking about expanding the business via a franchise network.

For more information, contact her at nadine@gumballalley.com.

John Roethlisberger, '94 BSB, lives in Falcon Heights, Minnesota and is training for the 2000 Olympics in gymnastics.

Tom Stephenson, '94 CEMBA, was promoted in February to general manager and chief operating officer at the San Antonio Express-News. Stephenson formerly held the position of senior vice president of operations and administration at the newspaper.

John Sterner, '94 MBA, works as an e-business consultant at Retek Information Systems in Eden Prairie, Minnesota.

Ron Tarro, '94 MBA, lives in Delray, Florida where he is the president and chief executive officer of SDD Systems.

Lionel Coulomb, '95 MBA, lives and works in Minneapolis. He is the director of global market analysis and development for NRG Energy.

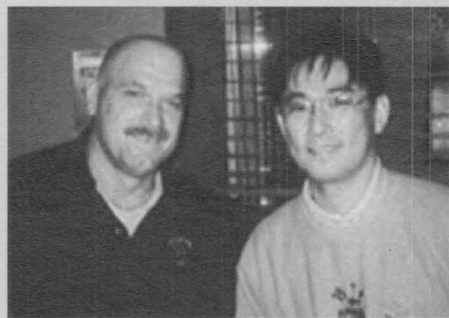
Kenneth Haglund, '95 MBA, is the chief financial officer of Skyline Displays, Inc. in Eagan, Minnesota.

Jesse Herrera, '95 BSB, is a product manager for GE Capital Fleet Services in Eden Prairie, Minnesota.

Mitsuhiro Kodama, '95 MBA, lives in the Seattle area and is a senior staff tax consultant for Arthur Andersen, LLP.

Mark Munson, '95 BSB, moved to Illinois after graduating from the Carlson School. He is an attorney with Barash & Stoerzbach, P.C. in Kewanee, Illinois.

Katsunori Nomura, '95 BSB, lives and works in Osaka, Japan. Nomura is the manager of sales for Marutaka Co., Ltd.



Kenichi Yamaguchi, '95 MBA, met Minnesota Gov. Jesse Ventura at the "Friends of Minnesota" party this past fall. The gathering was held on Wednesday, Nov. 3, 1999 at TGI Friday in Tokyo. The party celebrated Ventura's first trade visit to Japan. Midori Kageyama, '93 MBA, Yukiaki Ina, '97 MBA, and Hiroshi Fukai, '98 MBA, also attended the party.

After **Alex Bagne, '96 MBA**, graduated from the Carlson School, he moved to Bloomfield,

Michigan. Bagne is a tax consultant for Ernst & Young in Detroit, Michigan.

Nariusz Bogacz, '96 MBA, left PriceWaterhouseCoopers to take an accountant position at Cementonnia Ozaron S.A. in Warsaw, Poland.

Deanna J. Dorogy, '96 MAIR, is a human resources representative for Delphi Harrison Thermal Systems, in Lockport, New York. She lives in Amherst, New York.

Julie Haider (nee Whitcraft), '96 MBA, is a finance manager at the Intel Corporation in Dupont, Washington.

Alumni Julie and Donald Kemp, '96 CEMBA, are the proud parents of Katherine, who was born in January.

William Meyer, '96 MBA, reports that he works for Medtronic and lives in Mounds View, Minnesota.

Nile Nelson, '96 MAIR, recently moved to the Seattle, Washington area after accepting a new job with Hewlett Packard as a corporate compensation analyst.

Kristin Nomura, '96 MAIR, moved to Houston, Texas after graduation, where she is a compensation specialist for Exxon Company USA.

David S. Olson, '96 BSB, lives in San Diego, California, where he is a program administrator for Heating and Cooling Supply.

Carl Samberg, '96 MBA, lives in St. Paul, Minnesota. He is a consultant at Andersen Consulting in Minneapolis, Minnesota.

Andrei Terekhov, '96 MBA, is a senior partner at Baring Vostor Capital Partners in Kiev, Ukraine. The NIS Regional Fund managed by this firm is the best performing fund operating in the former Soviet Union.

Benjamin Young, '96 MBA, is a finance manager of the communication products group at the Intel Corporation in Hillsboro, Oregon. He lives in Portland, Oregon.

Jason R. Ballsrud, '97 BSB, works in Minneapolis, where he is a small capital value research associate for Peregrine Capital Management, Inc. He lives in Chanhassen, Minnesota.

Kenneth Bodell, '97 MBA, is a treasury analyst for NRG Energy, Inc., a subsidiary of NSP. He lives in Lauderdale, Minnesota.

John Foster, '97 MBA, is a business analyst for the VATAX Partnership Project at American Management Systems. He lives in San Diego, California.

Frank Hoffmann, '97 MBA, is the head of corporate finance at illbruck GmbH in Leverkusen, Germany. He lives in Hohenstein, Germany.

Dziembaj Jan, '97 MBA, is a manager at Madex S.C. in Poland. She lives in Warsaw, Poland.

Christopher Jorgenson, '97 MBA, lives in Oakland, California and is a risk management analyst at Pacific Gas and Electric Company.

Ajay Kaul, '97 MBA, lives in the Austin, Texas area and works for Dell Computer as a pricing manager.

Nupur Kaul, '97 MBA, works for Dell Computer in Round Rock, Texas. Kaul is the online commerce manager.

Donald Klepser, '97 MBA, moved to Iowa City, Iowa after graduation and works in the area.



Piotr Mierzejewski, '97 MBA, is happy to announce his marriage to Celina Kaczor on June 5. His wife is a 1997 graduate of the Warsaw School of Agriculture. The newlyweds moved from Pruszkow to Warsaw, and Mierzejewski now works PZU Nfi Management Ltd., where he manages about \$50 million worth of liquid assets for portfolios.

Phil Miller, '97 MBA, is a senior consultant at Ernst & Young in Minneapolis, Minnesota. He lives in Plymouth, Minnesota.

Todd Mitchell, '97 MBA, lives in New Brighton, Minnesota and is a client server software developer for CorLabs, Inc.

Jerald Ostvig, '97 BSB, is a senior financial analyst for Norwest Center in Minneapolis. He lives in Maple Grove, Minnesota.

Fred Pentead, '97 BSB, lives in Minnetonka, Minnesota, and is a strategic consultant for GE Capital Fleet Services in Eden Prairie, Minnesota.

Officials at John G. Kinnard & Co. announced in September that the company has hired **Paul Perseke, '97 MBA**, as chief financial officer at the Minneapolis-based investment banking and brokerage firm. Perseke, was most recently chief financial officer with Investment Advisers, Inc. of Minneapolis, Minnesota. He began his career as senior consultant with Ernst & Young before becoming the manager of the Finance and Planning Division for the Private Client Group at Dain Rauscher Wessels. In addition, he worked as a strategic planning analyst at Inter-Regional Financial Group.

John Riles, '97 MBA, lives and works in Minneapolis, Minnesota, where he is a marketing manager at Possis Medical, Inc.

Roland Stieger, '97 MBA, reports he is a brand manager for Nestle.

Julie Weaver, '97 CEMBA, joined the United Healthcare Corporate Office in Edina, Minnesota. As the director of Health Service Operations, she is responsible for health plan performance metrics and reporting.

Philip Zeller, '97 MBA, moved to the Peoria, Illinois area after graduation. He is the chief financial officer of Avanti's Restaurants.

Daniel Zaczowski, '97 MBA, lives in Plymouth, Minnesota. He is a capital allocation analyst for GMAC-RFC in Minneapolis, Minnesota.

Chris Zimdars, '97 MBA, lives in San Francisco, California. Zimdars is a senior consultant for Deloitte Consulting.

Dacey Arashiba, '98 MBA, is a marketing analyst for Reliant Energy Minnegasco. Arashiba lives in Golden Valley, Minnesota.

Hitesh Bajaj, '98 MBA, lives in Tokyo, Japan and is the supervisor of Japan distribution planning and systems at Northwest Airlines.

Gary Berndt, '98 MBA, is a financial analyst with Fairview Health Services in Minneapolis, Minnesota. He also lives in Minneapolis.

Theo Black, '98 CEMBA, is a lead systems analyst at Carlson Shared Services in Plymouth, Minnesota. He is a Minnetonka, Minnesota resident.

Perla Bravo, '98 MBA, lives near Mexico City, Mexico and is a consultant for Ernst & Young.

Josh Debelak, '98 MBA, is the lead financial analyst for United Defense in Minnesota.

Paul Edwards, '98 MBA, is a U.S. territory market manager at Medtronic. He lives in Santa Rosa, California.



Gary J. Hager, '98 MBA, was named vice president of sales and marketing for Technology 80 in November 1999. Prior to joining Technology 80, Hager served as sales and marketing manager for Acroloop Motion Control. He lives

with his wife Amy in Edina, Minnesota.

John Hizon, '98 MBA, lives in Minneapolis, Minnesota. He is a CEI process planner for Best Buy Company, Inc. in Eden Prairie, Minnesota.

Traci Hoffe, '98 MBA, is a WFSC assistant controller at Wells Fargo & Co. in Minneapolis, Minnesota. She lives in Coon Rapids, Minnesota.

Rizwan Jessa, '98 BSB, is the owner and president of MORIZ Consulting. The company's headquarters are located on Bass Lake Road in Minneapolis, Minnesota.

Jason J. Klann, '98 MBA, handles merger and acquisition activities for DrKoop.com, an "e-health" Internet company. Klann moved to Austin, Texas to become corporate development manager of the company.

Steven Lensing, '98 MBA, moved to the Portland, Oregon area where he is a senior financial analyst for Intel.

Marek Moczulski, '98 MBA, is a chief financial officer at Argos Holdings S.A. in Warsaw, Poland.

Michael Mrosko, '98 MBA, is a finance lead for Honeywell's home and building control's west area. His wife gave birth to daughter Rachel, on Jan. 29, 1999. The family lives in Chanhassen, Minnesota.

Web Site Link

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

Nancy Nistler (nee Kopischke), '98 MBA, co-founded Single Volunteers of Twin Cities in February, 1999. This is a non-profit organization which consists of single men and women interested in volunteering in the Twin Cities. The group now has more than 450 members and has provided more than 1500 volunteer hours to the Twin Cities community. For more information, visit www.singlevolunteers.org.

Eric Peterson, '98 MBA, lives in Minnetonka, Minnesota where he is an executive team leader for Target Stores.

Luke Peterson, '98 MBA, is a consultant for Hamilton-HMC, healthcare strategy consultant group. Peterson lives in Minneapolis, Minnesota.

iXmatch.com announced in November that it has named Internet startup veteran **Prakash Puram, '98 MBA**, as its new president and

chief executive officer. Puram comes to the company from Net Perceptions, a developer of personalization software. iXmatch.com is a Web-based service that matches information technology projects at corporations with independent information technology consultants via its World Wide Web site. Puram recently served as general manager of consumer and retail markets for Minnesota-based Net Perceptions. Prior to that, he was director of worldwide business development for the Home and Building Controls division of Honeywell.

Anne Marie Rahm, '98 MBA, works as an associate analyst for Internet e-commerce at Adams, Harknes & Hill in Boston, Massachusetts. She lives in the Boston area.

Laura Ratner, '98 MBA, is a senior financial analyst for Minneapolis-based Jostens. She lives in Minnetonka, Minnesota.

Cheryl Rose, '98 MBA, is a credit analyst for the financial institutions division of Norwest Bank Minnesota, N.A. She lives in Minneapolis, Minnesota.

Thomas Sedlack, '98 MBA, is employed as an executive with Aero Systems Engineering in St. Paul, Minnesota.

Muhammad Siddiqui, '98 BSB, lives in New Brighton, Minnesota and is an accountant and analyst for the Norwest Corporation in Minneapolis, Minnesota.

John Smith, '98 MBA, moved to Granger, Indiana after graduation where he became a product manager for Achieve Healthcare Information Systems Position.

Laura Varriale, '98 MBA, lives in Grand Chute, Wisconsin and is an attorney at Silton, Seifert, Carlson & Gamble, S.C. in Appleton, Wisconsin.

Michael Whittington, '98 MBA, is a senior systems architect at eBenX, in Golden Valley, Minnesota. He lives in St. Louis Park, Minnesota.

Lisa Winterhalder, '98 MAIR, lives in Illinois and is a human resources manager for Quaker Oats.

Shaun O'Brien, '99 CEMBA, was promoted to vice president, controller and treasurer at Cargill Investor Services. The company is located in Chicago.

Josh Dahmes, '99 BSB, is a program manager at Dillon New Media Corporation in Minneapolis. He lives in Roseville, Minnesota.

Dawn Fitzgerald, '99 MBA, lives in Minneapolis where she is a marketing manager for The Pillsbury Company.

Matt Flores, '99 BSB, lives in St. Louis Park, Minnesota and is a staff consultant for Ernst & Young in Minneapolis, Minnesota.

Julie Gilbert, '99 MBA, is a senior manager with Deloitte & Touche.

Steve Ginestra, '99 MBA, is a consultant for Arthur Andersen Business Consulting in Minneapolis. He lives in Maple Grove, Minnesota.

Kathy Goers, '99 MBA, moved to the Hillsboro, Oregon area after graduation. She is employed as a senior analyst for the Intel Corporation.

Brett Johnson, '99 MBA, is a sales consultant with cMore Medical Solutions, Inc. in Minneapolis, Minnesota.

Aaron Keller, '99 MBA, has started a firm specializing in brand identity consulting and design. Keller started this venture with investors and two other partners, Kathy Soranno and Brian Adducci. Their new venture is called ASK & Company (Adducci, Soranno, Keller, LLC).

Cory Kopp, '99 MBA, is a senior consultant for Ernst & Young in Minneapolis, Minnesota. He lives in Fridley, Minnesota.

Kirsten Knudsen, '99 MBA, is an assistant marketing manager at General Mills. She lives in Minneapolis, Minnesota.

Ian Lyngen, '99 BSB, stayed in the Minneapolis area after graduation, and is an investment analyst for ReliaStar Investment.

Angela Maurer, '99 BSB, is a business analyst for Target in Minneapolis, Minnesota. She resides in Apple Valley, Minnesota.

David Merriweather, '99 MBA, is the director of QA and Tech Service at Cargill Salt Division in Minneapolis, Minnesota.

Neil Mumm, '99 BSB, lives in Minneapolis, Minnesota, where he is a business analyst at Deloitte Consulting.

