

CARLSON

SCHOOL OF MANAGEMENT

FALL 2020

The Voice

Jael Kerandi ('21 BSB)
led students through
unprecedented crises



THE MAGAZINE
FOR ALUMNI
AND FRIENDS



CARLSON

FALL 2020
 THE CARLSON SCHOOL
 OF MANAGEMENT MAGAZINE
 FOR ALUMNI AND FRIENDS

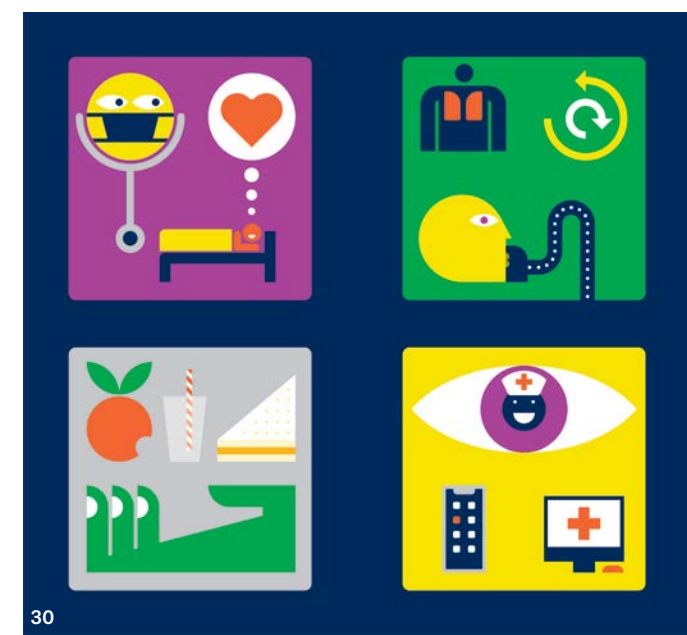
Opposite: Murals and tributes honor the life of George Floyd in south Minneapolis.

Cover and right: Jael Kerandi, the first Black student body president, led students through COVID-19 and protests with steady purpose. *Photography by Nate Ryan.*

Below: Four savvy alumni are building business models and products that can help their businesses—and their customers—thrive, even during a global pandemic.



18



30

DISCOVER

- 3 Start-Up News
- 7 3 People, 3 Questions
- 8 Faces of Carlson

FOCUS : UNPRECEDENTED TIMES

- 10 Faculty Insights
- 14 Close-Up: Alumni

18 The Voice
How Jael Kerandi ('21 BSB) led fellow students through COVID-19 and the murder of George Floyd

24 A Port in the Storm
Tomme Beevas ('11 CEMBA) is reinventing the way a restaurant can serve its community

- 30 Alumni Profiles

ENGAGE

- 35 News & Notes
- 36 Executive Spotlight
- 38 Giving
- 42 Alumni Happenings
- 44 Class Notes
- 48 5 Things I've Learned

Building Connections More Important Than Ever



“No [person] is an island.” English poet John Donne’s 17th-century words remain true. In a world where nearly everything has changed, our need to interact with each other has not. In fact, building connections

is more important than ever before.

Staying connected today is easier, but building or sustaining relationships via a screen is difficult. I have a new appreciation for the in-person experience of meeting one another: non-verbal cues are obvious, there are no frustrating technology glitches, and you’re not constantly watching yourself in a box. But we must not let those minor annoyances stop us from interacting.

At the Carlson School, I’m so proud of how our community has put in the dedication and effort to build connections, no matter how hard it is. Faculty members holding additional office hours to meet student needs. Students collaborating around the world to work on projects. Classes engaging virtually with business leaders. Staff coordinating logistics to keep us moving forward. Businesses helping each other solve complex issues.

Our last magazine explored the world and our place in it. The themes remain, but we’ve seen immense change these last six months. Here in Minnesota and across the United States, addressing systemic racism is finally at the forefront. It shouldn’t have taken George Floyd’s murder to do so, but now there is an urgency I have not seen before. You’ll learn more about a current student who is leading the push for social justice on our campus as well as about a business using its resources in a new way to be a force for good in its neighborhood. Also, learn how COVID-19 has forced changes in research agendas, teaching, medical technology, and healthcare in our community. Finally, with a general election closing in, discover an alumnus who is at the intersection of business intelligence, an uncertain and uneven economy, and political polling.

It is safe to say that this is the most interesting time of our lives. Despite all its challenges, it is inspiring innovation and needed change. It is also anxiety-inducing and can be utterly exhausting. I encourage each of you to step away from the screen, from the headlines, and from the daily grind. Take time to recharge and refocus on ways you can be a force for good in a world that I am convinced is changing for the better.

Warmest regards,

Sri Zaheer

Sri Zaheer,
Dean, Carlson School of Management

DISCOVER

1,532

Carlson School graduates participated in virtual commencement

1,000

registrants for first-ever virtual 1st Tuesday

300

class sections moved virtually in four days

45%

increase in career services appointment year-over-year



Operating Virtually

Carlson School Community Comes Together During Pandemic Changes

When the COVID-19 outbreak forced the University to operate virtually, the whole Carlson School community sprang into action to make the most of this “new normal.”

“The COVID-19 pandemic presented challenges for all of us at the Carlson School and across the world,” says Dean Sri Zaheer. “But I am so appreciative of how each and every person at the school stepped up to make sure our operations continued as close to normal as possible.”

In just four days, more than 200 courses and 300 sections moved to a remote format, an undertaking which demanded faculty to rethink how they could deliver their courses online. The school’s Information Technology team made sure the school had the technological capabilities it needed to make the transition go smoothly, and provided hours of training to faculty and staff.

While shifting modalities of instruction from in-person to online typically takes

months, the Carlson School’s faculty and staff responded admirably. “Our faculty responded to this shift with resiliency and flexibility, never losing sight of the students’ learning objectives in the process nor the research opportunities that became available for study,” says Alok Gupta, associate dean of faculty and research.

Staff in career services, academic advising, and other departments swiftly stepped in to provide ongoing support to students. In a volatile job market, career services staff helped solidify internships and job offers for many.

STUDENTS SAFELY RETURN HOME

At the onset of the pandemic, more than 280 Carlson School students were studying abroad. In a matter of weeks, the staff at the Carlson Global Institute coordinated the travel plans of each student, no matter where they were. All students returned home safely.

“I’m incredibly proud of our team, who worked diligently with our partners around the world to ensure the safety of all of our students,” says Steve Parente, associate dean of global initiatives.

Despite COVID-19–related travel challenges, large international experiential learning programs, such as the MILI Valuation Lab and Global Business Practicum, continued virtually without missing a beat.

EVENTS CONTINUE VIRTUALLY

All Carlson School events moved virtual, reaching more people.

The school hosted its first virtual commencement on May 16. The long-standing 1st Tuesday Speaker Series had its highest attendance ever, when more than 1,000 people registered for the May event.

The school, in partnership with the Executive Education and Marketing & Communications teams, launched the “Leadership in the Age of Disruption” series, which allowed faculty members to contextualize the ways businesses and the economy were being disrupted by the pandemic. The series also included virtual events about the future of business in this “new normal.” **C**



Carlson School Announces a Number of Diversity Initiatives

In the wake of the murder of George Floyd and too many others, the Carlson School immediately began work to create a more welcoming place for students, faculty, staff, visitors, and more.

A Diversity, Equity, and Inclusion Action Work Group, charged by Dean Sri Zaheer, spent the summer months listening to each other, colleagues, students, and alumni. The group is working with the school's executive committee on taking some immediate steps.

"This work is of the utmost importance," says Dean Sri Zaheer. "We have begun implementing many of the workgroups suggestions, including initiatives focused on our internal culture and processes, as well as on pipeline programs and education for the larger business community."

In order to jump start these initiatives, Zaheer has committed \$1 million in funding to support the work group's recommendations.

The 19-person Diversity, Equity, and Inclusion Action Work Group, led by Professor and Accounting Department Chair Pervin Shroff, included a cross-section of students, faculty, and staff from a variety of diverse backgrounds.

The DEI work group took part in a number of listening sessions and reviewed survey results from faculty, staff, and students to develop their initiatives.

"The DE&I Action Work Group was truly an effort that required us all to be open, honest, and humble. It has been both challenging and rewarding to collaborate on this with others from across the school."

— PERVIN SHROFF

School Launches Three New Degrees, 13 Graduate Certificates

Three new degree programs and a suite of more than a dozen graduate certificates will make their debut at the Carlson School as part of its continued focus on expanding educational opportunities for recent graduates and established professionals.

One new option, which will begin recruiting students this fall while launching in Fall 2021, is the Master of Marketing Degree. This 9-month, 32-credit program provides a strong foundation in marketing by

combining a year of intentionally designed course work, an experiential project with a real client, the opportunity to gain professional work experience through an internship, and job preparation. The new degree is designed for recent graduates or early career professionals.

A new Integrated Bachelor of Science in Business / Master of Arts in Human Resources & Industrial Relations degree program allows students to earn both degrees with only one additional year of classes. This degree provides a structured option to complete both the BSB and MHRIR degrees in an efficient and timely manner while still maintaining the rigors of the curriculum.

The final new program is the Master of Science in Business Analytics Program/ Master of Science in Finance joint degree program. This dual-degree program capitalizes on market demand for graduate-level students who are trained in both business analytics and finance domain knowledge. The degree, effective now, will give students current, leading knowledge to add value to their work and organization as a whole.

Additionally, the Carlson School launched 13 new graduate certificates. Designed for working professionals, Graduate Certificates offer high-impact learning in 13 specific topic areas, from Leadership for Managers to Business Analytics. These certificates consist of 12 credits (four to six courses) of graded, transcribed coursework that can be applied to a master's degree.

- Master of Marketing Degree
- Integrated Bachelor of Science in Business / Carlson School Master of Arts in Human Resources & Industrial Relations degree program
- Carlson School Master of Science in Business Analytics Program/Master of Science in Finance joint degree program
- Plus 13 new graduate certificates

ILLUSTRATION: JAMES STEINBERG

New Seminars, Classes Aim to Help Minnesota Entrepreneurs

The Carlson School has added new programming to educate the state's entrepreneurial community.

A new online platform, called MN Venture Builders, launched April 2020. The site shares information to connect entrepreneurs with courses, competitions, seminars, mentors, and connections to the state's entrepreneurial ecosystem to early-stage technology entrepreneurs across the state of Minnesota. It is a collaboration between the Carlson School's Gary S. Holmes Center for

Entrepreneurship and Launch Minnesota, an initiative of the Minnesota Department of Employment and Economic Development, designed to accelerate the growth of startups and amplify Minnesota as a national leader in innovation.

"Entrepreneurship is vital in any economy, but especially during these unprecedented times," says John Stavig, program director at the Holmes Center. "These courses and seminars will allow us to build an even more robust entrepreneurial scene in the state of Minnesota."

Within its first few months, more than 150 entrepreneurs participated in the quarterly lean startup courses and webinars.

Through the program, the Carlson School has hosted virtual courses designed for pre-launch and early-stage technology entrepreneurs, as well as seminars on early-stage startup funding, how to build an inclusive business culture, and an introduction to financial modeling, along with many others. There is also a mentorship program available, tapping into the University's wide network within the entrepreneurial community.

MN Venture Builders continues the Holmes Center's leadership in supporting entrepreneurs through programs such as MIN-Corps, Grow North, Women's Entrepreneurship (WE*), and MN Cup, the largest state-wide startup contest in the country.



ILLUSTRATION: STUART BRADFORD

"Entrepreneurship is vital in any economy, but especially during these unprecedented times." — JOHN STAVIG

Two Carlson School MBA Students Receive National Awards

Liz O'Brien, '20 MBA, and Kevin Bubolz, '21 MBA, were recently recognized for their innovation and leadership.

O'Brien became the first Carlson School student to be honored with the Edie Hunt Inspiration Award from the Forté Foundation. This annual award recognizes a woman who aligns with Forté's mission to launch women into fulfilling, significant careers through access to business education and professional development, as well as candidates who exhibit a track record of working to increase and/or encourage women's interest in



business school or business careers through innovation and leadership.