Becca Nelson, '99 MBA, lives in Minneapolis, Minnesota, where she is a consultant for Arthur Andersen, LLP.

William Timothy Owen, '99 MBA, is a business operations analyst for Northern States Power in Minneapolis, Minnesota. He lives in North Oaks, Minnesota.

Xi Pu, '99 MBA, works for U.S. Bank in St. Paul, Minnesota.

Francisca Rahardja, '99 MBA, moved to New York, New York after graduation to take a job as a brand assistant at Philip Morris USA.

Chris Reichert, '99 MBA, is a manager of finance at Vision Management Services in Bloomington, Minnesota. Reichert lives in Minneapolis, Minnesota.

John Rootness, '99 MBA, is a consultant for Arthur Andersen Business Consulting in Minneapolis, Minnesota.

Joseph Schueller, '99 BSB, lives in St. Paul, Minnesota and is an associate at PricewaterhouseCoopers LLP.

James Shereck, '99 MBA, is a senior information technology analyst for 3M in St. Paul, Minnesota. He is a Woodbury, Minnesota resident.

Troy Thibodeau, '99 MBA, is a business development manager at eSystems21 in Eden Prairie, Minnesota. He lives in Minneapolis, Minnesota.

Michael Turner, '99 BSB, lives in Edina, Minnesota and is a national account manager for NCS.

Katie Wanninger, '99 MBA, is an e-commerce manager for the affiliate program for the Carlson Companies in Plymouth, Minnesota. She lives in Edina, Minnesota.

David Webber, '99 BSB, is a division officer in the U.S. Navy. He is stationed in Portsmouth, Rhode Island.

Cindie Wisener, '99 BSB, is an analyst at Andersen Consulting in Minneapolis, Minnesota. She lives in Shoreview, Minnesota.

Jolene Voigt, '99 MBA, works for Memorial Blood Centers of Minnesota where she is a sales and marketing representative. She resides in Robbinsdale, Minnesota.

Deceased

Robert Huelster, '33 BSB, died on August 2, 1999 at his home in Laguna Hills, California. He was 89. Huelster joined the Asbury Methodist Hospital board of governors in 1949 and was immediately appointed to a committee to investigate a problem with one of the hospital's elevators. Over the next 27 years, Huelster was a leader during an era of tremendous growth that included the hospital's move from Minneapolis to St. Louis Park. It became known as Methodist Hospital. He served in various offices on the board including president and chairman.

Irving A. Johnsen, '40 BSB, a noted NASA scientist who helped oversee the development of the rocket engines that powered the Apollo project, died in October 1999. He was 82. He began his 32-year career with the National Advisory Committee for Aeronautics, the organization that later became NASA. After early study of superchargers for aircraft engines, he shifted his focus to developments in jet engine technology.

His research in jet engines culminated in the development of the transonic compressor. For the achievement, he and two other scientists received the 1967 Goddard Astronautics Award, the highest honor bestowed by the American Institute of Aeronautics and Astronautics. A plaque commemorating his contribution is displayed at the Smithsonian Air and Space

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SPRING PREVIEW

FINANCE

Finance for Non-Financial Managers	April 17 - 20, 2000
Mergers and Acquisitions	May 8 - 9, 2000
Fundamentals of Finance	May 11-12, 2000 (Rochester)

GENERAL MANAGEMENT

Minnesota Management Institute (MMI)	March - May, 2000
Minnesota Management Academy (MMA)	March 13 - 17, 2000
21st Century Program: Free Enterprise	March - November, 2000

MARKETING/SALES

Sales Management Executive Program	March 22 - 24, 2000
Distribution Strategy	March 28 - 30, 2000
Strategic Marketing	May 8 - 10, 2000
Fundamentals of Marketing	May 15 - 17, 2000

GENERAL PROGRAMS

Advanced Leadership Program	March 8 - 11, 2000
Advanced Management Program for Healthcare Executives	April 9 - 14, 2000
Strategy Implementation	April 12 - 14, 2000
Human Resource Executive	May 2 - 5, 2000
e-Business	May 31 - June 2, 2000
Future Telecommunications	June 7 - 9, 2000

PROJECT MANAGEMENT

Advanced Project/Risk Management	March 20 - 22, 2000
Fundamentals of Project Management	April 17 - 19, 2000 (Rochester)

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Museum in Washington, D.C. When he retired in 1972, Mr. Johnsen was chief of the Chemical Rocket Division at Lewis Research Center.

In addition to his wife of 56 years, Johnsen's survivors include a son, Jeffrey of Lakewood, Ohio; a daughter, Julie Hannah of Hudson, Ohio; and four grandchildren.

Russell J Allen, '42 BSB, of Rancho Mirage California died on March 24, 1999.

Dave Burkholder, '58 BSB, passed away in October. He lived with his wife in Hopkins, Minnesota.

James Aronson, '67 BSB, founder, chairman and chief executive officer of Eagan-based Transport Corporation of America, died in December 1999 at the age of 61. Aronson was also a member of the Carlson School's Alumni Advisory Board.

Curtis J. Olson, '98 MBA passed away on December 28, 1999. Olson was a well-loved and well-respected member of the MBA class of 1998, serving as an active member of the MBAA and the AAC. He also served as a TA for CEMBA and worked at Wells Fargo in Minneapolis, Minnesota.

Olson was not only quick to raise a glass to help celebrate victories, but was ready with a sympathetic ear in times of defeat. Interested classmates should contact Brad Rolf, MBA '98, (bradley.rolf@usbank.com) for information on memorial plans. Olson was a mentor and a friend; he will be sorely missed.

Retired



Donna D'Andrea, administrator for the Industrial Relations Center and its constituent units, retired in November 1999 after 42 years of service.

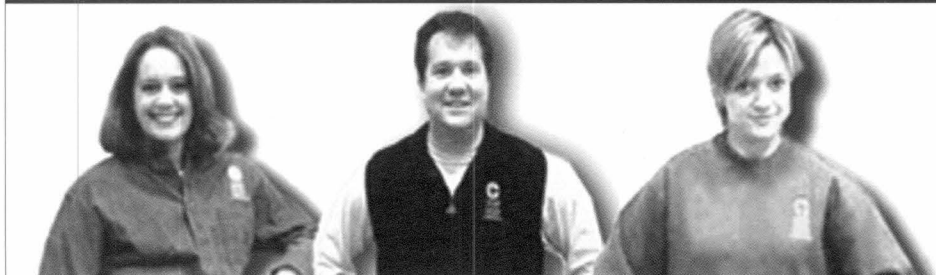
Milestones

Dr. Joseph Juran, for whom the Juran Center for Leadership in Quality is named, celebrated his 95th birthday on December 24, 1999.

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Mark your calendar...

March 7

David Kidwell
Dean
Carlson School of Management
Radisson Hotel Metrodome, East Bank Campus

June 6

Glen Nelson
Vice Chairman
Medtronic, Inc.
Radisson Hotel Metrodome, East Bank Campus

April 4

Manny Villafana
Chairman and CEO
ATS Medical, Inc.
Radisson Downtown Minneapolis

July 11 (2nd Tuesday)

Roy Wetterstrom, '86 BSB
CEO
Micro Modeling Associates
Radisson Hotel Metrodome, East Bank Campus

May 2

Dorothy Bridges
CEO
Franklin National Bank
Radisson Hotel Metrodome, East Bank Campus

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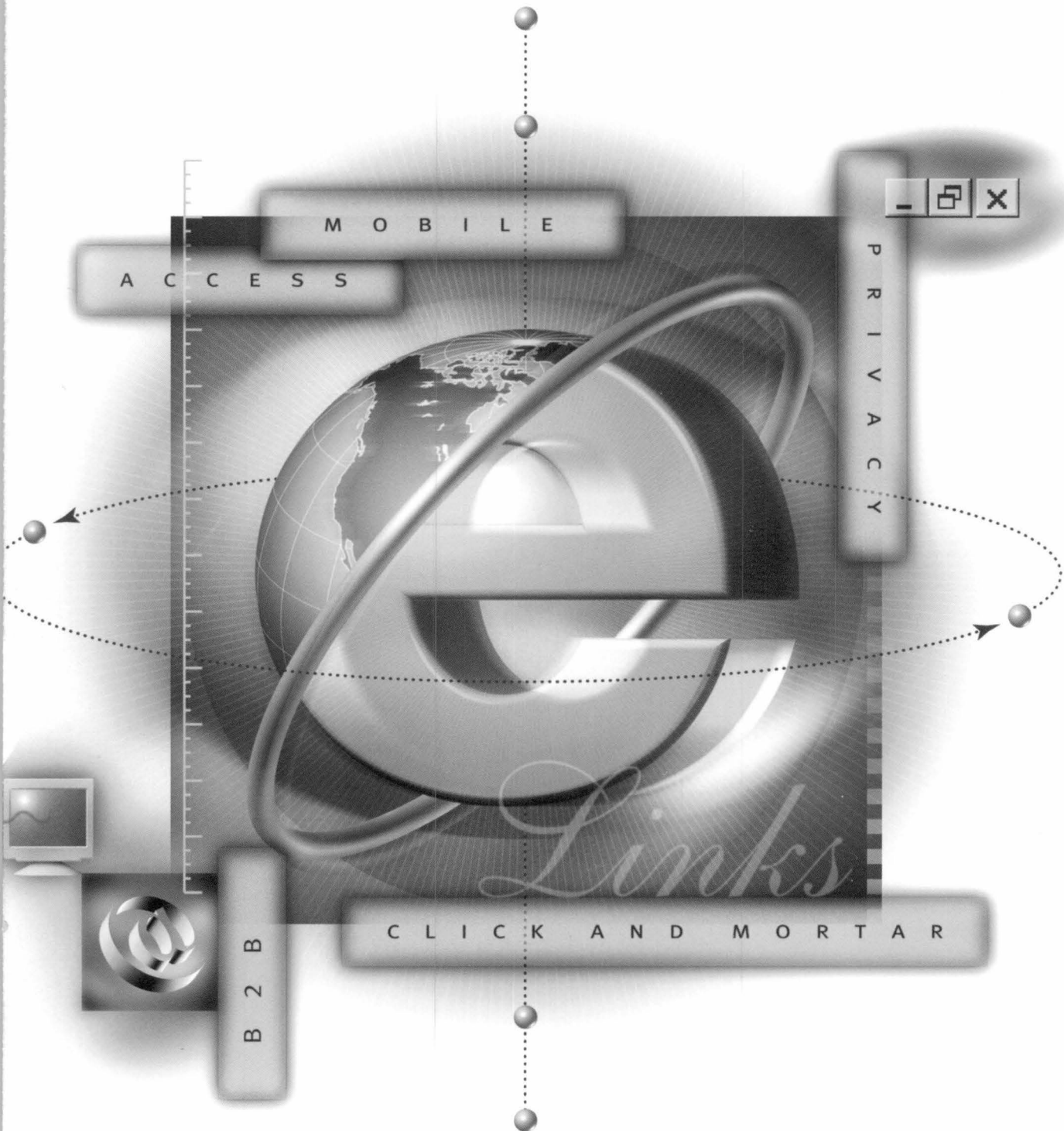
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Carlson School

A Magazine for Alumni and Friends

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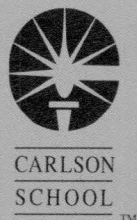
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Chair, Board of Overseers

Harold Goldfine
Chair, Alumni Advisory Board

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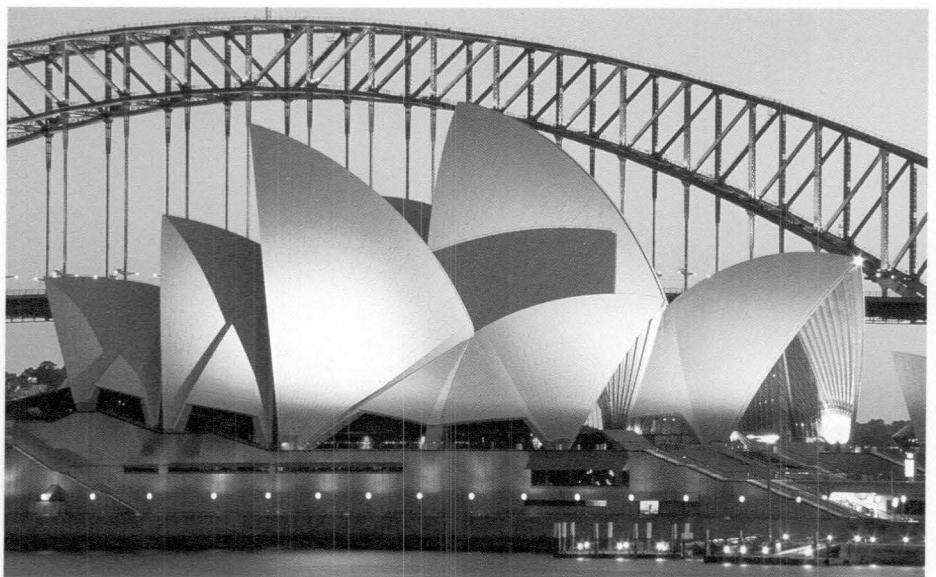


CARLSON SCHOOL

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Olympic Hopefuls

Carlson School alumnus, John Roethlisberger, '94 BSB, and Brandon Paulson, '98 BSB, are Olympic hopefuls for the 2000 Olympics to be held in Sydney, Australia this fall. Their quest is featured on page 10.



Sydney, Australia

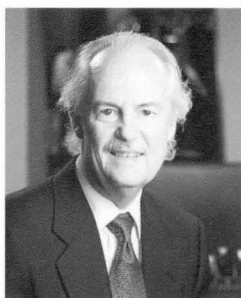
Photo by Chris Rawlings/FPG International LLC

Cover Illustration by Tom White

The Dean's Corner

Talk Escalates Over Minnesota's Economic Future

My speech in March on the future of the Minnesota economy created quite a stir. I predicted Minne-



David Kidwell

Photo by Lee Prohofsky

sota would continue to lose Fortune 500 companies in the wake of Honeywell and Norwest Bank. And in fact, with the announcement of ReliaStar's acquisition this spring, people have recognized that indeed this trend may continue. People around the state are asking, "Is Minnesota a player in the new economy?" Some say it is not.

My speech, "Strong Buy or Hold: The Future of the Minnesota Economy," (available on the Carlson School Web site www.csom.umn.edu) has become a "clarion call" to action. I was pleased with the extent of reaction — truly from all corners of our community — with editorials running in both daily newspapers, an impromptu call-in show on Minnesota Public Radio's "Midday" program, and requests for me to speak to various regional business groups on the topic.