At the Carlson School, O'Brien was involved in the Graduate Women in Business Board and the Forté Foundation, served as a diversity graduate assistant, and was selected to co-chair the Carlson School Women's Leadership Conference. O'Brien was also named one of the "2020 MBAs to Watch" by *Poets & Quants*.

Bubolz, a former Army helicopter pilot, became the first Carlson School student to be named a Tillman Scholar.

He was among 60 U.S. service members, veterans, and military spouses named to the Pat Tillman Foundation's 12th class of scholars. Tillman Scholars are selected based on their high potential for impact, demonstrated through a proven track record of leadership, continued pursuit of education, and commitment of their resources to service beyond self.

Bubolz, who discovered a passion for therapy dogs while serving in Afghanistan in 2014, says his goal is to help children develop their reading skills through increased access to therapy dogs.

Emerging Leaders of Color Program Leads to New Enrollments

This semester, Aisha Mohamed and Nini Dang, both '24 BSB, became the first students to begin their studies at the Carlson School after participating in the inaugural cohort of the Emerging Leaders of Color program (ELOC).

The free, selective, eight-month program provides opportunities for underrepresented high school students to experience and learn about business at the Carlson School. Students attend monthly workshops where they are exposed to business classes, Carlson School faculty members, potential career options, leaders of the local business community, mentorship from a current Carlson School student, and college preparation

Not only was I able to meet people who are already in the business industry, but I was also able to connect with other students of color who had the same interests."

— NINI DANG, '24 BSB

activities. The 2019-2020 cohort included 36 students, 61 percent of whom are African American or Black, 58 percent female, and more than half who were in their senior year of high school.

"One of the important things for me was the different connections I was able to make through the Emerging Leaders of Color program," Dang says. "Not only was I able to meet people who are already in the business industry, but I was also able to connect with other students of color who had the same interests."

"Going through the ELOC program made me much more comfortable with pursuing a business school and going to the Carlson School specifically," Mohamed adds. "Everybody was so welcoming and willing to help me with any questions I had. You could really see the passion everyone had."

Mohamed and Dang are joined by 11 other students from ELOC who enrolled at other colleges at the University of Minnesota.



ABOVE: Liz O'Brien, top, and Kevin Bubolz, bottom, received national recognition for their outstanding work this year.

"I'm asking you to see the present challenges not as obstacles, but as opportunities to re-examine your why and create positive change together."

— LIZ O'BRIEN, '20 MBA



Aisha Mohamed, '24 BSB



Nini Dang, '24 BSB

1. What are you reading?



Joffrey Wilson '99 BSB
Director of Inclusion and Diversity at Mortenson

The Color of Law: A Forgotten History of How Our Government Segregated America. This book highlights housing policy and unconstitutional laws that created opportunity for some and left others out. As we talk about racial equality, this book provides a great example of the systems that have been in place that have created inequity. This book is also important because it highlights the importance of policy to drive change.



Deeksha Jha '19 MSBA
Data Scientist

The Argumentative Indian by Amartya Sen. Lately, I have been missing my home country a lot. I first read this book a decade ago and revisiting it now takes me back to simpler and happier times. This collection of essays highlights India's identity through its history, and how debate, dialogue, and intellectual pluralism shaped the country. It smashes stereotypes and celebrates India in a way I haven't seen before. It's a different perception of India that needs to be read.



Rachna Shah
Professor,
Supply Chain Operations

I am re-reading ***Bottle of Lies: The Inside Story of the Generic Drug Boom*** by Katherine Eban. The book paints a damning portrait of the generic drug industry using the 2013 Ranbaxy Scandal as the setting. It highlights the willingness of pharmaceutical companies to promote substandard and potentially harmful agents and the thinning edge of U.S. regulatory power in a rapidly globalizing pharmaceutical industry. The book substantiates my research, and is a must-read, particularly for generic drug consumers.

2. What's your favorite website?

The Ringer. It's a mixture of pop culture and sports. They cover everything from Game of Thrones to Anthony Bourdain and mock NBA Drafts. A lot of range!

Refinery29—especially the "Work & Money" section.

They're not so much a website, but there are a few podcasts I follow diligently. ***Land of the Giants*** and ***Work Life*** by Adam Grant have insightful stories. I don't follow comedy much, and standup comedy even less, but ***Patriot Act*** by Hasan Minhaj (on Netflix, bad language alert) is surprisingly good for its astute observations about the society we live in.

3. What's your dream job?

I've volunteered with kids for the last 20-plus years, **coaching** both basketball and football. I see sports as a great way to connect with kids, teach leadership skills, and solve problems. When I retire, I'll likely find a position as a sports director for a youth program.

A dream job of mine would be where I can combine my **artistic** creativity and **analytical** skills to contribute to society.

I am in my dream job. Full disclosure—I worked for a management consulting firm between my MBA and PhD, and loved it. But, being a faculty in a Big 10 university setting is more fulfilling in every possible way. Here, I am constantly surrounded by some of the smartest, most intelligent, and dynamic people. Besides teaching and researching, I can travel, and work with managers and/or policymakers—the opportunities in my role are limitless. Imagination and available time are the only constraints.

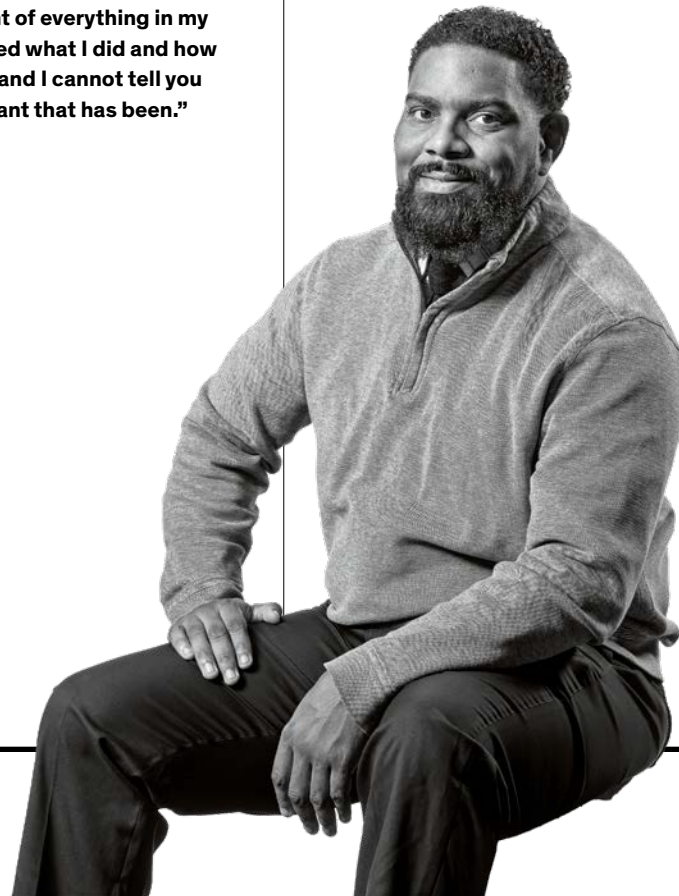
Among our greatest achievements at the Carlson School are the connections we have made to each other and to the school. Our Faces of Carlson series showcases the perspectives of our inimitable students, faculty, staff, and alumni, highlighting what inspires them and makes them proud of their work and communities.



Shaker Zahra

Professor, Strategic Management & Entrepreneurship Department

“I’m most proud of the fact that I have gotten to know so many people from so many cultures, from so many places around the globe, and my life has become better and richer because of these connections. It’s something I never dreamed would happen to me, and probably is the highlight of everything in my life. It defined what I did and how I did things and I cannot tell you how important that has been.”



Hollies Winston

'13 MBA

Chair and CEO at Guaranteed America, Inc.

“A vision of what a better world can look like inspires me. We always talk about gaps for people of color, African Americans, and I always say, ‘Well, what does that world look like when—African Americans especially—we define what success is and we decide our destiny?’ When we get to that place, you’ll see a very different world with a lot more resources for everybody. Because when you do remove those gaps and you allow people to express themselves, generally, in this country, you unlock a ton of opportunity. And if you want to measure it in terms of economics, you unlock a ton of revenue, GDP, all those things that matter. But more importantly, you just unlock a ton of potential across the arts, across business, across politics. So that’s what motivates me, is a vision of the world where people can follow their own destiny and vision.”



Samantha Clute

'21 MBA

“The community of Compass at Carlson has been really meaningful to me in my own personal journey. My process towards my identity in the LGBTQ community wasn’t really as clear or clear-cut as I thought it was supposed to be. I walk through the world holding a lot of privilege. I’m a cis, white, straight-passing woman. And I feel like, in many ways, I haven’t felt like I was gay enough and that my relatively peaceful coming-out experiences and my very accepting family and friends make me feel a

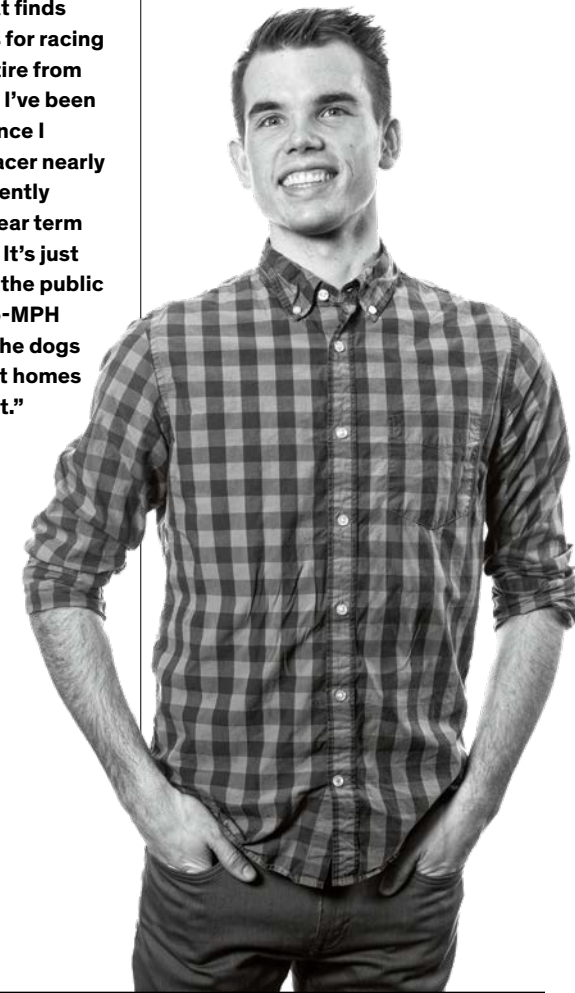
little bit less qualified to participate in LGBTQ spaces and discussions. I realized through my engagements with Compass and more broadly with the community that it’s created, that my voice matters and that walking forward with my lesbianism as openly expressed as my privilege provides me the best platform to advocate for diversity, equity, and inclusion efforts across the business community.”



Tracy Keeling

Associate Director, MBA and MS programs

“Right now in my life I’m most proud of the volunteer work I’m doing with Greyhound Pets of America Minnesota. GPA MN is a local chapter of a national nonprofit that finds permanent forever homes for racing greyhounds when they retire from their careers on the track. I’ve been volunteering with them since I adopted my first retired racer nearly 10 years ago, and I’m currently starting my second two-year term as president of the board. It’s just so gratifying to introduce the public to these gentle, loving, 45-MPH couch potatoes, and see the dogs settle into their retirement homes and to life as a beloved pet.”



Christopher Danner

'21 BSB

“My biggest source of inspiration and also my biggest source of gratitude during this time has come from many of the folks in our society who are continuing to go to work each day so that we can have the goods and services we need to survive and get through this time together, and that’s everyone from our healthcare workers to those in our food and agriculture sector. Obviously, these essential services don’t always provide them with the choice of being able to stay home and stay protected like the rest of us, but, I am just so thankful for all of them doing that on a daily basis so that we can emerge stronger, collectively, and have what we need to get through this together.”