People sat up and took notice when I asked how are we going to compete against other regions of the nation such as Dallas, Pittsburgh, the Research Triangle in North Carolina and Denver, when evidence shows we're slipping behind in key economic barometers like initial public offerings.

Perhaps best of all was University of Minnesota President Mark Yudof, who showed leadership in the face of stiff national competition by calling business leaders to an Economic Summit to discuss the topic in September. I urge your involvement in this important gathering.

One topic that is sure to be central to the Economic Summit discussion, as well as key to the issue of Minnesota's economic future, is the role of the business incubator. One of my key recommendations was to establish a University technology transfer incubator to be run in partnership with the Minnesota business community. This proposal has received a positive response from the business community and would offer substantial capital to promising ventures for early-stage companies.

The Center would concentrate on major areas of scientific inquiry not currently being addressed by existing incubators—biotechnology via Genomics, Proteomics and Bioinformatics—but also burgeoning areas such as imaging, digital technology, digital dentistry, nanotechnology and microelectronics.

Well-run incubators have had a real impact on communities and states. *Newsweek* reports more than 100 incubators have opened across the country within the past eight months.

The University of Wisconsin has developed a research park that has generated an estimated 74 business entities through tech transfer. In recent years, the University of California–San Diego spun off 80 new

companies and more than 7,000 jobs in biotechnology. During the same period, MIT spun off nearly 200 companies and over 14,000 jobs.

People asked, but what about the incubators we already have in Minnesota?

Seven incubators have opened their doors within the past year in the Twin Cities. Most of them concentrate on Internet startup companies. At least three med-tech incubators have existed in the region for some time and two out-state incubators, in Mankato and Duluth, will open soon. The age of the business incubator is upon us, and I welcome the news that other incubators have begun in the state.

For existing incubators, the Carlson School can play a role in coordination, establishing "best practices," and funneling top talent from the school into their ranks. Clearly, a University business incubator can complement existing incubators with Minnesota as the winner.

Please join in the discussion this September at President Yudof's summit, and let me know your thoughts. I can be reached at dkidwell@csom.umn.edu. Together, we can be competitive and return Minnesota to unquestionable business prominence.

As an alum or friend of the Carlson School, even if you are no longer living in Minnesota, you are a valuable contributor to this discussion. ☎

E-business:

What's now,
What's next?

by Nancy Hellerud



Illustration by Tom White

E-business is hot. The Carlson School and its alumni are on the leading edge of important new trends like mobile commerce, the B2B boom, the adoption of e-channels by traditional "brick and mortar" companies, and the changing demographics of Internet users.

Dialing for Dollars

"Internet-capable cell phones are the hottest new technology direction," says Les Wanninger, faculty member in Information and Decision Sciences and chair of the 4th Annual International Conference on Electronic Commerce, held at the Carlson School in March. "It's Dick Tracy coming to life; you'll be able to have a little computer with you all the time. The potential uses are exciting. The industry's standard example is the pop machine: No more searching for correct change or watching a wrinkled bill go in and out of the slot. Instead, you dial a number and access your electronic money account to make the purchase."

"The 'phone as wallet' idea is just one of the potential uses of wireless technology," says Mike Bauerle, '93 MBA, strategic planning manager for Sprint PCS in Kansas City and a featured speaker at the conference. "It would be possible, for example, to combine on-line purchasing with brick and mortar stores—resulting in a 'click and mortar' approach that will allow customers to view the item in the store, order it on-line, and either take it out of the store or have it sent.

"Mobile commerce will also change how billings and payments are made," says Bauerle. "For example, credit card transactions require banks, merchants and consumers to exchange information on paper—mobile commerce offers ways to eliminate the forms and reduce the time involved. The question for carriers like Sprint PCS is: In addition to phone calls, what kinds of transactions can we complete over the phone? In other words, how can we connect customers and businesses in profitable ways?"

Bauerle believes the U.S. is ready to step into the mobile commerce frontier. "Experts conservatively estimate that 20 percent of today's e-commerce is or could be conducted through wireless technologies," he says. "There were 80 million wireless phone subscribers at the end of 1999 and we're still seeing record-setting subscriber growth. We've stopped selling phones that are not Web-capable. The content available over the phone is growing with the number of subscribers. Existing Web sites are making conversions to accept wireless and we're looking at ways Web-capable phones could lead to new sites."

Like other e-commerce trends, mobile commerce raises some concerns about security and privacy. According to Wanninger, embedded chips in cell phones can ensure security more so than the Web. Privacy may be a stickier issue. For example, Bauerle points to the issue of balancing customer privacy with carriers' ability to provide location information on callers—a feature the FCC will require by 2002.

Questions also arise about the kind of content people will need or want from Web-enabled mobile phones. "For example, imagine you're at a restaurant and decide to go see a movie," says Bauerle. "Is it enough to access the name of the theater and the starting time? Or, do you want to see the trailer? And consider the use of mobile phones while driving—how much content should be audio versus visual?"

Experts predict mobile commerce will revolutionize industries such as banking. But both Wanninger and Bauerle agree that the greatest uses may be the ones we can't foresee. "We can predict some applications," says Wanninger. "But the exciting thing about technology is that we usually cannot envision the 'big' applications. What we actually end up doing with technology is always a surprise."

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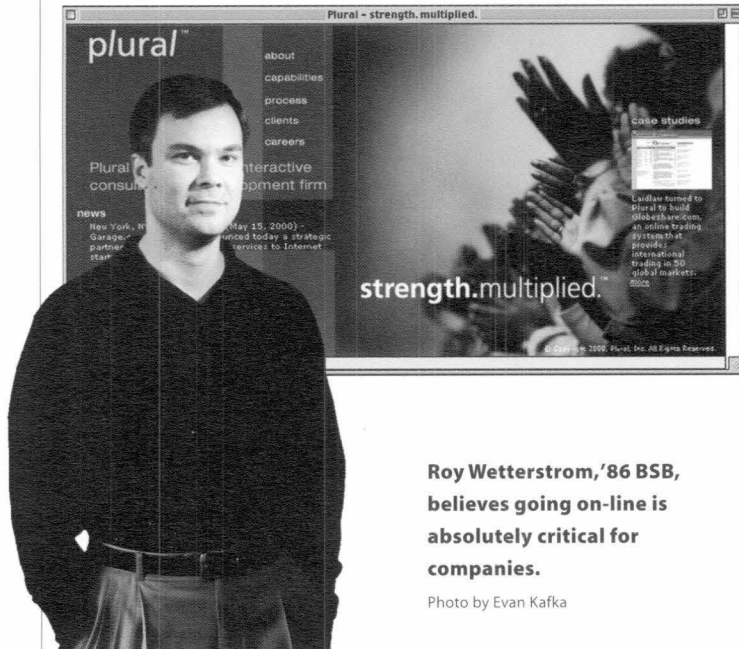
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Mike Bauerle, '93 MBA, views the 'phone as wallet' as one use for wireless technology.

Photo by Jim Hansen



Roy Wetterstrom, '86 BSB, believes going on-line is absolutely critical for companies.

Photo by Evan Kafka

"We know there is a great future for wireless technologies," says Bauerle. "What we can't imagine is what people will ultimately do with it."

From "Brick" to "Click"

"E-commerce is not just for the start-ups," says Wanninger. "Existing brick and mortar retailers and manufacturers are turning to e-commerce as a way to communicate with their customers and business partners." Traditional businesses in all industries are working on ways to integrate e-commerce with their established business processes—in effect, creating new business practices.

"Established companies absolutely need to be thinking about what they can do on-line," says Roy Wetterstrom, '86 BSB, CEO of Plural (formerly Micro Modeling), a New York-based consulting firm that advises corporations and dot-coms on Internet projects. "Those who are saying 'I can't imagine why I'd need e-business' may wake up one day and find they're off the list of their biggest clients."

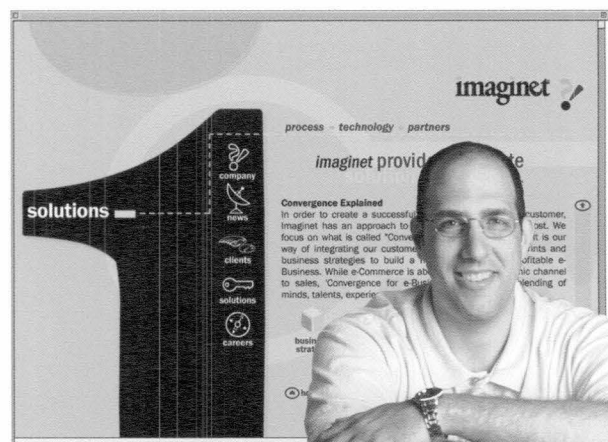
Plural helps companies build their e-business practices from scratch, taking a plan and bringing it to market. One of their local clients is ValueVision International, a cable-shopping network. "The company had an existing, well-defined market, but wanted to go on-line to better serve their customers," says Wetterstrom. "We designed and built their web presence, which offers a very unique, interactive way to purchase on-line. We also integrated the

e-business component with the company's other systems, such as ordering, so that everything is complementary."

"It all comes down to creating better ways to serve your customers and clients," says Wetterstrom. Another company project involved building an extranet for companies listed on NASDAQ; the CEO or CFO of a company can access key information on-line. "NASDAQ had been providing the information before, by mailing out a book on a quarterly basis," says Wetterstrom. "Now, there's more information available, in real time. It keeps companies like Microsoft in NASDAQ. And, it saves \$1.75 million per year."

Plural's clients are 80 percent existing companies and 20 percent dot-coms, which Wetterstrom calls "a nice mix." "Working with established companies to build e-business practices is very different from working with start-ups," he says. "Traditional companies have established product lines, a place in the market, and the strength and support of existing structures. But they are still taking a risk. There is a fear of cannibalizing their own market, and there can be cultural clashes within the company. However, in the long-term, going on-line is absolutely critical for companies."

Dan Mallin, '95 MBA, COO of Imagenet, works primarily with established businesses looking to build an e-business and compete on-line. "Brand will not be enough to win," he says. "Established companies need to react to the marketplace needs and be light enough on their feet to compete with the dot-coms. They also need to ensure the business itself is organized for the success of both the



Dan Mallin, '95 MBA, says businesses need to be organized for the success of both the traditional and the e-space.

Photo by Tara Patty

traditional and the e-space. If they do not synchronize their channels, their on-line customers know instantly."

Minneapolis-based Imaginet offers a range of e-services to Fortune 1000 companies. They are a partner for Dain Rauscher on multiple sites and projects, including DRConnect, the on-line portfolio and trading site for Dain Rauscher clients. They also worked with a large insurance company to build an extranet for the company's agents and brokers, which facilitates communication between a large number of people working as independent brokers.

"The business advantages of going on-line are real," says Mallin. "I don't think we can predict the next 'hot trend.' It will be something you haven't read about yet—something in the 'other' category. But we do know this: the company that learns about its customer and can use that information to create superior products and services delivered when, where and how the customer wants will be successful for many years to come."

B2B Boom

Using the Internet to order office supplies or bid on a construction project may not sound particularly exciting. But what business-to-business e-commerce, or B2B, lacks in glamour, it more than makes up for in volume and earning potential. The business-to-business market already outsizes the business-to-consumer market, and experts predict massive growth. *The Minneapolis Star Tribune* recently cited Forrester Research findings which reported business-to-business e-commerce will reach \$103 trillion, nine times the size of the on-line retail market by 2003.

"E-commerce is maturing—we're moving away from the technical wizardry and getting back to the business basics," says Wanninger. "What B2B really does is allow companies to handle their 'back office' functions in fast, cost-effective ways." Companies are going on-line to procure materials and supplies, keep track of inventory, plan factory production, and manage supply chains. The results are substantial savings of time and money.

Barbara Mowry, '75 MBA, president and CEO of Requisite Technologies, Inc., agrees. Based in Boulder, Colorado, Requisite is in electronic catalog management, providing tools to create, manage and navigate e-catalogs of the products and services companies sell or buy on the Internet. According to Mowry, the system translates into lower costs for companies.

Survey Shows Increased Internet Access

Increasing numbers of people in Minnesota have access to the Internet, according to the first annual MNeComm Tracking Study, conducted by Terry Childers, professor of Marketing and Logistics Management, and Les Wanninger, faculty member in Information and Decision Sciences at the Carlson School. The survey indicates that 77 percent of Minnesota households have access to the Internet at home, work, school, or another reliable source.



Terry Childers,
professor of
Marketing and
Logistics

Access is higher in the Twin Cities metropolitan area than in Greater Minnesota (81 percent versus 73 percent), and more men than women (81 percent versus 73 percent) use the Internet. However, the differences in access between various demographic groups are narrowing, in some cases quite dramatically. For example, of the 36 percent that began using the Internet in the last year, 63 percent are women.


"The trends in Minnesota mirror what's happening nationally," says Childers. "The gaps are closing. Four or five years ago, you had to be computer-savvy to navigate the Web. Today, it's much more user-friendly, with browsers that are easy to understand." In addition to location and gender, the survey shows increasing numbers in a wider variety of age groups and educational background.

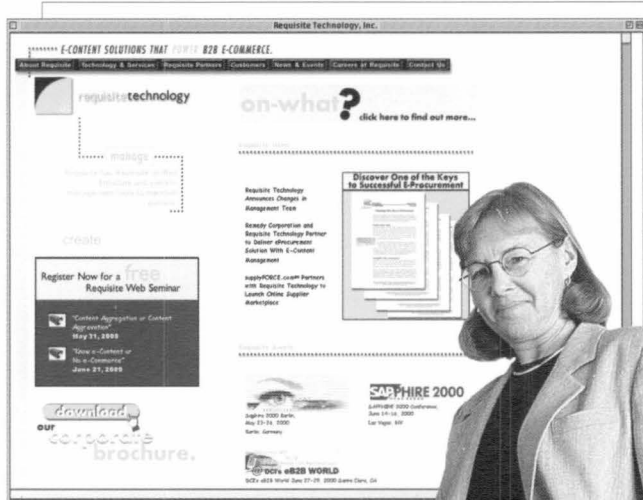


Les Wanninger,
Information and
Decision Sciences
faculty member

"Most importantly, the Web's orientation has changed from being technology-driven to solutions-driven," says Childers. "The content is more diverse, more in depth, easier to find, and more usable. The most frequent use is e-mail, but increasing numbers of people are using the Internet to find information on, for example, medical and financial issues."

The survey also tracked on-line purchasing, finding 36 percent of Minnesotans with Internet access have purchased online. The most frequent purchases are books or magazines (43 percent), travel arrangements (41 percent), computer software (29 percent), and clothing or shoes (25 percent). Using survey results on dollars spent per respondent, it is estimated Minnesotans spent \$243 million shopping on-line in 1999.

The E-Commerce Report can be accessed on the Carlson School's Web page at: www.csom.umn.edu 



Barbara Mowry, '75 MBA, president and CEO of Requisite Technologies, Inc. provides electronic catalog management so companies are effective and efficient.

Photo by Steve Groer, Denver Mountain News



"For example, Hormel Foods, one of Requisite's customers, has hundreds of suppliers from which it purchases everything from office supplies to the raw goods it uses to make hot dogs," says Mowry. "Hormel has implemented an e-purchasing or eB-procurement application that allows employees to go to an internal Web site and purchase everything they need, eliminating the need for paper requests, invoicing, and approvals." Employees use a "finding engine" developed by Requisite to describe and locate what they need. "The system allows the purchasing department to have more control and to enforce the lowest negotiated prices they have with suppliers," says Mowry. "It's effective and efficient."

Prakash Puram, '81 MBA, president and CEO of iXmatch.com, is also focused on efficiency. Puram joined the start-up in November 1999; his wife, Kamala Puram, '83 MBA, is one of the co-founders. The company is building an Internet-based software matching engine.

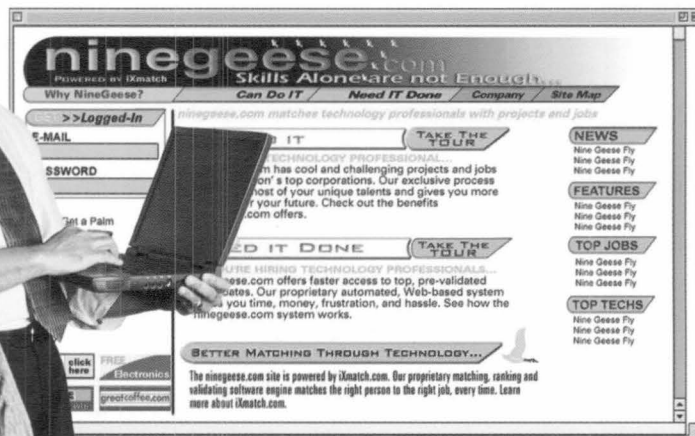
"It will match the right person with the right job," says Puram. "Our customers will be primarily established businesses with large numbers of employees and great depth of knowledge and experience in a specific area, such as tax, finance, law, or technology. For example, if a person

calls American Express looking for a financial advisor, the engine could locate someone by location and area of expertise. Or, a small business looking for a tax attorney could search by hourly rate."

The software tool kit can also save time and money for company job-boards and newspapers. "People could go to an on-line job board at a company like Target, enter some information about themselves, and get back a list of potential positions," says Puram. "For newspapers, the engine could be used to match applications to job ads by ferreting out applications that don't match and ranking those that do."

According to Mowry, Net marketplaces are one of the "hot new areas" in B2B. "This is a new Internet business model that has taken off in the past year," says Mowry. "Net marketplaces are business-to-business Internet exchanges that bring together buyers and sellers in a particular industry. One of our customers is in the energy industry, but there are Net marketplaces in every industry imaginable—from chemicals to automotive to agriculture."

One sector which has not rushed on-line is health care—but the potential to revolutionize the industry is there. "E-health is a chaotic, evolving industry," says Mary Miller, '99 MBA, who works as a public relations manager at WellMed, an on-line health service headquartered in Portland, Oregon. "In many instances, we cannot benchmark ourselves to competitors when making strategic decisions, because we are developing new solutions for companies."



iXmatch.com co-founders Prakesh Puram, '81 MBA, and Kamala Puram, '83 MBA, through their Internet-based software matching engine are matching the right person with the right job.

Photo by Tara Pattay



E-health is a chaotic, evolving industry according to Mary Miller, '99 MBA, who works for WellMed, an on-line health service for companies.

WellMed provides medical news and education, and helps consumers keep track of medical records, insurance claims and bills. There is no cost for consumers; employers and insurance companies provide WellMed with some of its revenue. "Since we are a B2B company, it is important to follow through on promises to companies using our products and set realistic timelines and expectations for them," says Miller. "Credibility in this industry—from providing clinically accurate information to upholding security and privacy standards—is of utmost importance."

While there are some concerns about security, privacy, and the ability of the Internet to handle the increased traffic, experts say the future of e-commerce is in B2B. "Most companies in most industries can use the Internet in some way to improve the relationships they have with their customers or business partners, market themselves in new ways, and automate or optimize their business practices," says Mowry. "If companies are not implementing an Internet strategy or planning one, it's a pretty good bet their competitors are." 🌐

MBA E-Business Concentration in Fall 2000



Rob Kauffman,
associate professor
of Information and
Decision Sciences

This fall, e-business will become an MBA concentration at the Carlson School, with a new e-business core course, a number of interdisciplinary and industry-related electives, and the option of a practicum, or field project.

"We've been offering courses on e-business within some disciplines, such as marketing and decision sciences, for some time," says Rob Kauffman, associate professor of Information and Decision Sciences.

"But the full-fledged concentration in e-business is more responsive to the needs of current and prospective MBA students and recruiting businesses."

Kauffman and Terry Childers, professor of Marketing and Logistics Management, are co-chairs of a task force appointed by Dean David Kidwell to develop the e-business concentration and to make recommendations on e-business issues. "The e-business concentration is not intended to be a 'tech' program, but rather an interdisciplinary approach that will complement—not take the place of—the student's discipline, whether it be marketing, operations, information and decision sciences, strategic management or entrepreneurship," says Kauffman. "We want to give graduates the depth needed for the marketplace."

"E-business is actually a more descriptive term than e-commerce," says Kauffman. "It reflects the notion that we are dealing not just with the Internet-only companies, but also with large, established companies and business-to-business ventures."

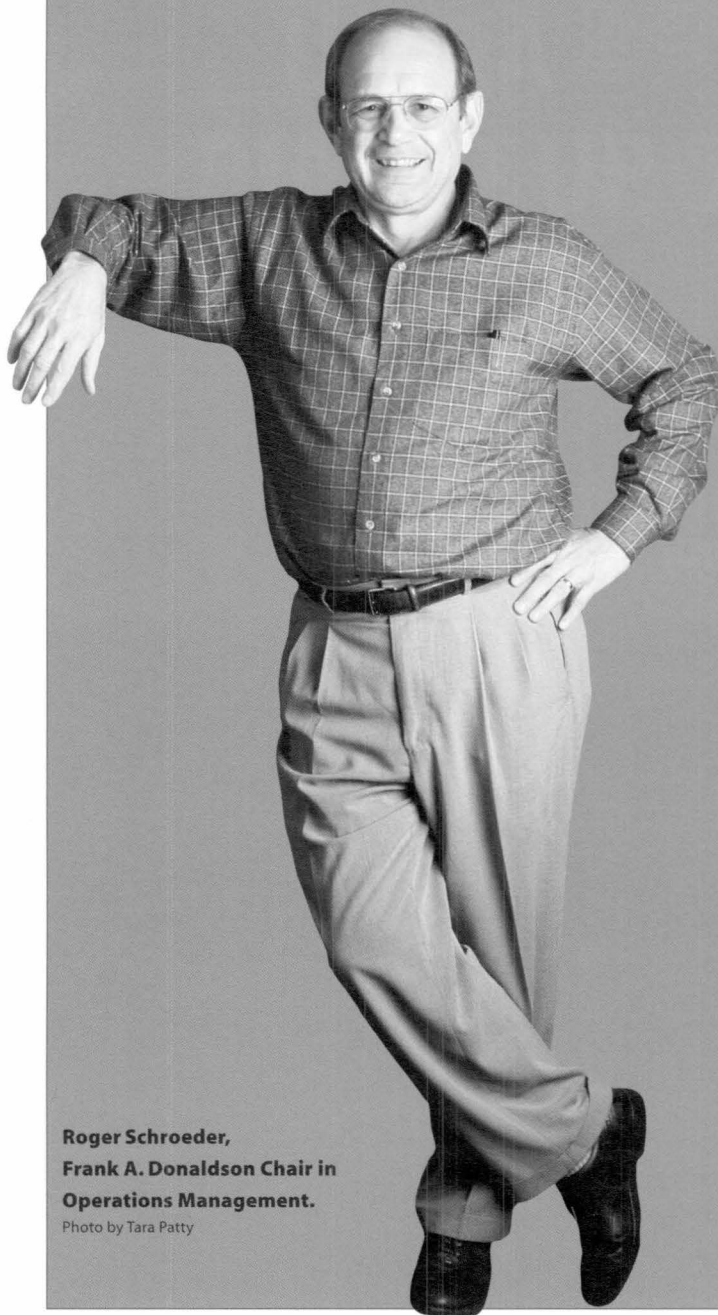
Kauffman estimates that 65 to 70 percent of the content of the courses in the e-business concentration will be new. Day MBA students can select e-business as a primary or secondary concentration; evening MBA students have the option of a secondary concentration. All students will be strongly encouraged to also take a discipline-based primary or secondary concentration. The e-business concentration will include an e-business core course to provide a foundation on the basics of technologies, issues and developments. A number of electives will be offered, some focused on strategic industries, such as financial services, healthcare, and dot-coms. Other electives will be interdisciplinary, focusing on management and strategy skills for the Internet economy. An e-business practicum will be available for Day MBA students.

Looking beyond the MBA concentration, the Carlson School hopes to explore the strategic links within the University of Minnesota to develop new e-business programs, perhaps with the law school, the medical school or the journalism school. "I can foresee the Carlson School becoming a mecca for e-business," says Kauffman. 🌐

Faculty Focus

Total Quality Management: Examining the Culture of Teaching

How to improve education is an ongoing debate among parents, education professionals, government and communities. "There are a lot of failed reforms," says Roger Schroeder, the Frank A. Donaldson Chair in Operations Management. "Lots of 'fads of the month.' People get cynical about the possibility of change and improvement."



Roger Schroeder,
Frank A. Donaldson Chair in
Operations Management.

Photo by Tara Patty


Schroeder is part of a project research team studying total quality management (TQM) in high schools. The team, which is in the third year of a three-year National Science Foundation grant, represents both the business and education sectors: Schroeder and John Mauriel of the Carlson School; Karen Louis and Deb Ingram, University of Minnesota's College of Education; Roger Jenni, Northfield Schools/University of Minnesota; Michelle Bauerly Kopel, University of Minnesota; and James Detert, Harvard University.

The team has done two surveys and several interviews on quality practices and the organizational culture for quality improvement. The project looks at how schools are implementing TQM and focuses on high schools known for their successes. Partner schools include the St. Paul District and Rochester's Lourdes in Minnesota, as well as schools in North Carolina, Texas, Iowa, Wisconsin, Illinois and Pennsylvania.

"We found that, in fact, TQM wasn't working very well in all areas of schools," says Schroeder. "It was working in administration and in the support and maintenance departments. But not in the classrooms. The problem isn't that the teaching is poor—it's that the related systems and processes need improvement. With teaching, TQM wasn't working as it does in industry. And we asked why."

This question led the team to focus on the organizational culture of teaching. "From a TQM perspective, teaching is very different," says Schroeder. "We're dealing with a group of professionals. Also, teachers are somewhat isolated, spending much time on their own in the classroom. Company workers, on the other hand, tend to be much more 'out in the open' and have more interaction with each other."

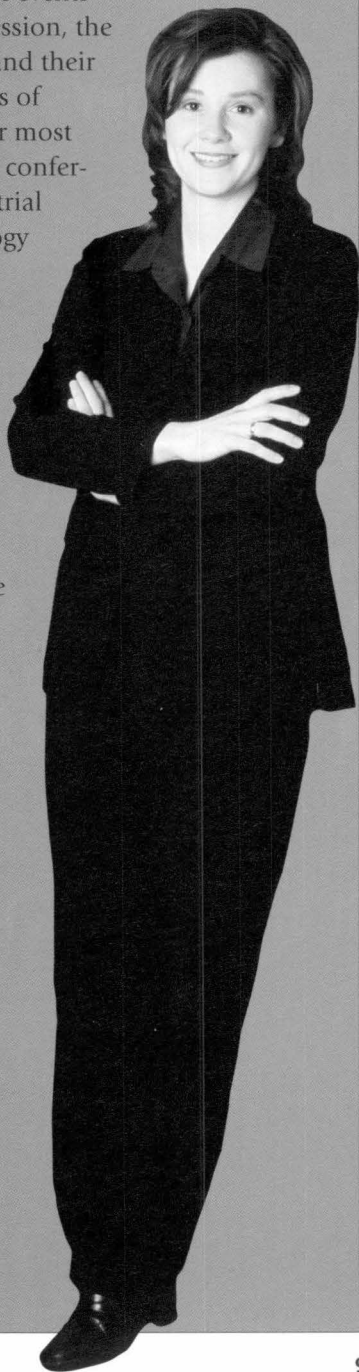
Another contrast is that, in industry, people generally believe quality can improve within existing resources. On the other hand, school teachers believe they are doing the best they can and to improve, they need more resources.

Teachers are very interested in examining their culture, according to Schroeder. "We're examining the values, not just the systems," he says. "Before you can change practices, you have to change beliefs and attitudes." 

Workplace Aggression: Exploring the Emotions Behind the Incidents

The increasing number of incidents of workplace violence—and the media attention they attract—has led organizations and researchers to more closely examine the phenomena of workplace aggression and begin to develop strategies to prevent it. Theresa Glomb, assistant professor of Human Resources and Industrial Relations, is exploring the specific events that precede workplace aggression, the characteristics of aggressors and their targets, and the consequences of aggression. She presented her most recent findings at the annual conference of the Society for Industrial and Organizational Psychology in New Orleans in April.

Glomb points out that “aggression” is a broad term. “While the media stories of workers killing coworkers or managers are certainly terrible, they are a small number, around 100 people per year, of workplace killings,” she says. “Most workplace killings are by strangers during criminal acts. However, the extreme cases do point to the need to look at what precedes the event. What are the less serious, but far more numerous, acts of aggression that are committed, and what emotions precipitated those acts?” Glomb uses a definition of aggression that includes such behavior as



Theresa Glomb, assistant professor of Human Resources and Industrial Relations.