Dynamic Disruption

BY JOEL HOEKSTRA

Last spring, as the U pivoted to online instruction to help slow the spread of COVID-19, Carlson School instructors and students found themselves adjusting and adapting at warp speed. The results were insightful—and for some, invigorating.

Among Beth Campbell's academic interests is the study of interpersonal dynamics and teams in the workplace. So, as you might expect, Campbell, an assistant professor of Work and Organizations, has taken a keen interest in how teams and worker interactions have changed amid the pandemic. When employees have to social distance or work from home, how does it affect productivity, morale, and business in general?

Campbell has been particularly interested in virtual onboarding. "What is the most effective way to embed someone in your company culture? We used to think it required workshops with bad muffins and coworker happy hours to get new employees to bond," Campbell says. "But maybe that's not necessary." The jury is still out, she admits, but she's working closely with a large Twin Cities professional services firm—she can't disclose the name—to study onboarding practices that are effective in the current circumstances.

COVID-19 has not only reframed Campbell's views of interpersonal interactions in the workplace, the pandemic has also made her more aware of communication in the classroom. "There are unexpected benefits to online learning," she says. "I think it amplified the voices of less-vocal students. I heard some students contributing in a way that I couldn't always hear when I'm in a 50-person lecture room."

The experience has made Campbell look at challenges—in business, in teaching—with fresh eyes. "People initially

dislike the virtual environment, but there are some advantages," she says. "We need to look at the obstacles and think, *Could parts of this be a feature, rather than a bug?*"

DRAWING THE MAP

Professor and Marketing Department Chair Vlad Griskevicius compares the shift to online instruction at the University to the explorations of Sacagawea and Lewis and Clark in the American West. "There was no map," he says. "You drew the map as you went along." For some professors, it was exciting. For everyone, it was a challenge. "You had four days to figure it out," Griskevicius notes.

The Carlson School faculty banded together in online discussion groups to consider solutions. "We had an immense amount of communication with each other and lots of cooperation," Griskevicius says. But in the end, different people adopted different approaches—and some were more successful than others.

The department polled students at the end of the semester to gain insights into what worked and what didn't in online instruction. Griskevicius says the highest marks were given to instructors who took a hybrid approach, mixing short video lectures ("If it's over seven minutes, it's too long!") with team activities and small-group discussions convened in virtual breakout rooms. "In this environment, students really appreciate discussion and being able to learn from each other," Griskevicius says. "The art of teaching in Zoom is about asking really good questions."

"In this environment, students really appreciate discussion and being able to learn from each other. The art of teaching in Zoom is about asking really good questions."

— VLAD GRISKEVICIUS

Griskevicius believes the pandemic experience has irrevocably altered online learning. "Most students—and their parents—are afraid of virtual learning because they've never had a good experience," he says. "But once they see a well-designed experience, it radically alters how they look at education. There's a belief that in-person instruction leads to a better outcome, but this experience is showing us that we can design a virtual class that's also highly engaging, high-quality, and impactful."

THE ART OF TIME TRAVELING

Svjetlana Madzar teaches the capstone course for international business majors. A senior lecturer in Strategic

Management and Entrepreneurship who has served on the guest faculty of educational institutions in France, Germany, India, and Spain—and has led students on international residency trips to Austria, Chile, Cuba, Hungary, and Peru, among other places—Madzar tries to impress upon her capstone students the specific challenges that arise when business goes global. “We focus on the strategic challenges of working across borders,” she says.

Madzar had just started teaching the capstone class when COVID-19 upended normal life around the planet. Her international students went home—to New Zealand, Spain, and Ukraine—and Madzar had to learn how to navigate time differences and technology issues as classes went online. Carlson School students returning from canceled study-abroad programs were allowed to join the class, and many had stories to tell related to the hardships of crossing borders. “The students had recent experience with the communication issues and challenges that pop up when you move from one country to another,” Madzar says. “In some sense, this was a real-time, real-life experiment.”

Dividing her students into teams, Madzar deliberately mixed one student in another time zone to each cohort. The result? Students had to learn to coordinate schedules and work through cultural misunderstandings at a distance, much as they would in global business.

Madzar believes that the global experience actually helped her students bridge differences and form emotional connections. “We realize that everyone is going through the same hardships,” she says. “In some sense, borders and cultural differences don’t matter. We’re all grappling with the virus.”

TEACHING WITH TIGER KING

PhD classes typically meet for multiple hours at a time each week, and when all University classes went online, Professor Kathleen Vohs approached hers with trepidation. “It was tough, really tough,” Vohs says. In the classroom, she explains, discussions move with a fluidity and lively energy that make them dynamic and interesting. She worried that holding

them online would make the hours drag. “Three hours on Zoom is just a challenge for us all,” Vohs says. “It forced me to get really creative. I would sit on my kitchen table the morning before the class trying to figure out what I could do that would make it more fun.”

At one point during the term, Vohs asked the class to watch *Tiger King*, a popular Netflix documentary about the life of an eccentric zookeeper named Joe Exotic. Students may have thought the assignment was unusual, but Vohs connected the show to readings on consumer behavior. “We looked at the academic theories about human motivation and applied them to the show, which is an unbridled display of human ambition,” she says. “We also asked explored questions like, ‘Do people feel the same level of love for their pets as they do their children?’”

For many, the COVID era has diminished overall happiness, so Vohs asked her students to immerse themselves in literature about the topic. “I think we’re all realizing that we can derive meaning from small things,” Vohs says. “You don’t have to buy a Mercedes to be happy. Right now, we’re discovering that you can get meaning from small things, like just getting coffee at your local coffee shop.”

In the end, Vohs was impressed by her students’ willingness to stay on task. “I didn’t think I’d be able to expect much, given all the chaos,” Vohs says. “But my students were 100 percent right there.”

“As manufacturing has become more global, supply chains are more and more vulnerable to natural and manmade disasters. We’re seeing the effects of that right now.”

— KINGSHUK SINHA

WRESTLING WITH REAL-LIFE PROBLEMS

When people started fretting about shortages of toilet paper and hand sanitizer last spring with the onset of the COVID-19 pandemic, Professor Kingshuk Sinha took note. But he was confident that manufacturers would catch up with demand. He was more concerned, along with people in the medical community, about the worldwide supply shortage of PPE and ventilators, and the lack of capacity in hospitals and ICUs needed to care for the surging volume of COVID-19 patients.

“You want supply chains to be reliable, responsive, resilient, and responsibly managed,” Sinha says. “But as manufacturing has become more global, supply chains are more and more vulnerable to natural and manmade disasters. We’re seeing the effects of that right now.”

As the pandemic rewrote the rules of business and life around the world, Sinha reworked his spring semester graduate elective “Supply Chain Management in the Healthcare and Medical Device Sector” to focus specifically on the delivery of medical supplies and healthcare in COVID-19 times. “The problems we are facing now are not problems that we have ever faced before,” he says. “I felt it was important for students and me to wrestle with immediate real-life problems. The design and delivery of the course was occurring on the fly.”

His students rose to the occasion. One team developed their final course paper on the end-to-end supply chain for ventilators, taking into account the various stakeholders, challenges of affordability and coordination, stockpiling, and the role of government. Another team analyzed the COVID-19 care supply chains of a large U.S. state, addressing issues related to PPE, hospital beds, plasma donations, racial disparity, mortuary capacity, and future vaccinations. “The students really immersed themselves in the problems and were creative in their solutions,” Sinha says. “We all learned something about health care and COVID—and gained some insight into what needs to happen to prepare for the future. It is the most live course I’ve ever taught.”



Beth Campbell



Vlad Griskevicius



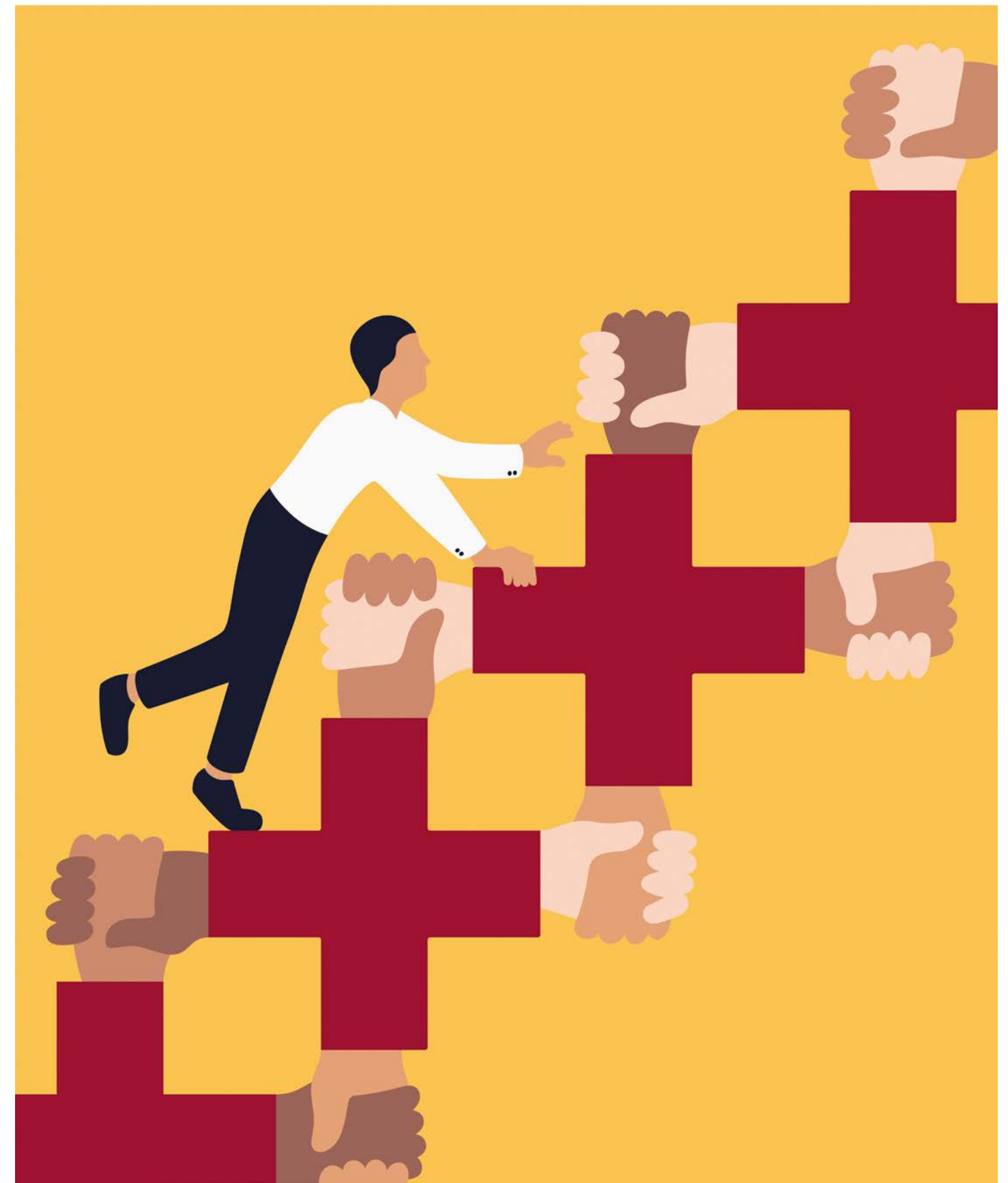
Svyetlana Madzar



Kathleen Vohs



Kingshuk Sinha



SURVEY SAYS



*HOW **MORNING CONSULT**, LED BY **MICHAEL RAMLET** ('09 BSB), IS HELPING COUNTRIES AND COMPANIES NAVIGATE A WORLD TURNED INSIDE OUT.*

Morning Consult, the polling firm, is a relative newcomer to the question business. Its CEO, Michael Ramlet, co-founded the firm seven years ago, before he was old enough to rent a car. But its scope and agility has given it formidable insight—what it calls data intelligence—into virtually every aspect of modern life. It surveys more than 20,000 people a day around the world, about everything from whether they trust the president to whether they trust the tap water.