Photo by Tara Patty

shouting and angry gestures as well as spreading rumors and sabotaging others' work. “Virtually everyone I've interviewed is able to recall being the aggressor or the target of aggression at work,” she says.

Antecedents to incidents of aggression include some related to the organization, such as job stress, perceived organizational injustice, and job conflicts such as a coworker not pulling his/her weight. Glomb also looks at individual factors, such as the hostile personality or quick temper and the perception that anger can be useful.

Glomb's research focuses on gathering data on the specific, emotion-eliciting events that precede aggression and the outcomes. “This is a new area of research,” she says. “Organizations were previously thought of as nonemotional places, but now we see that isn't true—the idea of emotional intelligence, for example, is just taking hold. Aggression at the workplace should be seen as an emotional response.”

Technology is making data collection on emotional experiences in organizations easier. “Emotions are slippery and people's recall is limited,” she says. “In a current study I'm working on, we've given employees palm pilots so that they can immediately record events and feelings.”

A related area of interest for Glomb is “emotional labor.” “There are certain jobs that require the expression of a particular emotion,” explains Glomb. “Think of flight attendants or nurses and other health care workers. It can be difficult to express the needed emotion when you feel otherwise—this adds additional stress to the job and could explain some of the high burn-out and eventual turnover.”

“Because we are moving to a service economy, the need to manage emotions is becoming more important,” says Glomb. “Companies need to see employees as individuals with emotions, and to understand that managing emotions is stressful and can affect performance and lead to burn-out and turnover.” ☀

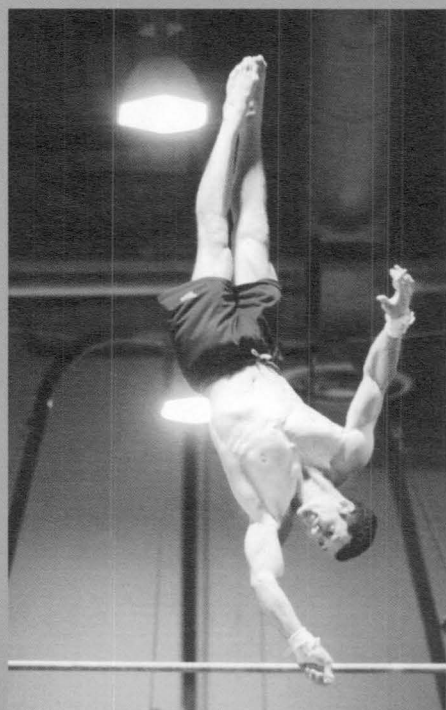
Alumni Connection

Setting Their Sights on Sydney

Two Carlson School Alums Hope to Represent the U.S. at the 2000 Olympics on September

John Roethlisberger, '94 BSB Gymnastics

John Roethlisberger doesn't believe in putting all his eggs in one basket. That's why the world-class gymnast combined a grueling training schedule as a University of Minnesota athlete with not one, but two, majors at the Carlson School "I got my first degree in international business,



John Roethlisberger, '94 BSB

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partly because I was doing a lot of travel for meets and found it interesting," says Roethlisberger. "Later, I went back and took a class or two at a time to add a finance major. I wanted a good degree to fall back on when I

finished with gymnastics."

Which hasn't happened yet. Roethlisberger is setting his sights on a third Olympic appearance. He first competed in Barcelona in 1992, and four years later finished 7th in the individual all-around in Atlanta. After the Olympics, he had planned to retire from gymnastics, start a career, and get married.

He married his wife, Kelly, in 1997, but he wasn't ready to leave gymnastics. He set his sights on Sydney. His plans were almost derailed when he injured his knee at the U.S. national championships in 1998, but he has since made a comeback. Last fall, he finished second in the U.S. national championships, then made the U.S. world championship team, which competed in China in October. The team finished 6th with Roethlisberger placing 11th in the pommel horse, his highest finish.

"Next up is the Pacific Alliance meet in New Zealand," says Roethlisberger, who trains at the University of Minnesota with the Gopher team. "It's not a big meet, but China, Japan and Korea will be there—teams that have beaten us before. It'll be good preparation for the Olympics." This summer Roethlisberger faces the U.S. championships in July and final Olympics trials in August. "These two meets determine who's going to Sydney in September," says Roethlisberger.

Roethlisberger doesn't have specific plans after the Olympics. He plans to take time to decide what he wants to do with his experience and degrees. "I have some ideas, but first I want to 'feel the water,'" he says.

Brandon Paulson, '98 BSB Wrestling

Brandon Paulson has been doing a lot of training and traveling in his



Brandon Paulson, '98 BSB

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quest to represent the U.S. at the 2000 Olympics in Sydney, Australia. The wrestler, who won a silver medal at the 1996 Games, recently returned from tournaments in Italy and Uzbekistan. "It's a tough schedule," says Paulson. "It took a few days just to get to Uzbekistan."

But tough schedules are nothing new for Paulson. He completed his management degree with an emphasis in finance at the Carlson School while competing for the University of Minnesota. "My emphasis was always on school," he says. "I wanted to graduate with good grades and have a future." For that reason, Paulson took a year off from his studies in 1995-96 to prepare for Atlanta.

According to Paulson, his athletic training has helped him in his academic career and vice versa. "Both require focus and discipline," says Paulson. "You have to set goals—long-term and short-term. I tried to learn something new every day, both on the mat and in classes. And you have to be prepared—for matches and for tests. Finally, I think it helps to be competitive—I wanted to win matches and I wanted to get As." After graduating from the Carlson School, Paulson worked buying mortgages before deciding to try again for the Olympic team.

Only 22 nations can qualify for each of the eight wrestling weights, and the U.S. has yet to qualify at Paulson's weight. Upcoming meets include U.S. nationals at Las Vegas and the Pan Am Games in Columbia. Final U.S. Olympic Trials are scheduled for June.

As if Paulson didn't have enough to do, he's also busy spending time with his eight-month-old daughter, appropriately named Sydney. In addition, Paulson and his wife, Shelly, are expecting a second child.

After the Olympics, Paulson has no plans to take it easy. He'll be looking for a career in finance. "I'll be able to start with a fresh mind," he says. But for now, his mind is on mid-September for a couple of reasons. That's when the Olympics open in Sydney. It's also when Shelly is due to deliver.



Homecoming Reunion Weekend Mark Your Calendars! Volunteers Needed!

Mark your calendars for the first annual Carlson School reunion weekend. During Homecoming weekend, October 27 and 28, we will celebrate Carlson School undergraduate and graduate class reunions from '50, '75, '80, '85, '90, and '95. Saturday, October 28, all reunion classes will enjoy a pancake breakfast and tours of the school before being shuttled to the Metrodome to watch the football game against the Northwestern Wildcats. Individual reunion activities for each reunion year also are being organized.

Planning committees are forming, and volunteers are needed! Help plan reunion events, call fellow classmates to encourage attendance, and assist with the reunion class gift campaign. The time commitment is two to three hours per month through October 2000.

Call Lori Bush, director of Alumni Relations at 612-625-1556 to learn more about Homecoming activities and how you can be involved. Catch the Homecoming spirit, join the fun, and reminisce with old friends.

Fall Semester Volunteer Opportunities

Our undergraduate program needs you. Two very important ways you can make a difference this Fall are to work as a mentor or become an undergraduate student reviewer.

Become an Undergraduate Mentor Alums, this is a great opportunity to share your career experience and expertise with a future business person. Typically mentors/mentees meet at least once per month through the academic year.

Review Undergraduate Student Presentations

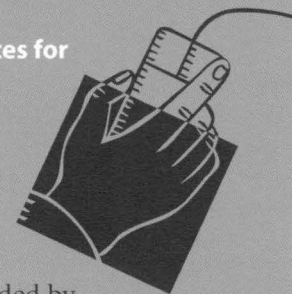
Undergraduate students are required to take Business Communication, which combines writing and speaking instruction. This course offers students the opportunity to develop and refine their communication skills while receiving feedback from business professionals. Reviewers critique student presentations during class one to two hours per semester. It's a great way for alumni and friends in the corporate community to give direct and meaningful evaluations to students.

For further information regarding either of these volunteer opportunities, please contact Sara Oxton, associate director of Alumni Relations at 612-626-7799.

Career Services for Alumni

There are a number of career services for alumni provided by the Carlson School Business Career Center (BCC). On-line access to job postings is available through the Carlson Automated Recruiting System (CARS). Alumni resumé's can be put on-line for companies and recruiters to view too.

For further information, visit our Website at www.csom.umn.edu and click on the 'career' button, or call the BCC office at 612-624-0011. ☎



Investing in People

Arthur R. Upgren Chair and Investment Management Established



Professor Arthur R. Upgren

When Herb Hanson, '49 BSB, thinks of former university professor Arthur Upgren, he recalls more than an excellent teacher. He remembers a mentor, an advocate and a friend.

"Arthur showed such interest in me, not just as a student but as a person," Hanson said of his former economics professor. "He was my teacher, my counselor and advisor, and he also helped me get my

first job after graduation. Arthur was accessible to students, and he helped personalize the learning experience for me and bring it to life."

To recognize Upgren's contributions permanently and to ensure the professor's legacy of involvement is carried forth for future generations of university students, Hanson recently established the Arthur R. Upgren Chair in Investment Management for the Carlson School.

"Establishing this chair seemed like the perfect way to recognize the professor who inspired me and the school that taught me so well," said the founder of Hanson Investment Management Company. Chair holders will be selected for, among other things, their innovative teaching techniques, use of experiential learning opportunities, and interaction with the business community. They are virtues for which Hanson remembers Upgren.

"Arthur's teaching really made the coursework less dismal—it came alive," Hanson recalled. "That's an important feature of this position. In my work on the advisory board of [the Carlson School's] Center for the Financial Services Industry, I've seen the value of real world teaching. This position will create even more such learning opportunities for students."

Hanson also sees the chair as a way for him to give back to the university.

"Today education is one of the largest challenges we face. I wanted to make a difference, to change things for the better and make sure opportunity exists in the future as it has in the past.

"Arthur made a lasting impact on me and many others at the Carlson School," Hanson said.

"When I run into other alums, so many of them recall Arthur and his dedication to making our education engaging and practical. I want to make sure that future generations of graduates can say the same thing when they recall their experience at the Carlson School. To do that would be the most fitting tribute to Arthur."

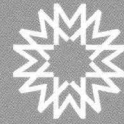
Hanson's gift is in the form of a \$1.25 million charitable remainder trust (CRT). The trust fund provides the donor with income for the rest of his or her life and an income tax deduction when the trust is established. As the fund's beneficiary, the Carlson School inherits the fund upon the donor's passing. Such trusts are increasingly popular among friends and alumni of the university and the Carlson School. Hanson also has committed a significant portion of his estate in his will to the school.

Alumni and friends interested in helping recruit or retain top faculty members through a CRT, will or other gifts should contact Chris Mayr, the Carlson School's director of development, at 612-624-4193 or cmayr@csom.umn.edu



Investing in People and Programs Bar and Herb Hansen, '49 BSB, were recently recognized for their gift to establish the Arthur R. Upgren Chair in Investment Management at the Carlson School.

and Programs



CAMPAIGN MINNESOTA
UNIVERSITY OF MINNESOTA

Gift to Financial Markets Lab Moves Program Forward

When students in the Carlson School's Financial Markets Lab need information to make important financial decisions, they're at no disadvantage to the nation's top brokers.

Thanks to Bruce Anderson, '63 BSB, the school's finance students have access to the same expert data and analysis as brokers in downtown Minneapolis or on Wall Street. Anderson has provided the lab with the comprehensive global information resources of Bridge Information Systems and the technology to access it.

Anderson, a successful entrepreneur and private equity investor, is a managing partner in Welsh, Carson, Anderson & Stowe, an investment partnership that has Bridge among its holdings. He has served on the Carlson School's Board of Overseers for three years and also provides counsel to both Carlson School Dean David Kidwell and University President Mark Yudof.

"In my work with the school, I have observed that it is necessary for finance students to have the most current technology possible," Anderson said. "Now, when they get in a real-life situation, it will be less difficult to grasp, and more importantly, will give them a leg up on others."

"Asset management is growing at a very rapid rate today and will continue to do so," observed Anderson. "It's an area of expertise the Carlson School can play upon and become a leader in this field. We did what we should to help move the program along."

The gift to the Carlson School includes not only the subscription to Bridge Information Systems, but also the computer equipment necessary to use the system, including computer terminals and communication lines.


The new resources benefit students in the Financial Markets Lab and the Carlson School in general, said second-year MBA student Matt Dudley, one of the managers of the Golden Gopher Growth Fund. "The ticker feed and the walk-up terminal outside the lab draw a lot of attention—the terminal is used at least 100 times a day.



Students access financial data provided by Bridge Information Systems at the public trading information station gifted by American Express Financial Advisors.

"Inside the lab, we now have access to one of the leading services for market information," Dudley explained. "It's a powerful tool that we use to track our portfolio and analyze companies we're thinking of covering. Bridge makes our job easier, our work more thorough, and our experience completely realistic."

"I'm glad we could help as much as we did," said Anderson. "But the people who put up the money for the Center for the Financial Services Industry, the fund, and the people supervising the fund's performance are just as involved and valuable, if not more so."

"The program is becoming a very strong part of the Carlson School, and it can only grow from here." 

Your gifts are important to the future of the Carlson School. Contrary to what many believe, less than 25 percent of our budget, \$10.5 million of the \$45.1 million, is supported by State dollars. Please invest in people and programs of the Carlson School. Your support makes a difference.

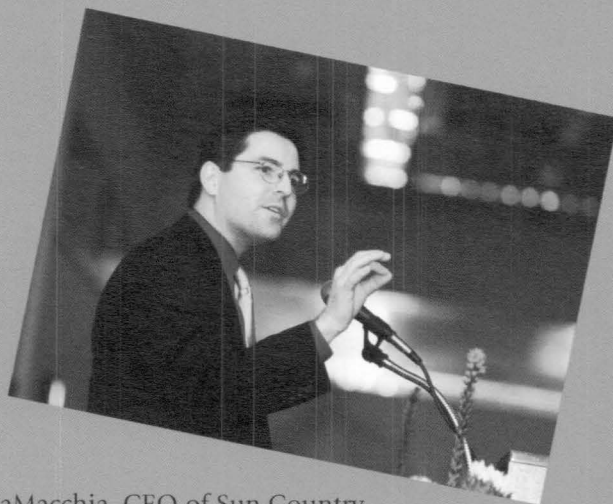
Snapshots

Photos by Jim Hansen

Business Day – Entrepreneurship and Innovation



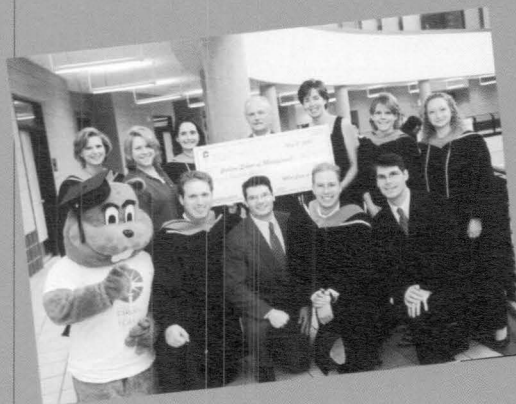
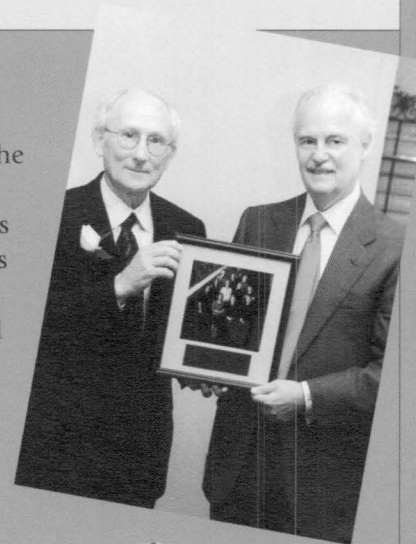
Participants in the Business Day panel discussion (from left to right): Robert Arnold, TeeMaster.com; Mary Anne Kowalski, Kowalski's Market; Mandy Fink, Northwestern Mutual Life; John Puckett, Caribou Coffee; and Chris Anderson, CommUnique Companies.



Bill LaMacchia, CEO of Sun Country Airlines, delivered the keynote address at the 40th annual Carlson School Business Day dinner.

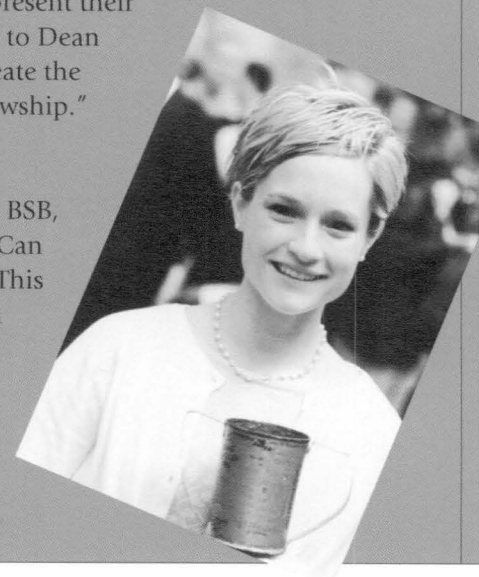
Commencement 2000 May 14, 2000

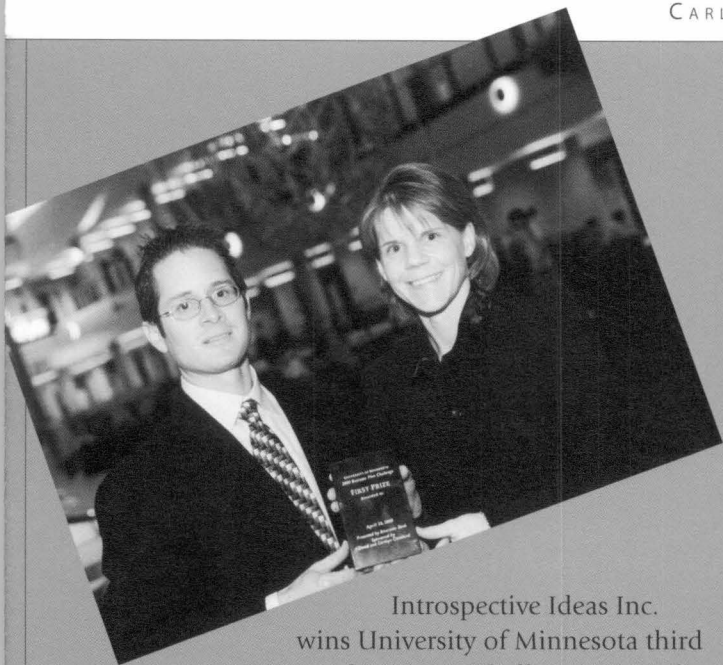
Lee Kopp, '56 BSB, gave the commencement address, "From North Minneapolis to Wall Street." Pictured is Kopp receiving a plaque from Dean David Kidwell. The plaque pictures class of 2000 Kopp Scholarship recipients.



Goldy Gopher and members of the MBA class of 2000 present their class gift of \$23,000 to Dean David Kidwell to create the "Class of 2000 Fellowship."

Kristine Seghers, '00 BSB, accepts the Tomato Can Loving Cup Award. This award is the Carlson School's highest honor given to an undergraduate for distinctive service to the school.





Introspective Ideas Inc. wins University of Minnesota third annual Business Challenge in April. Winners from left to right are Scott Hayden and Kathy Tune, '00 MBA. Team member Dan Wolters is not pictured.

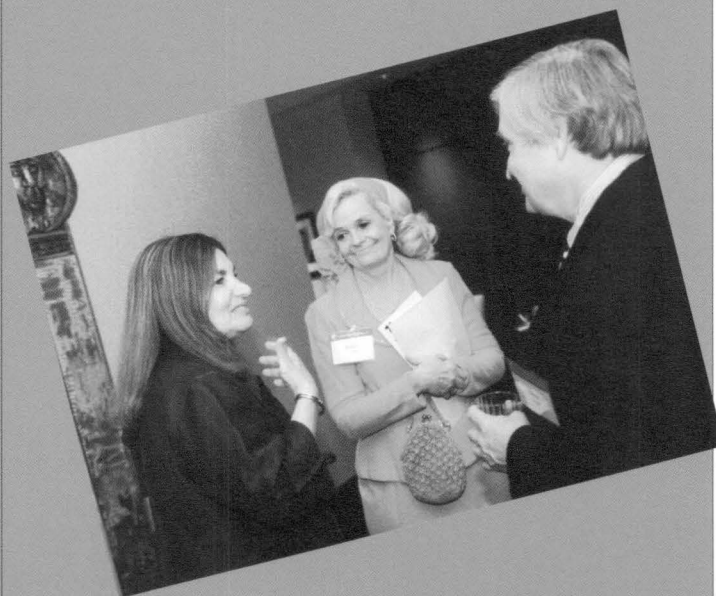


In May, MBA students from the class of 1995 gathered for their five-year reunion.



Members of the undergraduate entrepreneur club, present Floyd Adelman, '00 BSB, with the Carlson School's first entrepreneurial bachelor degree.

Knowing Adelman's studies were interrupted in 1967, the club nominated him to receive this degree in recognition of his lifetime achievements as an entrepreneur.



Artist Evelyn Rosenberg talks with Barbara Carlson Gage and Skip Gage at Big Bold Blast in May. The event featured the Carlson School's latest art installations, and recognized donors and artists.

Upcoming Events

Here's a sampling of events alumni and friends are welcome to attend.

JULY

Friday, July 7

First Friday

MBA Alumni Networking/Happy Hour
O'Gara's Bar & Grill, 164 South Snelling Avenue, St. Paul, 5:30-7:30 p.m.,
Call 612-625-8308

July 11 (*2nd Tuesday)

FIRST TUESDAY

Roy Wetterstrom, '86 BSB,
CEO of Plural Inc.
Radisson Hotel Metrodome,
11:30 a.m.-1:00 p.m.
RSVP: 612-624-6374

AUGUST

August 1

FIRST TUESDAY

Tom Mason, Editor and Publisher,
Twin City Business Monthly
Radisson Hotel Metrodome,
11:30 a.m.-1:00 p.m.
Call 612-624-6374

Friday, August 4

First Friday

MBA Alumni Networking/Happy Hour
Famous Dave's, 3001 Hennepin Avenue South, Uptown Minneapolis
5:30-7:30 p.m., Call 612-625-8308

Friday, August 11

Carlson School Day at Canterbury Park for alumni, faculty, staff and friends. 6:00-9:00 p.m.
Hosted by Curt Sampson, '55 BSB
Call 612-626-9635

SEPTEMBER

Friday, September 1

First Friday

MBA Alumni Networking/Happy Hour
Grumpy's, 1111 Washington Avenue,
Minneapolis, 5:30-7:30 p.m.,
Call 612-625-8308

September 5

FIRST TUESDAY

Ann Rockler Jackson
CEO of Rockler Companies Inc.
Radisson Hotel Metrodome,
11:30 a.m.-1:00 p.m.
Call 612-624-6374

September 5

First Day of Classes!

OCTOBER

October 3

FIRST TUESDAY

Janet Dolan, President and CEO,
Tennant Company
Radisson Hotel Metrodome,
11:30 a.m.-1:00 p.m.
Call 612-624-6374

Friday, October 6

MBA Alumni Networking/Happy Hour
Gasthof zur Gemutlichkeit
2300 University Avenue N.E.,
Minneapolis, 5:30-7:30 p.m.,
Call 612-625-8308

Thursday-Saturday, October 12-14

e-Commerce & Healthcare Web Conference
Presented by the Carlson School
Masters in Healthcare Administration
(MHA) Alumni Association/Foundation
Regal Hotel in downtown Minneapolis
Information: www.csom.umn.edu/mhaalumni/
Call 612-625-1321

Friday - Saturday, Oct 27-28

Homecoming Reunion Weekend 2000

Saturday football game vs.
Northwestern Wildcats.
Reunions for Carlson School classes
of '50, '75, '80, '85, '90, and '95
Reunion Committee Volunteers
Needed!
Call 612-625-7309

Friday - Saturday, Oct 27-28

HR TOMORROW, a national
conference for HR professionals in
Minneapolis. Featuring keynotes and
breakout sessions from industry
leaders around the country.
Hosted by the Carlson School
Industrial Relations Center.
Open to Carlson School alumni
and friends.
Information: www.hrtomorrow.com
Call 612-624-2500

NOVEMBER

Saturday-Sunday, November 4-5

Graduate Women in Business (GWIB)
National Conference.
Carlson School GWIB chapter will
host the national conference this year.
Call 612-624-0006 ☎

Class Notes

1930s

Alan K. Ruvelson '36 BSB, was one of the "founding father's of venture capital" as pointed out in a recent *New York Times* article. After graduating from the University of Minnesota, he joined his father in the diamond business. Shortly thereafter, he began campaigning for Dwight D. Eisenhower, where his loyalty was rewarded with an appointment as a regional field officer for the newly created Small Business Administration.

Ruvelson's pioneer spirit came through in 1959 when he started First Midwest Capital in St. Paul. The company came as a result of the Small Business Investment Companies government program of which First Midwest Capital was the first of its kind. He made the first investment under the program in the Pride Seed Company and later went on to make the first investment in a computer software company, Comserv, Inc. Living in St. Paul, he continues to consult and foster growth around the Twin Cities.

Robert Watson, '39 BSB, worked for The Pillsbury Company for 25 years before starting his own executive search firm, Balch & Watson. Now retired from Balch & Watson, he continues to act as a consultant for National Computer Systems.

1940s

Martha A. Webster, '48 BSB, works at the Minnesota Department of Economic Security. She resides in Rochester, Minnesota.

Vi Stoia, '49 BSB, is a consultant for Northwestern Mutual Life Insurance in Aberdeen, South Dakota. He received the Excellence in Economic Development Award from the Governor's Office of Economic Development for his extensive efforts in the Aberdeen economic community.

1950s

Lee Bearmon, '55 BSB, has practiced law for over 40 years, and recently became counsel to the law firm of Briggs and Morgan in Minneapolis. Bearmon lives in Plymouth, Minnesota.

1960s

Ronald Peterson, '60 BSB, is the president of Three Arrows Capital Corporation, a Washington D.C. area investment banking firm. Peterson also has written a book titled "A Biblical Guide to Your Investments and Wealth."

John Bohach, '65 BSB, was appointed vice president of licensing for Toy Biz, a division of Marvel Enterprises, Inc. Previously he was the vice president of marketing for the Huntington Learning Center.

Thomas C. Malia, '68 BSB, works at U.S. Bancorp of Chicago. He lives in Barrington, Illinois.

Jeffrey Scott, '68 BSB, is a manager at Graco, Inc. in Minneapolis. He and his wife Mary live in Eden Prairie, Minnesota.

Frank Abramson, '69 BSB, formerly of Lapp, Laurie, Libra, Abramson & Thomson, Chtd., started his own practice, Frank Abramson Attorney at Law, in Minneapolis. Abramson specializes in alternative dispute resolution.

Sandford T. Waddell, '69 MBA, has accepted the position of chief financial officer for Vsource, Inc. Waddell, and his wife Madeleine, reside in Ventura, California where he is the Commissioner of the Ventura Port District, and a member of the Ventura East Rotary Club and the Los Angeles Chapter of Financial Executives Institute.

1970s

Howard Liszt, '70 MBA, was named a senior fellow at the University of Minnesota School of Journalism and Mass Communication. He lives in Hopkins, Minnesota.

David Price, '70 BSB, was named manager of engineering for quality and purchase groups at Dalsin Industries, Inc. He lives in Edina, Minnesota.

John Newstrom, '71 Ph.D., is a professor of management at the University of Minnesota, Duluth. Recently he won two distinguished awards: Outstanding Faculty Advisor (1999), and the Horace T. Morse Alumni Award (2000) for outstanding contributions to undergraduate education.

Stephen J. Guy, '72 BSB, is the new regional vice president of the Specialty Finance Group at 1st Source Bank.

Tim McKeever, '72 BSB, works for Deloitte and Touche and recently took a three-year assignment in Seoul, South Korea.

Tim Hanson, '73 MHA, is the president and CEO of HealthEast Hospital. He lives in Mendota Heights, Minnesota.

Barbara Mowry, '75 MBA, received a Women Leadership award from the Student Women in Business Club at the University of Michigan. She is the president and CEO of Requisite Technologies, Inc.