Late last year, having asked people about the economy and their finances for more than two years, Morning Consult began sharing what it knew with the Federal Reserve. “We figured they were one of those organizations that is always looking for a better sense of what’s going on in the economy,” recalls Ramlet. “Little did we know it would soon be of tremendous importance.”

By spring 2020, with much of the world in lockdown, Morning Consult was flooded with data requests. John Leer, an economist with Morning Consult, was talking to international agencies who were suddenly having regular morning briefings. He was talking to the central bank of Germany, which was building a real-time indicator of the country's economic activity. They all needed the latest data. "Everyone knew the global economy

AMBITION, SERVED EARLY

Ramlet grew up outside Madison, Wisconsin, a center of academia and politics, and eventually was drawn to both. He was a school government kind of kid. "Pretty precocious," he says, "always liked to talk with people." A top seller of wrapping paper for the school fundraiser.

When he entered the Carlson School, in 2005, he quickly sought out mentors. He met about once a week with John Stavig, director of the Gary S. Holmes

Morning Consult's daily consumer confidence surveys are more like sonar pings, telling us where we are in the vast ocean between traditional reports.



was in freefall," says Leer, "but it was difficult to measure precisely."

For much of the past century, economic information has trickled out in quarterly reports, the way one is encouraged to check on investments. Morning Consult's daily consumer confidence surveys—the same five questions, asked over and over—are more like sonar pings, telling us where we are in the vast ocean between traditional reports. In March, during the scramble to assess the pandemic's fallout, the chief economist of Moody's Analytics called Morning Consult's model "the future."

Morning Consult had in fact been preparing to package its comprehensive economic data sets, including its daily consumer confidence survey, in a new product called Economic Intelligence, which can divvy up data by more than 100 variables. It was slated to debut in the fall. Instead, it was released in April. "It felt like it was in the public interest," says Leer.

Since then, of course, almost everything has become uncertain: the way we work, the way we learn, the way we shop. But to someone like Ramlet, whose business is uncertainty, the path forward is a matter of asking the right questions—so long as we're prepared for the answers.

Center for Entrepreneurship. He would commandeer the office of Assistant Dean of MBA and MS programs Phil Miller, who then ran the school's Consulting Enterprise. He asked Associate Dean of Global Initiatives Steve Parente—who was then the professor and director of the Medical Industry Leadership Institute—to advise him on his senior thesis, one of the first at the business school since the 1940s.

In fact, Ramlet told Parente he'd spare him the hour a week of advising, instead presenting him with something he'd already been working on: a kind of news reader, summarizing articles about the healthcare industry and policy. He'd been emailing it every morning to a growing list of subscribers.

"Here was this brash, young sophomore who comes barging into my office, saying, 'You don't know me, but you will,'" recalls Parente. He was impressed, if bemused. He eventually took Ramlet on trips to Washington, D.C., introducing him in health policy circles. After graduation, Ramlet got a job there in a prominent new think tank, working on healthcare policy just as the Affordable Care Act was taking root.

But Ramlet never stopped sending out his newsletter. It might go dark for weeks at a time if he got busy. It might

arrive closer to brunch than breakfast if he had been out the night before. Yet it still felt important to Ramlet and his readers, who finally gave it a proper name after Ramlet surveyed them: Morning Consult. It was the company's first poll.

GOING ONLINE

Back in 2006, Ramlet had interned in the U.S. Senate, where he met Kyle Dropp, a fellow Wisconsinite. They were the first interns to arrive that summer, and for a month it was just the two of them. They stayed in touch as Dropp went on to earn a PhD in political science from Stanford, thinking about political persuasion and how to measure its effects.

Polls were still largely conducted by landline telephone then, even as fewer people were picking up. Ramlet, who calls this approach "deeply inefficient and wildly expensive," was intrigued by Dropp's research into reaching people online and by cell. He envisioned a media company writing up the results of more immediate, more robust polling than anyone else had attempted—as he put it, "the Bloomberg Terminal of public opinion research data."

By 2013, Ramlet and Dropp were ready. Parente and a fellow angel investor had given them \$30,000 in

NEW POLLS, NEW INSIGHTS

The online approach was partly pragmatic, Dropp says, as Morning Consult lacked the calling centers of established polling firms and the money to staff them. But cutting the cord has also opened new opportunities for research, from showing people videos to having them read long articles. And, of course, it offers anonymity.

In 2015, with Donald Trump leading fellow Republicans in the polls, Morning Consult saw a chance to test this. They surveyed about 2,400 Republicans, starting online and then continuing either online, with a live interviewer over the phone, or with an automated voice. Sure enough, Trump performed 6 to 8 points better when people didn't have to admit their preference to a live interviewer. Morning Consult had the first real evidence of "shy Trump supporters."

or demographics to better understand their audience. Economic Intelligence, which offers clients the consumer confidence data that banks and governments were clamoring for when the pandemic hit, is the latest product.

Isenstein says the company's evolution has not dimmed its start-up enthusiasm. When the decision was made, this past spring, to fast-track the release of Economic Intelligence, it was all hands on deck—even as employees were holed up at home. "It was probably 10 days from when we said we need to seize the moment and get our data out to when we launched," Isenstein says. The first iteration went out in an email, not unlike Ramlet's original newsletter.

Data, of course, has no intelligence of its own. It's only as good as what people do with it. In the wake of the pandemic and unrest, Morning Consult has revealed a declining materialism among Americans, who say they're less likely now to buy everything from clothing to refrigerators. "Brands have a hard challenge ahead of them," Ramlet says. "Many are going to have to totally rethink how they go to market and reach consumers."

Ramlet is especially interested in the reaction of Gen Z, the largest and most diverse generation yet, who are beginning to emerge from college into a world as unprepared for them as they are for it. Companies were already struggling to reach Gen Zers—many are almost entirely disconnected from the news sources and experiences of older Americans. Then came 2020.

Morning Consult began tracking the worldviews of Gen Z in April. Two months later, after the death of George Floyd, a majority of 13- to 23-year-olds surveyed said the pandemic and the Black Lives Matter movement were the most impactful events of their lifetimes. Many were worried about their education and future prospects. Almost all of them said the world is unfair.

Yet most also said they now believe they can change the world. Indeed, Ramlet says, if people are listening to them—people in business and government who want to know what the future holds—then Gen Z is already changing the world, one survey at a time. **C**

In the wake of the pandemic and unrest, Morning Consult has revealed a declining materialism among Americans, who say they're less likely now to buy everything from clothing to refrigerators.

ABOVE: Ramlet addresses a full house at the McNamara Alumni Center.

start-up funding, and Parente helped Ramlet set up an LLC using Legal Zoom and a Wells Fargo account. They just needed something to survey.

They decided to poll whether the young and uninsured would sign up for health insurance through the exchanges established by the Affordable Care Act. It was an important question: the exchanges were about to open, and their success depended on the participation of young, healthy people. They built a simple WordPress website, surveyed 2,000 people online—roughly twice the usual number—and found that a strong majority planned to sign up. They released the results a day before the exchanges went live, and the White House led its afternoon briefing with the Morning Consult survey.

"Two weeks later we got a \$168,000 check," Ramlet says, from a Fortune 500 healthcare company.

"That survey put us on the map," Ramlet says. Morning Consult now counts half the Fortune 500 as clients and is valued around \$300 million. Ramlet, who is in his early 30s, got married in Chicago two days before the "shy Trump voter" release and has remained there, while a couple hundred employees are spread from California to D.C., connected by Zoom.

Libby Isenstein, who came to Morning Consult in 2016, is now the company's Vice President of Product and has helped it expand from political polling to contracting for custom surveys to developing its own products. Brand Intelligence, its flagship product, tracks what people in several countries think about thousands of brands and goods. Its subscribers, who mostly work in marketing and communications, can organize the data however they want, comparing brands



The

Jael Kerandi ('21 BSB), former student body president and Carlson School student, used her seat at the table to lead fellow students through COVID-19 and the murder of George Floyd.

VOICE

AS TOLD TO
NICOLE NORFLEET

*“It could have been me.
It could have been my brother.
It could have been my sister...”*

I avoided watching the video. I knew trauma awaited. I can still hear it in my head: When George Floyd called out for his mama, he called out to all mothers.

My family moved to the United States from Nairobi, Kenya, when I was 18 months old. It was an opportunity for my father to give his children a chance at a better life—the “American dream.” The chance to take advantage of the opportunities that would alter your life. My parents invested in our learning and often reminded us of the importance of our education and told us to never forget who we were.

But the life my parents wanted us to have here looked different based on the color of our skin. Philando Castile and Jamar Clark were killed when I was in high school, but I vividly remember the murder of Trayvon Martin. I was young. I remember being in the car, hearing the verdict on the radio. I was stunned and so confused: How could the verdict go any other way? From that age, I just remember thinking: *What can I do?* I nearly felt helpless.

But the murder of George Floyd, this was different. It felt different. I was exhausted, we were exhausted by the injustice that plagued our community. It was my time to do something, to stand against the injustice that I had seen for far too long. I knew that I could do something. At that moment, I felt empowered. I stood on the shoulders of many, and through that and the courage given to me by God, I could advocate for justice, for what was right.

I decided to write a letter to the Gabel administration demanding they sever ties with the Minneapolis Police Department. And I wanted people reading it to know that a Black woman wrote this letter. A Black woman who was tired of seeing her people killed at the hands of law enforcement. A Black woman supporting the 6 percent of Black students on campus.

My request was the bare minimum, knowing that “it is our job as an institution to exert whatever pressure we can to keep our students safe and demand justice in our city and state.” The policies the University held on Diversity and Inclusion had to be in

I decided to write a letter to the Gabel administration demanding they sever ties with the Minneapolis Police Department. And I wanted people reading it to know that a Black woman wrote this letter. A Black woman who was tired of seeing her people killed at the hands of law enforcement. A Black woman supporting the 6 percent of Black students on campus.

alignment with their actions. The murderous actions of the Minneapolis police department were not.

After working with people I am close with on the completion of the letter, I attended the first protest on Chicago Avenue. What I saw only solidified the need for justice. That evening, during our executive board meeting, we voted on the approval of the letter. It was unanimous. There was no time to wait.

This didn’t start on May 26, 2020.

I started out in student government as an intern my first year, in a program designed to get students involved in advocacy. As the chair of the athletics subcommittee on the Sexual Assault Task Force, I advocated for student athletes, working very closely with then-MSA President Trish Palermo to modify the sexual misconduct policy. In my second year, I served as MSA Ranking Representative to the Board of Regents. I advocated to the Board of Regents in regards to non-resident, non-reciprocity tuition and the support of Black students on our campus. At the

end of that year, I ran for vice president and I was elected to serve that fall. President Gabel and I started our terms on the same day, July 1, 2019. The next semester, our president resigned and I had the chance to represent over 30,000 students as student body president. I served in that capacity until July 2020.

Throughout my involvement with student government, starting my freshman year, we had been long advocating for the support of Black students on our campus. This included our Reclaim & Rename initiative to remove the Coffman name from our student union, as well as renaming a few other buildings on campus, because the history continues to marginalize many of our students. It has resulted in larger, broader conversations around University history and diversity and inclusion. I continued to advocate for students all throughout my collegiate tenure, including trying to improve relationships with the University police department.

Then the pandemic hit. I was navigating all of the logistics that came along with representing students in a time of unprecedented crisis, while supporting my own academic work



Kerandi was involved with student government and advocacy from her first days at the University; by the end, she was serving as the first Black student body president.



that comes with a 19-credit semester. I also was still working my job as a Carlson Ambassador and working in the leadership minor. It was challenging, but the village that raised me is the same village that would sustain me. My joy was etched in the fact that students trusted student government in a way I hadn’t seen before. And this was the realization of my dreams of

running for student government, way back in fifth grade, on up through high school. I was so humbled by the trust people were instilling in me and our organization to get things done. They trusted my leadership, discernment, and direction. When students trust you to do the work, it fills your cup.