David Feste, '76 BSB, was appointed chief financial officer and treasurer for Cima Labs, Inc. in Minneapolis. He also lives in Minneapolis.

Jeffrey M. Swanson, '76 BSB, has been appointed president of MicroAge Technology Services, a leading infrastructure and e-business services provider. MicroAge Technology Services is a division of MicroAge Inc., based in Tempe, Arizona.

Dale D. Johnson, '77 BSB, was promoted to president and chief operations officer of Graco Incorporated. He lives in Shoreview, Minnesota.

John Picek, '77 BSB, was named vice president and controller at Alliant Techsystems. He lives in Plymouth, Minnesota.

Ron Davis, '78 BSB, is now the vice president of sales and field operations at Peerless Systems Corporation. He lives in Hermosa Beach, California.

James M. Froisland, '78 MBA, has left his position as vice president and corporate controller at Anixter International Inc., and has been appointed vice president and chief financial officer of Burns International Services Corporation out of Chicago.

Andrew Johnson, '78 BSB, was promoted to executive vice president of Fingerhut Inc., where he holds the position of president of e-commerce. Johnson is also on the board of directors for Point Cloud, Inc., Privateaccounts.com, and Hand Technologies. He lives in Minnetonka, Minnesota.

Tim Long, '78 BSB, lives in Columbus, Ohio, where he is a managing director and the manager of the Public Sector Division Structure and Finance Group for McDonald Investments Inc.

Alan Dubinsky, '79 Ph.D., is a VISTA volunteer coordinating efforts for the America Reads Challenge in nine St. Paul elementary schools. The program is designed to link adult volunteers with second and third graders in order to improve their reading skills. He currently lives in Minneapolis.

Catherine Mathis, '79 MBA, was promoted at the New York Times Company from director of investor relations to vice president of corporate communications. Mathis is the president of the National Investor Relations Institute, New York Chapter and serves as a trustee for the Craftsman Farms Foundation.

1980s

Bill Nymark, '80 BSB, lives in Chicago, Illinois where he manages the Oakmark Fund for Harris Associates, LP. Nymark holds the distinction of Chartered Financial Analyst.

William Tanner, '80 MBA, was appointed chief financial officer of Fourthchannel Incorporated. He lives in Columbus, Ohio.

Jim Abrahamson, '81 BSB, was named president and chief operating officer of Baymont Inns and Suites,

owned by the Marcus Corporation headquartered in Milwaukee, Wisconsin. Abrahamson is a veteran of the hotel and entertainment industry serving as vice chairman of the American Hotel & Motel Association's Council of Inns and Suites and as a member of the Urban Land Institute Hotel Council.

Jeffrey A. Mattson, '81 BSB, was appointed vice president and general manager of resale services at Norstan, Inc. Previously he was vice president and general manager of financial services at Norstan, Inc.

Bentley Patterson, '81 MBA, is the global alliance manager for PricewaterhouseCoopers, LLP. Patterson resides in Fort Collins, Colorado.

Prakash Puram, '81 MBA, was named president and chief executive officer of iXmatch.com. He lives in Edina, Minnesota.

David Reynolds-Gooch, '81 MBA, left 3M to become the sales and marketing vice president at ZH Computer. He lives in North Oaks, Minnesota.

Patrick M. Johnson, '82 MBA, was named central region professional services director at Exodus Communications Inc. He is based in Chicago and resides in Palatine, Illinois.

Tore Nelson, '82 BSB, was named the chief marketing officer for Video Networks, Inc., in Atlanta, Georgia. He lives in Alpharetta, Georgia.

Thomas Staggs, '82 BSB, was promoted to senior executive vice president of The Walt Disney Company.

Carol E. Cummings, '83 MBA, lives in Minneapolis. She is a practice group manager for Dorsey & Whitney LLP.

Kenneth Dzugan, '83 MBA, is the chairman of 21northmain.com, an Internet book dealer specializing in rare and out of print books.

Diane Emerson, '83 MBA, is the managing director for Diane Emerson Ltd. She invites her fellow classmates to visit her in her home in Auckland, New Zealand before September 2001 when she will begin traveling the world by bicycle for several years.

Jeffrey B. Murphy, '83 BSB, has been promoted at RTW Inc. from controller to chief financial officer.

Paul R. Zeller, '83 BSB, has been named vice president and corporate controller of Imation Corporation in Oakdale, Minnesota.

Alan C. Roline, '84 MBA, was appointed chair of the department of accounting at the School of Business and Economics at the University of Minnesota, Duluth in February.

Mary Miller, '85 MBA, has been promoted to vice president of brand management at Best Buy, Inc. Miller joined Best Buy in 1998 as brand management director of strategic marketing. She currently resides in Minneapolis.

David Ewald, '86 MBA, is the president and chief executive officer of Ewald Consulting Group, Incorporated in Saint Paul, Minnesota.

William Scherer, '86 MBA, was promoted to vice president of industrial and automotive engineering at Graco Incorporated. He lives in Coon Rapids, Minnesota.

Richard D. Andrews, '87 BSB, is a reverend at St. George Greek Orthodox Church in St. Paul. He is in the midst of a \$365,000 building project and renovation for St. George.

Matthew Clysdale, '87 BSB, was promoted to president of The Maguire Agency, an insurance company in Roseville, Minnesota.

Lisa Ellram, '87 MBA, lives in Phoenix, Arizona where she is an associate professor at Arizona State University. Ellram was recently named to the board of advisors of Mindflow Technologies.

Michael Gray, '87 MBA, has been promoted to executive vice president of Martin Williams Advertising in Minneapolis, where he also lives.

Paul Laufer, '87 MBA, was named vice president of finance and corporate development for Aetrium Inc., headquartered in St. Paul. He is a certified public accountant and a chartered financial analyst living in Minneapolis.

Kathleen J. Nelson, '87 MBA, was promoted to partner at Silverman, Olsen, Thorvilson and Kaufmann. She lives in St. Louis Park, Minnesota.

Jeanne Parker, '87 CEMBA, is the human resource director for the Federal Savings Bank in Rochester, Minnesota.

Michael B. Lee, '88 Ph.D., has moved to the LG Executive office for Corporate Restructuring in Seoul, South Korea.

Charles Ness, '88 MBA, is currently the interim executive director for the Minnesota Rural Health Cooperative in Willmar, Minnesota. He lives in Cottonwood, Minnesota.

Jay C. Thomas, '88 BSB, started a new job as account executive at Tanaka Advertising. He lives in St. Paul, Minnesota.

Doug Dorow, '89 MBA, lives in Minneapolis where he is a development leader in brokerage technologies for American Express.

Gene Neshek, '89 MBA, is a project engineer for United Defense in Minneapolis. Currently, he resides in Brooklyn Park, Minnesota.

Renee (Noll) Nord, '89 MBA, is a product and brand manager for 3M Corporation in St. Paul. She resides in Apple Valley, Minnesota.

Jason Sunderland, '89 BSB, lives in New York City where he is the vice president of technology investment banking for Merrill Lynch & Co.

Jim Westerman, '89 MBA, is a business consultant for software sales at Firepond in Bloomington, Minnesota. He lives in Minneapolis.

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

1990s

Mark Henneman, '90 MBA, left his job at Advantus Capital Management and joined First American Asset Management, the investment management division of U.S. Bank, to head up its Mid Cap Value team.

Michael Miller, '90 MBA, is the founder of Hound Dog Products Inc., a lawn-and-garden-tools manufacturer in Edina, Minnesota.

Jeffrey Weltzin, '90 BSB, founded North American Milling Inc., in Denver, Colorado, which provides sales and marketing services for other companies. He and his wife Heather had their first child in May 2000.

Kirk Juergens, '91 BSB, was promoted to transportation manager at Donaldson Co., in Bloomington, Minnesota, where he also resides.

Shawn Mielke, '91 BSB, has been added to the T. Shipley Executive team as vice president of marketing. Mielke, formerly of SETA Corporation, will oversee all marketing efforts for the e-commerce company headquartered in Orlando, Florida.

Jodi Schade, '91 BSB, works in Kansas City, Missouri, as a brand merchandising manager for Hallmark Cards. She has been with the company for eight years, and previously held the positions of sales representative, national sales trainer, training manager, and regional sales manager.

Daniel Luitjens, '92 MBA, is a senior IS auditor for The Dial Corporation in Scottsdale, Arizona. He lives in Phoenix, Arizona.

Luis Machado, '92 MBA, lives in Sao Paulo, Brazil, and works as the vice president of marketing and sales for Global Dynamic Solutions Corporation.

Peter Morton, '92 MBA, suffered a spinal cord injury in 1995 that left him totally paralyzed. He has since started the Morton Cure Paralysis Fund raising over \$400,000 for SCI research. In addition, he started a consulting business in Minneapolis and worked to pass SCI research legislation.

Bruce Smith, '92 MBA, is a product manager for Metris Companies in St. Louis Park, Minnesota. He lives in Rockford, Minnesota.

Brandon Andersen, '93 BSB, is the director of finance and operations at The Washington Mint, LLC in Minneapolis, Minnesota. He lives in Plymouth, Minnesota.

Curtis Brock, '93 MBA, was promoted to vice president of internal audit and shared services at Alliant Techsystems (ATK) where he previously was director of internal audit. ATK is an aerospace and defense company that employs 5,500 people and is headquartered in Hopkins, Minnesota.

Hyong-Ki Hahm, '93 MBA, is the director of the human capital group for Watson Wyatt Worldwide in Seoul, South Korea.

Kevin Mulligan, '93 MBA, lives in Minneapolis, where he works as a senior consultant for CSC Consulting.

Jon Arfstrom, '94 BSB, is an equity research analyst at Dain Rauscher Wessels, which is a division of Dain Rauscher Incorporated.

John Berg, '94 MBA, works as a senior manager of product marketing for Digital River, Inc. in Eden Prairie, Minnesota. He lives in Roseville, Minnesota.

Celeste Daly, '94 MBA, is a law office administrator at Drummond, Woodsum & MacMahon in Portland, Maine. Currently, she lives in Auburn, Maine.

Scott Schuemann, '94 BSB, lives in Valley Park, Missouri, where he is a clinical sales representative for Ethicon, Inc.

Scott Singer, '94 MBA, while working in Europe for Medtronic as an infrastructure and operations manager, was promoted to infrastructure and operations director in Santa Rosa, California.

Lionel Coulomb, '95 MBA, lives and works in Minneapolis, Minnesota, and is the executive director of strategic market analysis and business at NRG Energy.

Jim Dahl, '95 BSB, is a senior pricing consultant for United Healthcare in Edina, Minnesota. Currently he lives in Maple Grove, Minnesota.

Allen Debes, '95 MBA, is the senior consultant of practice development at Solutions Consulting in Canonsburg, Pennsylvania. He and his wife have a child, Jake, and another is on the way.

Todd Dye, '95 MBA, resides in Eden Prairie, Minnesota, and works as a consultant for The Gecko Group.

Glenn Iverson, '95 MBA, is the senior financial analyst at US West in Denver, Colorado. He also lives in Denver.

Mitsuhiro Kodama, '95 MBA, is a tax consultant for Arthur Andersen Consulting in Seattle, Washington, after having been in Nashville, Tennessee for four years. He and his wife had their first son, Kazuki Alexander, in November 1998.

Patrick Maguire, '95 MBA, was appointed managing director for business operations outside Asia for Fourth Shift Asia Computer Corporation, Ltd., a subsidiary of Minneapolis-based Fourth Shift Corporation, an ERP solution applications provider.

Reginald Mitchell, '95 MBA, is an executive assistant to the provost at Florida A&M University in Tallahassee, Florida, where he also lives.

Mark T. Regal, '95 MBA, is a principal with Prudential Equity Ventures in Chicago, Illinois, where he focuses on creating customized private equity portfolios for institutions and high net worth investors.

Cary Robinson, '95 MBA, was promoted to securities analyst for American Express Co., where he covers telecommunication services and Internet sectors.

Colin Samuel, '95 MBA, is the chief operating officer of Mainland International Limited, a wholesale and retail supplier of construction and hardware products in Kingston, Jamaica. He lives in Miramar, Florida.

Eric Schaefer, '95 MBA, is the director of the strategic research initiative for VHA, Inc., in Edina, Minnesota. He lives in Minneapolis.

Randy Schwan, '95 MBA, is the director of marketing, community education and graphics services for Trinity Health in Minot, North Dakota, where he also lives.

Linda Tsai, '95 MBA, has decided to leave her job of three years at 3M and devote all of her time and energy to her new job of raising two children at home. Their second child is due in May 2000 and their first, Emma, will be 20 months old in May.

Deanna Tschida, '95 MBA, is the founder of Davco Technologies in St. Paul. She will be getting married in May 2000.

Paul Wright, '95 MBA, is a director of marketing for Warner Lambert in New Jersey. He and his wife Kim have two children, Hailey and Kenny.

Scott Burglechner, '96 MA-HRIR, has left his job at Andersen Consulting and took a new job at Best Buy Company. Recently he was promoted to director of New Business Operations. He lives in Minneapolis with his wife, Britt, who had their first child in April.

Ashok Dhariwal, '96 MBA, is a manager in the Retail Division of Arthur Andersen Business Consulting. He lives in Minneapolis.

Kevin Ehleringer, '96 BSB, accepted a position with Spectra Marketing as an on-site client service manager at Brown and Williamson Tobacco in

Louisville, Kentucky. Ehleringer will receive an MBA in the spring of 2001 from the University of Kentucky at Lexington.

Craig Flitner, '96 MBA, lives in San Diego, California, where he is a project manager for People Soft.

Jesse A. Herrera, '96 BSB, lives in Cambridge, Massachusetts, where he is currently pursuing an MBA from the Harvard Business School.

Chris Hiebert, '96 BSB, is a senior auditor for Wilkerson, Guthmann, and Johnson, Ltd. in St. Paul. He lives in Woodbury, Minnesota.

Mike Pohlen, '96 MBA, is an associate in mergers and acquisitions for U.S. Bancorp Piper Jaffray in Minneapolis. He lives in Plymouth, Minnesota.

James Potter, '96 BSB, makes his home in Chicago where he works as an experienced senior auditor for Arthur Andersen.

Greg Wagner, '96 MBA, is an account manager for AT&T Corporation in Morristown, New Jersey. He lives in Flemington, New Jersey.