Student leaders and student government have access to

administration, and their single most important role is to advocate for students who elected them. That advocacy and being able to elevate voices was really important to me. To hold office is a privilege I do not take lightly, and even beyond that representation matters. When you get to the table, you have to use your voice. Our lives depend on it.

This was so much bigger than me. To me, this decision was for the young Black girl in third grade who will one day come to this institution—and my hope is that one day she will experience an institution that supports her progression and success. Her reality should be different.

**Somebody texted me:
“Jael, Jael, Jael.”**

I was in shock when I saw President Gabel’s response. I broke down and cried. This was so much bigger than me. To me, this decision was for the young Black girl in third grade who will one day come to this institution—and my hope is that one day she will experience an institution that supports her progression and success. Her reality should be different.

I still haven’t heard from Chief Clark, the University police chief. He never replied to an email, accepted a meeting request, or answered a question. Never even an acknowledgement. But I will continue to ensure that as an institution that values the needs of tuition-paying students, the safety of Black students will be considered in the totality of campus safety.

There were so many people who didn’t believe in this, but I had no interest in listening to the naysayers. I had faith this was possible. The beauty of this was the domino effect: Student body presidents nationwide started reaching out to me, because we had provided a foothold. It empowered student advocates to use their voice—the role we should have—to lead policy changes and social justice at universities. We must ensure we don’t get stuck in the creation of a task force or publishing blanket statements. The momentum that the

letter created inspires me. We can make change, it can happen quickly, and it will be meaningful. Universities are made up of a collection of academics with a plethora of knowledge, intellect, and perspective. It is time we use it to better the lives of the very students they serve.

In a perfect world, anti-racism will be taught early in the home and in the primary sector (K-12) of education. So the leaders we raise will be prepared to live in a world where equality and equity are recognized in their entirety. So it doesn’t happen *here*.

This fight is not over. We won’t let it. Every time I think I’m getting tired, I have a conversation with someone that reminds me, no, we’re still here. We aren’t done yet. Every time I think protests have died down, I see people are still out there and still doing this work. Everytime I think about taking a break, I remember the many people who tell me, “WE got this.” The people who have our back for us *is us*.

My village has raised me and held me up. Since day one, my parents and siblings have been extremely supportive. My mom called me Queen Esther. She said, “God wanted you to be in this position, at such a time as this. There’s a reason you were put here.” When you have that to stand on, you have nothing to fear. One day, we will win. **C**

Community members gather in south Minneapolis to pay their respects to George Floyd at his memorial.





UNPRECEDENTED TIMES

A Port in the Storm

Tomme Beevas ('11 CEMBA) is reinventing the way a restaurant can serve its community.

BY ALEX WEST STEINMAN

Tomme Beevas is a father, an entrepreneur, and a movement builder who effortlessly and quickly weaves history lessons, policy knowledge, and recipes throughout his conversation. He transcends the limits former corporate leaders often find in themselves, unable or unwilling to believe another world is possible.

After winning the Food Network's *Food Court Wars* in 2013 at Pimento Jamaican Kitchen's Burnsville Center location, Beevas resigned from his position at Cargill as director of global community involvement, and opened a second location in March 2016: Pimento Jamaican Kitchen on Eat Street in South Minneapolis. A

“We are asking people to invest in this corporation and reimagine the instrument of liberation because everyone has instruments they can bring to the table.”

— TOMME BEEVAS



Crowds gather outside Pimento Jamaican Kitchen—which became known as Pimento Relief Services—in south Minneapolis, the flashpoint of the uprisings following the murder of George Floyd in May of 2020.

On left, bags of donations are organized and sorted for those in need. Right, Beevas offers up takeout served up with his signature brand of hospitality.



staple of feel-good, authentic Jamaican cuisine, Beevas has built a gathering spot for more than food. “My superpower is convening people who don’t normally get together. Pimento is like Jamaica, where everyone can come together,” he says.

That’s just what Pimento became for organizers, donors, and those in need in the aftermath of the murder of George Floyd on May 25, 2020. In the weeks following the Memorial Day tragedy, protests rippled through Minneapolis, as did opportunists who took to the streets destroying property—leading to the unprecedented deployment of the entire Minnesota

National Guard. In some areas, the uprising brought the destruction of vital community grocery and supply stores, leaving residents and families without access to food and basic necessities.

Almost overnight, supply collection and distribution sites popped up across the Twin Cities, with donations arriving from all over the state—even across the country. From churches to restaurants, parks, and small businesses, community organizers mobilized quickly for safe aid distribution, sometimes through daily Twitter and Instagram posts.

“Nobody thought the revolution was going to start in Minneapolis,” Beevas

says in response to the uprising and the community support that followed. Within a few days, Pimento turned its entire operation into a donation collection and pick-up site for the community—an effort that became known as Pimento Relief Services. Staff and volunteers fed more than 4,000 people and raised \$70,000 to provide emergency support. “Who’d have thought Pimento, a Jamaican restaurant, would provide these kinds of services?” Beevas says.

As an immigrant from Jamaica, he often reflects on how Americans approach community needs. “I’ve been studying Americans, and they tend to solve

problems with a business solution.” And naturally, he sees business playing a major role in the pursuit for Black liberation.

The distribution site was just the first step toward applying those business solutions towards Black liberation. Pimento Relief Services is evolving with the needs of the community, officially incorporating as a B Corp to build more structure and expand its impact. Beevas wants to create a sustainable, long-term model for community support that moves beyond emergency relief and into community prosperity. The B Corp will take a holistic approach to equitably investing in the economic development of Black

people, organizations, and movements.

“Investing in the community doesn’t mean losing money and good will alone. Investing in the community should be treated like a normal investment,” he says. “We are asking people to invest in this corporation and reimagine the instruments of liberation because everyone has something they can bring to the table.”

Beevas defines that liberation as the economic, political, and social advancement of Black communities, investing in ownership of businesses and land, rewriting what he calls “herstory,” and providing resources for political candidates to run and win.

“Where are our Black banks? Fifty years ago, they were thriving until they got burned down,” he says as he reflects on Black Wall Street and the Tulsa Race Massacre that resulted in a white mob bombing the Greenwood economic district in 1921 Tulsa, Oklahoma. He says he recognizes the importance of centering Black voices in the growth and development of Pimento Relief Services. And he’s ready to use his rich understanding of history and future analysis to provide the bold, visionary leadership this movement needs.

In order to make this happen, Beevas is currently bringing community experts to the table to take on these three pillars of

“Let me be honest and clear: The secret sauce is [the movement] has people who reflect the community in its leadership. That’s how we’re able to represent and serve a community.”

— TOMME BEEVAS

liberation. Each committee is reimagining what funding mechanisms, educational opportunities, and foundational structures are needed to build out an organization that can support the movement.

“All options are on the table. With the distribution efforts, we fed 4,000 people in the first couple of weeks. The question is how do we prevent these people from needing to come back for more next week? We need to figure out how to fill that gap until the food deserts are closed or there’s an oasis there,” says Beevas. “Imagine if 3M, Target, Cargill, and the University of Minnesota were putting in the resources to solve these problems.”

He believes individual people and the business community can reimagine the instruments of liberation if they all bring something to the table and believe in the movement over the moment. He knows the vision for a better future is going to take more than a quick fix. “They must see Black businesses as a part of growing our economy, and not just on Black business day.”

There’s been a wider uptick in the interest and number of ways to support the Black business community in the months following the uprising, but there’s still much more work to do in the investment and advancement of Black people. Minnesota has the largest education and economic gaps in the country for people of color and it’s been widely reported, including by Forbes, that Black-owned businesses receive far less investment than their white counterparts.

There are also gaps in business leadership opportunities. Though Black Americans represent 13.4 percent of the U.S. population, they make up only 1 percent of CEOs in the Fortune 500, according to Fortune magazine. Minnesota has zero representation in this executive leadership role, despite being a central hub for major corporations. Beevas says shifts of leadership at the top need to happen in order to better represent the communities they respectively serve.

Despite these disparities, Beevas says he believes the corporate community is ready to step up and into this movement. “We have the willpower, bridge, resources, and commitment to truly make Minneapolis a model city for the world. This is something we all need to fix.”

But, he adds, the movement doesn’t necessarily need corporate America to move the needle, either. “If the corporate world chooses not to step up, that’s OK, too. Let me be honest and clear: The secret sauce is [the movement] has people who reflect the community in its leadership. That’s how we’re able to represent and serve a community.”

Though he is managing a changing business, a family, and his well-being throughout multiple crises, he’s stayed positive about the city he loves and its future: “I have that Jamaican resiliency. A hurricane means more street parties.” **C**



Leading While The World Waits

BY BRIDGET BURNHAM

These savvy alumni are building business models and products that can help their businesses—and their customers—thrive, even during a global pandemic.

The COVID-19 pandemic has shifted the pace and order of lives around the world—literally. Seismologists around the world have observed that the Earth is actually vibrating less as many of us take a step back to reprioritize and refocus, according to an article in *Nature*, among others. But, if you listen carefully, there is a steady hum of activity from people and organizations whose purpose and principles have put them in a position to accelerate, rather than slow down, during this crisis. Several Carlson School alumni are among the leaders the world is counting on to decide what needs to be done next and act.

Their stories illustrate the resiliency and determination that will carry us through this challenging time, and their impact is moving us toward a stronger, more connected, and more compassionate world.

TAKING TELEMEDICINE TO THE NEXT LEVEL

Telehealth is in the spotlight for its role in providing care during coronavirus. Jon Pearce ('09 MBA), founder of Zipnosis, a white-label virtual care platform that powers virtual triage and visits for 51 large health systems across the country, is proving that a new model for virtual care can transform the future of healthcare.

Zipnosis saw an increase of 3,600 percent in utilization during the first 11 days of the COVID-19 crisis. While some telemedicine providers floundered with long wait times, the average wait time for a Zipnosis visit was just 10 minutes. When the CDC issued guidance around screening for COVID-19, Zipnosis immediately

implemented a COVID-19 protocol and unique screener, quickly collecting critical data for patients, providers, and policymakers during the pandemic. With each success, Pearce is validating what was once only a theory: that the right technology, deployed at scale, can revolutionize how healthcare is delivered.

When he started Zipnosis in 2009, Pearce knew that the cell phone would be the clinic of the future. His belief in the potential for smart virtual care led him to leave his job at a medical technology startup to dive into the world of telemedicine while also studying at the Carlson School. With a robust understanding of healthcare's challenges and an appreciation for how e-commerce was transforming consumer experiences, Pearce set out to build technology that would advance care while saving costs.

"Zipnosis started with the question, 'How do we bring a consumer-grade interface into healthcare?'" Pearce says. "We looked at responsive, customer-centric platforms like Amazon and Stubhub and how we could modify the technology to fit healthcare needs and regulations."

The "zip" in Zipnosis represents the consumer-focused component of the model that allows patients to access care wherever and whenever they choose by answering a series of questions designed to help providers assess and guide care. Although they can see a provider via video, telephone, or in-person, a large percentage of visits triaged through Zipnosis are delivered through asynchronous visits, meaning providers review patient answers on their own time and contact patients through the most appropriate channel to provide their diagnosis and treatment plan.



Jon Pearce, founder of Zipnosis, a white-label virtual care platform that powers virtual triage and visits for 51 large health systems across the country, is proving that a new model for virtual care can transform the future of healthcare.

"Zipnosis started with the question, 'How do we bring a consumer-grade interface into healthcare?'"

— JON PEARCE



Belief in the importance of affordable, accessible primary healthcare for everyone led Thompson Aderinkomi and his co-founders to launch Nice Healthcare in 2017.

"People should have the same level of access to quality primary care at the same cost, no matter what."