Kari Wimmer, '96 BSB, is the senior financial analyst at Qwest Communications in Denver, Colorado. She lives in Highlands Ranch, Colorado.

Cheena Chandra, '97 MBA, is a management consultant at Cambridge Technology Partners in New York, New York, where she also lives.

Hong Chen, '97 MBA, is a production consultant for MicroStrategy in Charlotte, North Carolina. She also lives in Charlotte.

Cindy Cleath, '97 MBA, is a senior IT business analyst for Cargill Financial Services Corporation in Minnetonka, Minnesota. She lives in Maple Grove, Minnesota.

Web Site Link

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

Anthony Delmedico, '97 MBA, is a marketing manager for Ecolab headquartered in St. Paul, where he also resides.

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

Dean Halvorson, '97 MBA, is a senior financial analyst for Seagate Technology in Shakopee, Minnesota. He lives in St. Louis Park, Minnesota.

Kristine Hanson, '97 MBA, is the senior product manager at U.S. Bank in Minneapolis. She resides in Champlin, Minnesota.

Monte Johnson, '97 MBA, was named senior vice president of pro staff personnel services for iXmatch.com. He serves on the boards of the Indianhead Council of Boy Scouts of America, the Roseville Central Park Foundation, and the St. Paul Jaycees.

Christopher Jorgenson, '97 MBA, is a risk management analyst for Pacific Gas and Electric Company in San Francisco, California. He lives in Oakland, California.

David Kedrowski, '97 MBA, is a senior consultant at KPMG in Minneapolis. He currently resides in St. Louis Park, Minnesota.

Heather Lintner, '97 HRIR, joined PricewaterhouseCoopers LLP as a consultant. Lintner lives in Minneapolis.

Thomas Mayer, '97 MBA, is a partner at Capital Benefits Group in Minneapolis, Minnesota. He also lives in Minneapolis.

Jennifer Mukhtiar, '97 MBA, lives and works in Minneapolis, Minnesota, as the business financial analyst at Ceridian Employer Services.

Dale Nitschke, '97 MBA, is the president of Target Direct, which is a new business unit of Target Corporation. He lives in Edina, Minnesota.

Mark Perry, '97 MBA, works in Clearwater, Florida, as a software engineer and team leader for OpenNetwork Technologies. He currently lives in Tierra Verde, Florida.

Benjamin Rashleger '97 BSB, is an information systems manager for Milltronics in Waconia, Minnesota. He resides in Mound, Minnesota.

Brian Ringwelski, '97 MBA, is an associate in the fixed income derivatives division of Wells Fargo Capital Markets in San Francisco, California. He lives in Clayton, California.

Campbell Seto, '97 MBA, lives and works in New York City as a senior web developer for iVillage.com.

Gregory Testa, '97 MBA, is a senior associate with Pricewaterhouse-Coopers LLP in Los Angeles. He lives in Redondo Beach, California.

Nathan Trebilcock, '97 MBA, works at General Mills as a systems analyst. He currently resides in Eden Prairie, Minnesota with his wife Gina and their newborn daughter Anna.

Thomas Adelman, '98 MBA, is a senior consultant for Deloitte Consulting in Minneapolis.

Dana Bode, '98 MBA, is a group project manager for U.S. Bank in St. Paul where she also lives.

Jean M. Boyer, '98 MBA, works in the Marketing department at the Kimberly-Clark Corporation. He lives in Neenah, Wisconsin.

Nancy Carlson, '98 MBA, lives in Minneapolis, where she is a senior business analyst for The Pillsbury Company.

Jeff Dahlberg, '98 BSB, is a consultant for the Computer Sciences Corporation in Minneapolis.

Gary Hager, '98 MBA, was named vice president of sales and marketing at Technology 80 Incorporated. He lives in Edina, Minnesota.

Ryan Hamann, '98 MBA, is a business systems project leader for Medtronic, Inc. in Minneapolis. He lives in Rogers, Minnesota.

Matthew Homan, '98 MBA, is a marketing manager for General Mills, Inc. He lives in Minneapolis.

MyLinh Hong, '98 MBA, is a financial analyst in the financial planning and analysis division for the Target Corporation in Minneapolis.

Christopher Meldrum, '98 MBA, is a commercialization associate for the Purdue Research Foundation in West Lafayette, Indiana. He lives in Lafayette, Indiana.

Truck Morrison, '98 MBA, is an investment banker for Dain Rauscher Wessels headquartered in Minneapolis. He lives in Downers Grove, Illinois.

Chi Nguyen, '98 BSB, is an investment banking analyst for U.S. Bancorp Piper Jaffray in Minneapolis.

Shawna Schueller, '98 BSB, is a marketing and business development manager for Xinotech Research in Minneapolis, where she also lives.

Thomas Sedlack, '98 MBA, is an executive with Aero Systems Engineering in St. Paul. Sedlack currently resides in Woodbury, Minnesota.

Hayata Takeshita, '98 MBA, is a project lead in international distributor systems for E. & J. Gallo Winery in Modesto, California.

Jo Ann Tate, '98 MBA, is an information technology business analyst for Morgan Stanley in New York, New York. She lives in Brooklyn, New York.

Karrie Tipler '98 MBA, is a budget and financial analyst for Aspen Medical Group in St. Paul.

James Alvey, '99 MBA, lives in Roseville, Minnesota, and works as an information systems practice manager for Ulysses netSolutions.

Michael Annis, '99 MBA, is the process and quality director for Akzo Nobel Coatings, Inc. in Somerset, New Jersey. He lives in Hillsborough, New Jersey.

Gail Baranko, '99 MBA, is an e-commerce analyst for Fingerhut Companies in Plymouth, Minnesota.

Geoffrey G. Bell, '99 Ph.D., is an assistant professor at Concordia University in Montreal, Quebec. Bell's recent paper "The Influence of Clusters and Networks on Canadian Mutual Fund Company Innovation" won the award for the best paper based on a dissertation in the OMT division of the Academy of Management. He will present the paper in August at the annual meeting in Toronto.

Heike Bieber, '99 MBA, is a consultant for Arthur Andersen Consulting in Minneapolis.

Grzegorz Bielecki, '99 MBA, is the finance director in the Janssen-Cilag Division of Johnson&Johnson in Warsaw, Poland.

Edward Blau, '99 MBA, is a senior analyst in domestic yield management for Northwest Airlines in St. Paul. He also lives in St. Paul.

Timothy Brown, '99 MBA, is a senior consultant for Deloitte Consulting in Minneapolis. He lives in Oakdale, Minnesota.

Jeanie Callen, '99 BSB, is a management trainee in the Management Development Program at the Carlson Companies Inc. She lives in Plymouth, Minnesota.

Josh Dahmes, '99 BSB, is a project manager for internet marketing at iPares Corporation, formerly Dillon New Media Corporation, in Minneapolis.

Philip Dobrzynski, '99 MBA, is a portfolio analyst for Wilke/Thompson Capital Management, Inc., in Minneapolis. He lives in Apple Valley, Minnesota.

Stacey Estes, '99 MBA, is a government finance consultant for IBM Business Intelligence Consulting & Services in Minneapolis. She lives in St. Paul.

Amy Halverson, '99 BSB, lives in Red Wing, Minnesota, but works for State Farm Insurance in Woodbury, Minnesota.

Andrew Heaberlin, '99 BSB, is a tax consultant for Ernst and Young, LLP in Minneapolis. He lives in Shoreview, Minnesota.

Craig Jacobs, '99 MBA, is a financial analyst for US West in Denver, Colorado, where he also lives.

Curt Kinghorn, '99 MBA, is a patent counselor for Medtronic, Inc. in Minneapolis. He lives in Lino Lakes, Minnesota.

Cory Kopp, '99 MBA, is a senior consultant for Ernst and Young, LLP

in Minneapolis. He lives in Brooklyn Park, Minnesota.

Erica Kragerud, '99 MBA, works in Minneapolis as a consultant for Arthur Andersen Consulting. She resides in St. Paul.

Tony Krizan, '99 MBA, is a field marketing manager in knowledge solutions for Net Perceptions, Inc. in Eden Prairie, Minnesota. He lives in Minneapolis.

Angela Maurer, '99 BSB, works in Minneapolis as a business analyst for Target Corporation. She makes her home in Apple Valley, Minnesota.

Mikhail Pevzner, '99 BSB, is an associate with PricewaterhouseCoopers LLP in Minneapolis. He also lives in Minneapolis.

Eric Smith, '99 MBA, is a financial analyst for Northwest Airlines. Currently he resides in St. Paul.

Daniel Sperling, '99 MBA, is a consultant at Arthur Andersen Consulting in Minneapolis.

Dan Stegink, '99 MBA, is the vice president of marketing for Usatwork.com. Stegink recently was featured in a Chicago Tribune article. He lives and works in Chicago, Illinois.

Charles Stockwell, '99 MBA, is a management analyst for the Federal Reserve Bank of Minneapolis. Currently he resides in New Hope, Minnesota.

Michael Swartz, '99 MBA, works for Plural, Inc. in Plymouth, Minnesota. He lives in Maple Grove, Minnesota.

Michael Turner, '99 BSB, is a national account manager for NCS. He lives in Edina, Minnesota.

Alex Vicanovic, '99 BSB, is an associate consultant for Pricewaterhouse-Coopers LLP.

Margaret (Peggy) Walsh, '99 MBA, is a program manager for Zhone Technologies in Plymouth, Minnesota. She lives in Blaine, Minnesota.

Lisa Wolsted, '99 BSB, is a program manager for IBM Global Services in Minneapolis. She lives in Wayzata, Minnesota.

2000s

Stacy Lee, '00 MAIR, is a compensation consultant for Land O'Lakes in St. Paul. She lives in Vadnais Heights, Minnesota.

Brian Milovich, '00 BSB, is a credit analyst in middle market commercial banking for Wells Fargo Bank.

Terry Vavra, '00 MBA, was recently promoted to director of planning and analysis for the Mid-South Region of Park Place Entertainment. He lives in Ocean Springs, Mississippi.

Retired

Robert Flemming, '44 BSB, retired from his work in the financial services industry at American Express Financial Corporation. He and his wife Helen donated \$100 to the University of Minnesota in remembrance of their 50th wedding anniversary, which they celebrated on April 22, 2000.

James W. Baldwin, '60 HRIR, retired from his position as vice president at Caterpillar in Peoria, Illinois on April 1st. He is the chairman of the Peoria Riverfront Business District Commission, a member of Business Executives for National Security, and is on the board of directors for the Heartland Water Resources Council.

Wilbur F. Poppe, '63 BSB, has been retired since 1997. He currently resides in Denton, Texas.



George O. Johnson

George O. Johnson, '74 Ph.D., retired from his position as chair of the Department of Healthcare Management at the University of Minnesota on April 14, 2000. Johnson received his Masters of Health Administration (MHA) from the U of M in 1963 and his Ph.D. in 1974. He went on to serve as director

of Healthcare Management at Ohio State University before returning to Minnesota as the director of the MHA program. More than 200 students earned MHA degrees while he was director of the Ohio State program from 1971 to 1979. Nearly 1,000 students received this high distinction during his leadership of the Minnesota program. His graduates will continue to shape the world of healthcare management well into the 21st century.

Deceased

Carolyn I. Anderson, '39 BSB, passed away on Wednesday, May 10 2000. Anderson, born in Columbia Heights, was a minority in 1939 when she graduated from the University of Minnesota with a degree in

accounting, a field not typically sought after by women. Despite the stereotype, cautions by university advisors and her minority status, Anderson forged ahead to be one of the first women to receive a degree in accounting from the university, and later became fiscal manager of the university's Department of Support Services. She worked at the university for 47 years, and retired in 1988.

Doris McNamara, '28 BSB, passed away May 2000. Doris was a lifelong friend and supporter of the Carlson School, establishing the Doris McNamara Fellowship Endowment for Women at the Carlson School to recruit and retain deserving women graduate students. As one of the few students to graduate from the business school in its first decade of

Mu Beta Chi Reunion Honors Founder



Mu Beta Chi Reunion

In 1934, Leonard Saliterman, '34 BSB, was elected the first president of Mu Beta Chi, a professional business fraternity started at the University of Minnesota. In May, he was honored at a reunion dinner attended by several Mu Beta Chi and Carlson School alumni.

The organization traces its roots to 1933, when a handful of Jewish business students formed the Minnesota Business Club. The following year, the group reorganized as a professional business fraternity, Mu Beta Chi, and soon began to expand nationally. In 1947, several local chapters joined together to form a national organization.

"From the beginning, the focus was on business," says Cary Shaich, '64 BSB, a Mu Beta Chi alumni and one of the organizers of the reunion. "It began with a group of people from the same neighborhoods and the same roots, wanting to form bonds

with each other around their common interests."

While the group hosted regular meetings and socials, early issues of the fraternity's newsletter reveal that it also dealt with some very serious issues. "Anti-Semitism was running high at that time," says Shaich. "Some of the chapters had the purpose of fighting this kind of discrimination. And things were very different during the war years." During World War II, the newsletter was filled with news and greetings from members serving in Europe, many of whom had interrupted their education for military service.

Mu Beta Chi became inactive in 1965, when interest in the Greek system waned. "But the roots are very strong and deep and have carried beyond the life of the chapter," says Shaich. "We had a reunion 16 years ago, and it was time for another." ☺

operation, Doris founded the Women's Business School Club, of which she was very proud. She wanted to give women in business some legitimacy, a force with which to be reckoned. A strong supporter of education and women, Ms. McNamara will be missed. She was 93 and had been living in California.

Chester R. Sazenski, '48 BSB, passed away on February 29, 2000 in his home in Indian Wells, California. He was a WWII veteran, co-founder of Jesco Inc., former board member of Community State Bank in Bloomington, Minnesota, former president of Mendakota Country Club and Decathlon Athletic Club, and an honorary member of the Bricklayers Union. He is survived by his wife Marion, brother Felix, daughters Mary and Ann, sons Jim and John, four grandchildren, and numerous nieces and nephews.

Denton E. Karle, '66 BSB, passed away in March 2000. Denton served in the U.S. Army from 1960 to 1963. He earned a degree in accounting, and was a CPA for most of his life. He was an avid fisherman and computer hobbyist in his spare time. He is survived by his children: Barbara, David, Pamela, and Douglas, and his four grandchildren: Joseph, Matthew, Luke, and Avery.

George A. Whitmore, '68 Ph.D., recently passed away. He was living in Saskatchewan, Canada. ☺

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