— THOMPSON ADERINKOMI

The second half of the company's name comes from "gnosis," the Greek word for knowledge, referring to Zipnosis's use of data to help triage care minimize in-person contact when appropriate, and maximize capacity. Using smart technology on the front end of care reduces 99 percent of documentation for providers and helps drive costs down.

The rapid explosion of demand for virtual care has put a lot of pressure on health care companies, but Pearce is proud of how his team and the Zipnosis model have performed under stress.

"We scaled at historic rates in historic measure," says Pearce. "We had intense moments, but the technology and the service withstood a historic stress test with an A-plus outcome when other methods didn't."

With proof that their tools for powering better virtual visits are working, there's no stopping point in sight for the Zipnosis team. On June 15, the company rolled out ZipCheck, an end-to-end return-to-work solution that manages the ongoing COVID-19

screening, testing, treatment, and population management for employers looking to mitigate risk and protect employee and customer safety. The company also recently announced a partnership with Upfront Health, a patient communication and engagement platform designed to address health systems' need to engage patients who have been delaying care and preventive visits because of COVID-19 by encouraging them to book necessary care.

"We have the technology and infrastructure to power every virtual visit and reinvigorate the healthcare system," Pearce says. "This is the time to step up."

POWERING RELIABLE PRIMARY CARE

Sometimes, the most significant mark of success is staying the course while everything around you changes. As other healthcare organizations struggled to anticipate and respond to peaks and lulls in demand during COVID-19, Nice Healthcare continues to run operations as planned. With the addition of new protocols and personal protective equipment, and a short pause on elective, preventive visits, Nice is still doing what they say they do best—providing convenient, affordable primary care to their members.

"A healthcare company shouldn't benefit or suffer during a pandemic," says Nice Healthcare CEO, Thompson Aderinkomi ('11 MBA). "People should have the same level of access to quality primary care at the same cost, no matter what."

That belief in the importance of affordable, accessible primary healthcare for everyone led Aderinkomi and his

co-founders to launch Nice Healthcare in 2017. The idea behind Nice is simple: Remove the complexity and intermediaries wherever possible and pass the cost savings on to the customer. With Nice's model, employers purchase a membership plan that offers their employees and dependents unlimited video visits, chat visits, home visits, and in-home labs and X-rays for less than a dollar a day with no out-of-pocket fees. Nice even carries common prescription drugs and delivers them to employees at home or work.

To keep overhead and administrative costs low, Nice forgoes having a clinic in favor of in-home visits and does not accept insurance. It's not just about simplicity, however. Nice strives to provide the highest level of patient satisfaction possible.

"We measure success by how the company affects the people it interacts with in the short term and the long term," says Aderinkomi. "We're not just trying to extract as much value as possible."

The effects of Nice on members and employees during the pandemic have been positive. Whereas many healthcare consumers are skipping or delaying primary care visits, Nice members are on track with the number of visits the organization would have expected to see before the pandemic. And while many clinics in the primary care sector have had to furlough or lay off employees, Nice's model provides a more predictable and secure revenue stream, and thus, more employment security. The company recently launched the Nice Return Program to help employers protect against COVID-19 at work with online assessments and live consultations with a Nice Healthcare provider.

While Aderinkomi remains focused on expanding the model he believes will improve access to affordable care, he hopes people will take a critical look at what else needs to change to make healthcare work better for more people.

"We need to ask, 'Why is an industry that consumes 20 percent of our nation's productivity laying people off?'" says Aderinkomi. "Where is that money going—and could we be spending it better?"

DEVELOPING A LIFE-SAVING MEDICAL DEVICE WITHIN DAYS

When Jim McGurran, (17 MBA) got a call from his lifelong friend, Dr. Steven Richardson, a cardiac anesthesia fellow at the University of Minnesota, about an idea for a low-cost, scalable mechanical ventilator model to help patients with COVID-19, he was all in. The call happened on Sunday, March 15, and by the end of the day Monday, McGurran, a product development director at MGC Diagnostics, a Minnesota-based medical technology company, had his entire



Jim McGurran, a product development director at MGC Diagnostics, a Minnesota-based medical technology company, had his entire software team working on prototypes for a low-cost, scalable mechanical ventilator model.

"We were facing a moment of unprecedented need and a very real threat to the healthcare system."

— JIM MCGURRAN

software team working on prototypes.

"When Steve called, I knew we had to get moving right away," says McGurran. "We were facing a moment of unprecedented need and a very real threat to the healthcare system."

The concept for the Coventor, as it would later be called, was relatively simple. The first iteration focused on adding an attaching an automated mechanism to an "Ambu" bag that paramedics and emergency medicine

specialists use to manually resuscitate patients. But getting any product ready for FDA approval is far from easy.

McGurran's previous involvement in the engineering and regulatory side of medical product development and his time in the Carlson School's Medical Industry Leadership Institute (MILI) Valuation Lab, equipped him to efficiently gather and understand the requirements and take action quickly.

"A lot of what I learned in the MILI Lab came into play in my approach to this opportunity," says McGurran.

"We were identifying problems and roadblocks, finding component partners, and making build-or-buy decisions based on feedback and data."

They were doing all of that at a very rapid pace. By Tuesday, March 17—just two days after his call with Dr. Richardson—McGurran's team was ready to transfer the initial Coventor design to Protolabs for further development and testing.

From there, other companies jumped in to help meet FDA requirements for things such as testing and labeling. Just a month after that initial call, on April 14, the University of Minnesota gained FDA Emergency Use Authorization for the Coventor.

"If you had asked me before March if it was possible to design and scale a medical device for the market within a month, I would have said no," says McGurran. "But I'm always amazed by how resilient, creative teams can collaborate to solve problems."

FEEDING MINNESOTA'S FRONT LINE

Like many recent grads, Shannon Leach's post-graduation plans look a lot different than she predicted. Fortunately, as a veteran of the constantly-changing food industry (she worked at Izzy's Ice Cream for 13 years), she was prepared to pivot. So, when fellow alumni, Maggie Thomas, told her about an opportunity to help launch a local chapter of Frontline Foods, an



Recent grad and food-industry veteran Shannon Leach, top, quickly pivoted her career plans at the pandemic hit.

Lizzy Ullyot, bottom, joined Leach to help her launch the local chapter of Frontline Foods, connecting local restaurants to frontline workers needing a boost.



open-sourced effort to deliver meals to hospital staff from local restaurants, she shifted her focus from job search to start-up mode. With her background in operations and her passion for food as a uniting force, Leach (20 MBA) saw the brilliance in the Frontline Foods model.

"I saw how Frontline Foods and World Kitchen were able to quickly adapt to the changing needs during the crisis," says Leach. "Feeding meals to people who need them while supporting local businesses brings communities together during this uncertain time."

Leach knew she'd need help on the marketing side and immediately thought of Lizzy Ullyot (21 MBA), whom she had met through their mutual volunteer work through Carlson 4 Community. Ullyot, whose internship had fallen through due to COVID-19, was excited to use her skills to make an impact while learning more about the food industry.

"I have always wanted to go into consumer packaged goods," says Ullyot. "Shannon and I have a lot of complementary skills, so this was an exciting way for me to jump in and contribute while getting to learn from her background in the food industry."

"Feeding meals to people who need them while supporting local businesses brings communities together during this uncertain time."

— SHANNON LEACH

The two applied for and received a Sands Fellowship and launched the Twin Cities chapter of Frontline Foods in April. They fundraised and made connections with local restaurant owners and healthcare providers, eventually raising more than \$93,000 and providing 6,800 meals purchased from 11 local restaurants to healthcare workers across Minnesota.

Frontline Twin Cities also responded to community needs following the unrest after the murder of George Floyd in Minneapolis, extending meal delivery to people who were protesting and cleaning up the damage to the city.

Running with their lean team of two and a few volunteers, Leach and Ullyot were fueled by stories from the field.

Leach recalls one community clinic who had set aside money to feed their staff, and after receiving meals from Frontline, was able to re-allocate those dollars back into the needs of the organization.

"Healthcare workers are putting in long hours under difficult conditions," Leach says. "Providing them a global array of food brings joy and relief from the physical and emotional stress."

Frontline also relieves pressure for restaurant owners who are trying to hold on as revenue slows.

"For restaurants running on razor-thin margins and trying to keep staff and stay out of debt, an order from Frontline from 100 to 300 meals helps keep them afloat while also keeping them connected to the community," says Ullyot.

Angelo Giovanis, CEO and head chef at The Naughty Greek, says working with Frontline kept him in business and gave him hope during a dark time.

He says, "I will never forget the feeling I got when I saw the smiles and the desperation on people's faces when I was handing out food. I felt human. Frontline made me feel human."

Keeping that connection to human needs and community are core priorities for Leach, Ullyot, and Frontline as they move forward. Frontline recently announced that it will join World Central Kitchen, an established nonprofit that uses the power of food to heal and strengthen communities through times of crisis and beyond.

Leach plans to continue work with Frontline remotely as she relocates to Colorado in August to resume her job search for her next opportunity in operations in the natural foods industry. Ullyot will return to school in the fall with an even stronger desire to deploy her business skills to help the community.

"My experience with Frontline showed me how creative companies and organizations can use resources to help the community," says Ullyot. "Wherever I go next, I want to keep that spirit of positive, focused collaboration to make the world better." **C**

Global Alumni Network



The work of building connections among our alumni, friends, and business partners has never been as critical—nor has it required as much creativity—as we address the challenge of systemic racism and adapt to the limitations of the pandemic. In response to the murder of George Floyd and too many others, our advancement team has committed to examining our own role and responsibility in responding to the needs of our community and advancing racial justice. Our commitment to serving all alumni, including our BIPOC alumni, is unwavering and driving innovation and change in the way we conduct our work.

During these past months, the steadfast support from our community has been incredible. We are so grateful for the ways so many of you answered the call to support Carlson School students. Beyond the important efforts of mentoring and hiring students who are entering a turbulent job market or seeking out internships, your philanthropic generosity has

made the difference in providing crucial financial assistance to those in need and the flexibility to shift to distance learning.

In this final year of the University's *Driven* campaign, the Carlson School has much to be grateful for and also much yet to accomplish. Now, more than ever, it is clear that scholarships are the difference-maker in recruiting underrepresented and first-generation students. I am thrilled that Carlson School alumni have led the University community in answering the Bentson Foundation Challenge to support low-income, Pell-eligible undergraduate students (read more about early participants in the challenge on page 40). Your generosity and dedicated commitment to our students continue to inspire and energize us as we hit *Driven's* home stretch.

Sincerely,

Travis Smith, Assistant Dean
Institutional Advancement

By the Numbers

Since March, the Carlson School has gone almost entirely virtual, including how we connect with alumni and friends. And the Carlson School community has embraced virtual engagement—here are some highlights.

5,000+

Number of alumni and friends registered to participate in Carlson School virtual events since April

60%

Percentage of increase in attendance for the popular 1st Tuesday Speaker Series since going virtual

1st

First ever global event, engaging alumni all around the world with a faculty speaker in Minneapolis

ENGAGE

A group of Carlson School alumnae enjoy networking and socializing at a past Carlson Women Connect event.



Affinity Networks

Connect with and support fellow Carlson School alumni with similar backgrounds and experiences. By joining one of the Carlson School's Alumni Affinity Networks, you can be part of a supportive group of Carlson School alumni, and help to build a stronger, inclusive alumni community.

The Carlson School Alumni Affinity Networks include: Alumni of Color, Carlson Women Connect, LGBTQ+, and Military and Veterans.

We invite individuals who identify with these affinities and allies to participate. Opt-in to one or more mailing list to receive communications with news and events at z.umn.edu/carlsonaffinity.



Curt Sampson, '55 BSB

Remembering Volunteer and Leader Curt Sampson '55 BSB

The University of Minnesota and Carlson School communities continue to mourn the loss this summer of alumnus and University champion Curt Sampson, '55 BSB.

Sampson was a long-time leader at the University and Carlson School, serving as a University of Minnesota Foundation Trustee and on the Carlson School Board of Overseers. Curt and his wife, Marian, were incredibly generous philanthropists to the University, supporting student scholarships and critical University initiatives. Curt and

his family also hosted the Carlson Day at the Races at their Canterbury Park racetrack, welcoming thousands of Carlson School alumni over many years at what was then the School's largest annual alumni event.

In recognition of his contributions to the University, Curt was honored with the Outstanding Achievement Award in 1996. We remain grateful for all the gifts Curt shared with the School and our community throughout his distinguished life and express our continued condolences to his family.



Catherine Mathis, '75 BSB, '79 MBA

Catherine Mathis Selected to Hall of Femme

Catherine Mathis, '75 BSB, '79 MBA, was inducted last month into *PR Week's* Hall of Femme. Mathis, who sits on the Carlson School's Board of Overseers, is currently the Senior Vice President and Chief Communications Officer at McGraw-Hill Education. Prior to McGraw-Hill, Mathis held executive positions at Standard & Poor's and The New York Times company.

Mathis joined a class featuring 15 other public relations leaders. Inductees into the Hall of Femme are nominated by industry peers and must be among the most senior level communications professional at their agency, brand or non-profit organization. 2020 marks the fifth year of *PR Week* celebrating these industry leaders.

New Investors Circle Levels



Gifts to the Carlson School are investments in the future—they allow our inquisitive and driven students to discover

and chase their passions, regardless of their financial means. Investors Circle benefactors make it possible for the Carlson School to deliver a transformative education, one that empowers our students to find their career paths, hone the skills they'll need to flourish, and develop as leaders who will shape our world.

In appreciation of the support of our alumni, faculty, staff, and friends, the Carlson School has reimagined how we recognize our Investors Circle donors with a variety of privileges at distinct giving levels:

- MAROON** (\$1,000–\$2,499)
- SILVER** (\$2,500–\$4,999)
- GOLD** (\$5,000–\$9,999)
- PLATINUM** (\$10,000–\$24,999)
- DIAMOND** (\$25,000 and above)

Learn more by visiting our website at z.umn.edu/investorscircle.

Forward, One Flash at a Time

BY WADE RUPARD

As the CEO and president of one of the largest dental insurance providers in the nation, Delta Dental of Minnesota, Rodney Young understands the powerful impact businesses can have on the communities they serve.

Through a variety of initiatives, large and small, Young and his staff have demonstrated time and again that businesses can be a force for good.

Young spoke to the Carlson School of Management about his career path, how Delta Dental is helping address issues in underserved communities, the role of “flash philanthropy” in their company culture, and more.

You’ve worked at various medical companies and served on various boards dedicated to health. Why are you drawn to this sector?

Interestingly, it’s a sector I didn’t know I was going to be drawn to until I was recruited into pharmaceutical sales out of college. I discovered the healthcare industry offered significant opportunities. If you think about it in plain terms, your health is one of the most important things in life, thus healthcare is very important.

I find the healthcare industry rewarding based on the ability to help others. I’ve had the good fortune to work in prestigious organizations like 3M’s Healthcare Division and Baxter International. I’ve also led two med-tech corporations selling products in the U.S. and in global markets that help diagnose, improve outcomes, and the quality of life for people.

Today, I have the privilege to lead a high-performance organization committed to providing industry-leading dental benefits that improve oral health.

African Americans and other people of color experience large disparities in health outcomes.

How does Delta Dental work to address those disparities?

We—and I share this with great pride—have a couple of mechanisms that we’ve been utilizing for quite some time. Annually, Delta Dental’s corporate giving through our Community Benefits Organization supports groups that help underserved communities. We also have our Delta Dental of Minnesota Foundation with a mission to improve access to oral health and overall health that provides grants to organizations across our state.

We also instituted “flash philanthropy,” a term we coined to describe how we rapidly engage in our community. About four or five years ago, when I was visiting New York, I saw a group of individuals perform a flash mob presentation. It inspired us to think about how we could help specific organizations—go in, help in the ways most needed, and then let the work get done. A recent example was a homeless shelter, People Serving People, right down the block from our offices. One of our team members happened to walk past their building and stuck her head in. She found out what their most pressing need was. Surprising, at least to me, was that the number-one need was diapers.

Our entire Minneapolis team went to work securing diapers. We ended up delivering something like 36,000 or 38,000 diapers within a week’s time. It turned out to be one of the most rewarding actions that we’ve ever taken.

As Minnesota and our country work to address systemic racism and injustice, what do you see as the role of your own company and businesses, generally, in promoting equality?

Our responsibility is to continue to support the initiatives we have in place in the communities we serve. Additionally, in light of the tragic death of George Floyd and the resulting unrest, we’re encouraging individuals and groups to have ongoing, honest conversations. Our hope is to inspire interactions internally, and then, hopefully, our team members will continue those conversations in their homes. Our initial thought is if you have conversations at home with your significant others and your children, more conversations will branch out from there. We’re trying to create our own mini-flashpoints that will improve individual awareness in and around the issues of inequities.

We are also trying to ensure that our corporate culture is one that recognizes the challenges associated with systemic racism. We routinely communicate in an attempt to ensure our team members are educated and well-informed on the most recent topics affecting our communities and nation. We have established a corporate-wide objective that each individual, on a monthly basis, advances their understanding of the inequity problem. We believe learning and understanding are required first steps toward making a difference.

Many rural communities suffer from a lack of access to dental care.

How is this issue being addressed by Delta Dental and others?

We created a program called Dedicated to Minnesota Dentists (DMD) through our Delta Dental of Minnesota Foundation. This program was established to help pay off dental school tuition for dentists that were graduating and ready to go into practice. To take advantage of our DMD program, dentists must commit to practicing in a rural community for five years.

We set the time frame at five years because we predicted that if they establish themselves in the community by building a successful dental practice, they would most likely become active and engaged members of that community



Rodney A. Young

OFFICIAL TITLE

Chief Executive Officer and President at Delta Dental of Minnesota

LENGTH OF TIME AT THE COMPANY

8 years

HOMETOWN

St. Louis, Missouri

FAVORITE ACTIVITIES OUTSIDE OF WORK

International travel, new restaurants, museums and basketball

and more than likely stay. To-date our DMD program has successfully helped ten dentists establish their practices in rural towns across Minnesota.

What leadership traits do you live by?

I have a list: 1) Be a good listener. I’ve found this bonds individuals to your leadership style. 2) You must always be honest. For 3) and 4) Trustworthiness and integrity are two traits that are not optional. 5) I believe you have to be positive in how you lead. 6) It’s obvious but often overlooked: Be prepared and do your homework. 7) Staying on top of your game is critical. What I mean is to stay current with technology, business trends, other industries, and international markets 8) Embrace learning from others no matter their title or position. This is actually one of the things I enjoy most. 9) For my leadership style, there are very few times when I use the word “I.” I truly believe in “we.” I use the word “team” so much within our organization that it’s considered kind of corny sometimes. But it’s real. We are a team and

I refer to myself as our “team captain.” We all have our roles and responsibilities as a team and when we fulfill those roles on our team, we typically win.

A final thought on leadership traits: In my experience, true leadership is measured by the success of the whole—the team.

What advice would you give to current Carlson School students?

I typically advise people to look out five years from now and envision where your life and career will be. Wherever you see yourself, create a mental plan for what you need to get there. Then document your plan. Make sure you visualize, capture your goals along with your action steps. Keep in mind a major component of a successful plan is setting milestones to check your progress. Routinely check your milestones along the way to make sure your plan is still desirable, achievable, and sound.

Lastly, seek out a mentor that can assist with the execution of your plan. **C**

Lighting the Way

Impact of class gift reaches further during COVID-19 pandemic.

Each year, the Carlson School's graduating full-time MBA cohort comes together to raise funds for the MBA Class Gift, leaving a legacy at the school, and supporting future students pursuing their own MBA dreams.

When the class of 2020 kicked off its fundraising in fall 2019, the 13-student committee, co-chaired by Liz O'Brien, '20 MBA, and David Burton, '20 MBA, had big plans. Early success included pledges from several members of the class at the Investors Circle giving level, and strong participation numbers through the entire class, with students giving to whichever area they felt had the greatest influence on their Carlson School experience.

In March 2020, when the gift committee was preparing to close out its campaign with a final fundraising push, the COVID-19 pandemic hit, and the Twin Cities campus shut down. Students were facing uncertainty about the end of their MBA journey and what life might look like following graduation.

"We didn't feel great about asking our classmates for money when there was a crisis going on and people were concerned that their job offers might be rescinded or for the health of their family members," O'Brien says.

The Class Gift Committee decided to refocus its fundraising efforts, asking students who still felt able to support the Sunshine Fund, which had previously helped members of their class through other personal crises.

"It was a full committee decision," O'Brien says. "It felt like the right thing to do to support the immediate needs of our community."

The Sunshine Fund originated as a hardship fund created by the class of 2015, and was inspired by a desire to help fellow classmates who had urgent and unexpected needs.

"We had started thinking of it as a rainy day fund, but since the purpose

was optimistic— helping fellow MBA students—we decided to call it the Sunshine Fund," says Catherine Yang, '15 MBA, who served on the Class of 2015 gift committee. The Sunshine Fund has helped students in the past in a variety of ways, such as providing funding for travel to a funeral, helping fix a shattered car window, and replacing several stolen laptops. The fund is managed by the MBA program office, allowing it to be extremely responsive to student needs as they arise.

As a non-endowed demand fund, the balance of the Sunshine Fund has been spent down in small increments over time. Anticipating the increased need for this type of flexible funding and wanting to do something tangible in support of fellow MBA students directly affected by the pandemic, the Class of 2020 helped to replenish the Sunshine Fund. The Class of 2020 funding is earmarked specifically for COVID-19-related needs such as internship or career loss, or necessities such as medicine and food.

The new fundraising focus resonated with members of the MBA Class of

2020. In the end, nearly one-quarter of gifts from the class ended up supporting the Sunshine Fund, resulting in a 15 percent increase in the fund balance from the start of the year. "In a time when people are holding tight to their resources, seeing classmates willing to give back shows the great culture within the school," O'Brien says. "It's really about celebrating Carlson's community." **C**

"In a time when people are holding tight to their resources, seeing classmates willing to give back shows the great culture within the school."

— LIZ O'BRIEN, '20 MBA



Representatives from the MBA Class of 2015 Gift Committee presented a check to formally launch the Sunshine Fund with contributions from their classmates.



**YOU ARE A
FORCE FOR
CARLSON**
**A FORCE FOR
GOOD**

Throughout our proud 100 year history, we've made great strides in academic research, business education, and partnerships with global businesses. You - our alumni, partners, and most ardent supporters - built that strong foundation. Now, you can help us shape our future.

We need you as our partners and investors:

- ▶ *To raise us to new heights...*
- ▶ *to address systemic racism...*
- ▶ *to transform the lives of our current and future students.*

**Join us in shaping our next 100 years.
You are a force for Carlson.
A force for good.**



**Learn more about supporting the
Carlson School by visiting our website at
driven.carlsonschool.umn.edu.**

Challenge Accepted

Donors come together to help support those with greatest financial need.

As the flagship land-grant institution in the state, the University of Minnesota is committed to ensuring a high-quality education is accessible for qualified students. For a growing number of families, the price of a college education is out of reach, resulting in lower rates of admission, retention, and graduation for students with the greatest financial need.

The Bentson Scholarship Challenge was established to help reverse this trend at the University. Scholarships that are endowed under the Bentson Challenge will meet financial needs of students eligible for Pell grants throughout their four years of undergraduate study by bridging the gap between what a Pell grant covers and what qualifying students can afford—costs which may include tuition and fees, textbooks, and housing. Donors who choose to create their own endowed scholarship funds will receive a generous match from the Bentson Foundation.

At the Carlson School, more than 300 members of the undergraduate population qualify for Pell grant funding. With the help of these early Bentson Challenge donors and others, more Carlson School students will be able to pursue their studies in business without pressing financial worries.

For more information on the Bentson Scholarship Challenge, visit give.umn.edu/BentsonChallenge. For questions or to learn more about establishing your own endowed fund, contact Travis Smith, Assistant Dean for Institutional Advancement, tmsmith@umn.edu. **C**

“We watched someone close to our family make a decision about where to attend college based on where he was offered the most funding and end up unhappy. We hope this scholarship funding can be the last piece of the puzzle to allow a student to go to the school they really want to attend. It’s nice to give back to Minnesota because we’re both alumni.”

— PHILIP, '85 BSB, AND CAROLE HILDEBRANDT



“There are two main reasons we decided to create a scholarship with the Bentson Challenge: the type of student the funds would support, those who have the most financial need, and the added money from the challenge that could increase the impact of our gift,” says **Bill Snedeker**, '69 BSB, '72

MBA. Both Bill and his wife, **Karen**, were the first in their families to go to college and worked hard to be able to afford the cost of attendance. “College is so much more expensive now,” Karen adds. “Many kids who are bright don’t have the funding. Giving in support of scholarship is important to us.”



“When I heard about the Bentson Challenge, I was moved by the family’s generosity and wanted to partner with them in expanding financial support for promising students. I treasure the rewarding experience I had at the Carlson School and want that

experience to be attainable for other students, whether they are drawn by the quality of the education, the beauty of the campus, the excitement of the urban setting, or any of the other compelling reasons to be part of the University of Minnesota.” **Jody Gunderson**, '86 BSB



“We see young people today who are in similar situations that **Pat [Wyffels]** '92 MA-IR] was in 1976,” says her husband **David Katkov** '79 BSB, '89 MBA. “Pat grew up in a family with modest financial means and there was no money for her to go to college.”

By combining work-study awards, loans, and Pell grant funding, Pat enrolled in the School of Dentistry and obtained her first degree through the dental hygiene program at the U of M. “The Pell grant clearly was a key part of the financial package,” adds Pat. “We hope our scholarship allows other students to dream big and find their educational and career pathways forward.”

Giving Back to Those Who Serve

Newman’s Own Foundation gift paves way for veterans’ success.

Following a career serving their country, many veterans find it challenging to translate their military experience directly into a civilian career. Pursuing advanced degrees, particularly the MBA, can help with a career transition for veterans who have significant leadership and management experience in an area that doesn’t directly correlate with civilian employment.

The Newman’s Own Foundation has been a longtime supporter of military personnel, veterans, and their families. Actor Paul Newman’s experience as a young man serving in the U.S. Navy in the Pacific Theater during World War II helped shape his philosophy that much of his success was attributed to luck. With the Newman Foundation, he committed to giving back to others who might not have been as lucky as he was.

Since 2015, the Newman’s Own Foundation has supported the Carlson School’s efforts on behalf of veterans through recruitment and scholarship funding for military students enrolling in the school’s Full-Time and Part-Time MBA programs, through their support of the Carlson School’s Military Veterans Initiative.

Through the Military Veterans Initiative, the Carlson School offers a unique recruiting and support program designed to welcome veterans into civilian life and assist them as they move through the coursework, internship, and career search stages—and ultimately, into a civilian career. Launched in 2012 with two students, the Military Veterans Initiative now serves more than 40 students between the first and second-year classes. Approximately 15 to 20 percent of each MBA class is now made up of veterans.

Led by Charles “Chip” Altman, a retired Naval Commander, the program provides financial support to veterans, and a strong network of professionals and peers working together to help veterans succeed.

“I am honored to be helping veterans transition into civilian life or change careers with an MBA,” Altman says. “Newman’s Own has been an integral part of the success of the program by providing the necessary funding needed by veterans to make this transition. Together, we have been able to assist several hundred veterans through the Carlson MBA Military and Veterans Program.”

The Carlson Veterans Club also provides a network of peers with a shared experience that may be quite different from the more traditional corporate backgrounds of other classmates.

While many veterans make use of the GI Bill to assist with the cost of attending, there may be a gap between GI Bill funding and financial need. And veterans, who may be older than their non-veteran peers when entering the program, are more likely to have a family to support. In recognition of this, and in thanks for their service, all Full-Time MBA veteran students receive scholarship funding from the Carlson School.

The Carlson School is committed to serving the veteran community. Thanks to the partnership of individual donors, corporate partners, and foundations like the Newman’s Own Foundation, the school has built a program so robust that it was named by Military Friendly as No. 1 in the nation in the category of graduate schools. **C**



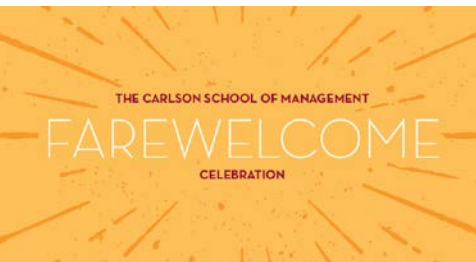
“Uprooting my family and embarking on a new career would not have been possible without the outstanding support that the Carlson School offers to members of the military. Thanks to the opportunities that have come my way, I’m thrilled with my professional path and am watching my sons thrive in a community we love.”

— AMANDA SUE REINERT, '20 MBA

Virtual 1st Tuesday Events

The Carlson School shifted the long-running 1st Tuesday Speaker Series to a virtual format, beginning in May 2020. The first virtual event featured business leaders Whit Alexander, '00 BSB, from Best Buy, Marcelo Montero, '91 MBA, from Cargill, and Christine Sovereign, '89 BSB, from Accenture, who all shared their insights on leadership in a current- and post- social distancing world. Other recent speakers included Jim Owens from H.B. Fuller Company (June), Craig Samitt from Blue Cross and Blue Shield of Minnesota (August), and Chris Koch from Carlisle Companies (September).

Farewell Fair



The Carlson School hosted its first-ever Virtual Farewell Fair to say farewell to college life and welcome to the alumni community for the undergraduate Class of 2020. The fair offered information on alumni chapters, affinity networks, alumni career services, and volunteering opportunities for alumni. Gophers of the Last Decade Board members Lauren Sheibley, '16 BSB, Zach Brauer, '17 BSB, and Juhyun Kwon, '17 BSB, shared their experiences staying connected as recent graduates and offered advice about life after graduation.

GOLD Trivia Night

In May, members of the GOLD (Gophers of the Last Decade) Board hosted GOLD Trivia Night. Recent graduates from the undergraduate program gathered to play trivia and test their knowledge of Carlson School fun facts, Minnesota-based business facts, and random trivia tidbits.

MBA Virtual Reunion Gathering

The Carlson School couldn't host an in-person MBA Reunion this spring, so graduates from Classes of '95 to '19 joined us virtually for a day of programming that included a town hall with Dean Sri Zaheer and Assistant Dean Phil Miller, '97 MBA, learning about the legacy of Carlson School pioneer Dr. Marcus Alexis, '59 PhD, and a dive into the University's COVID-19 efforts and the future of healthcare with our MILI partners. The Carlson School looks forward to hosting an in-person double reunion May 7 and 8, 2021. Details to follow this fall.

Cargill Chapter

Carlson School Supply Chain and Operations Professor Anant Mishra led a fascinating discussion hosted by the Cargill Alumni Chapter. Mishra's presentation, "What Suppliers Need To Do To Survive a Current- and Post- COVID-19 World," covered the importance of looking into the future to develop actionable risk management strategies to increase visibility and vigilance across supply chains.

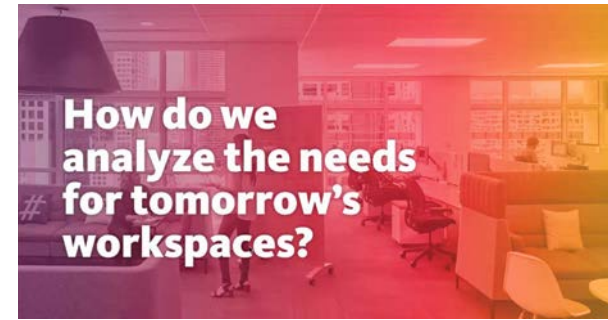
EMBA and Global Alumni Webinar with Aks Zaheer

Professor Aks Zaheer presented his ongoing research on cross-cultural trust creation to an audience of nearly 400 Executive MBA alumni and students in July. Webinar participants represented programs on three continents, with representation from the China, Warsaw, Vienna, and Minneapolis-based EMBA programs.

Investors Circle Insiders Conversation

Members of the Investors Circle joined Dean Sri Zaheer and Assistant Dean Travis Smith for a deep dive into what's going on at the Carlson School, including diversity, equity, and inclusion efforts, plans for the fall semester, and more. To learn more about the Investors Circle, visit z.umn.edu/investorscircle.

The Way We Work



The Way We Work welcomed more than 300 alumni and community members to its first virtual event. Speakers Cindy Coleman and Rachelle Schoessler Lynn from architecture, design, and planning firm Gensler shared research on how companies and organizations must evolve their physical spaces to adapt to our "new normal."

Watch recordings from many of the virtual events listed at z.umn.edu/csomalumniwebinars

Alumni Career Coaching

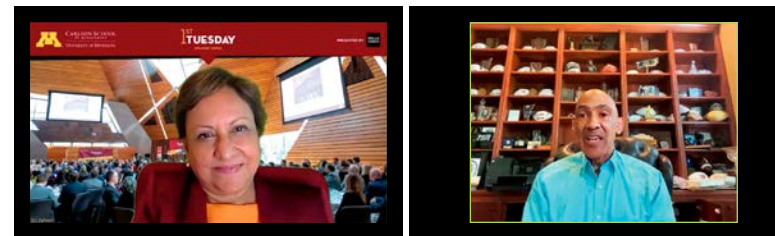
Did you know? Carlson School alumni have access to career services for life, including career coaching through our career centers. Meet with an experienced career coach to discuss career paths, job search strategies, receive assistance on your resume and cover letters, and more. Request an appointment for alumni career coaching at z.umn.edu/csomalumnicoaching.



Special 1st Tuesday Conversation with Tony Dungy '78

Football legend, Super Bowl-winning former head coach of the Indianapolis Colts, and Carlson School alumnus Tony Dungy, '78 BSB, joined Dean Sri Zaheer in August for a special 1st Tuesday event. Dungy discussed his experience in leadership, his belief that everyone is a leader, and the theme of unity.

Tony Dungy, '78 BSB, joined Dean Sri Zaheer in August for a special 1st Tuesday event.



UnitedHealth Group Chapter

UnitedHealth Group executive and University of Minnesota alumnus Adam Hjerpe led more than 100 members of the alumni chapter in April through training about career development and navigating your career journey using a framework he created called Walkabout.

CHEMBA Alumni Association Virtual Speaker Series

The active China Executive MBA (CHEMBA) alumni group started a virtual speaker series this spring in lieu of regular in-person events. Prominent business leaders who are alumni of the program spoke to participants on various business topics of interest. Freeman Shen, '03 MBA, kicked off the series in April discussing the growth of his company, WM Motor.



Create your legacy at the U

A gift of any size in your will or trust is a meaningful way to support the U beyond your lifetime. You can also name the U as a beneficiary of a retirement plan, life insurance policy, or other account.

Contact us today at 612-624-3333 or visit give.umn.edu/waystogive to learn more. **Already included the U in your plans?** Let us know how you want your gift used: z.umn.edu/futuregift.



The U of M Foundation does not give tax or legal advice. Please consult your professional advisor before making a gift.

Let your classmates know what you've been up to since graduation. Submit a Class Note for publication in the alumni magazine: carlsonschool.umn.edu/share

1940s

Roland A. Francis, '48 BSB, passed away in December 2019.

Roger E. Carlson, '43 BSB, passed away in December 2019. Roger was a WWII veteran and former Gopher basketball player.

1950s

Bob Thomson, '50 BSB, is set to open his sixth Pancheros Mexican Grill franchise in Apple Valley, MN.



Georgianna (Georgie) Herman, '53 BSB

Georgianna (Georgie) Herman, '53 BSB, passed away in July. Georgie had worked as a part-time librarian in the Industrial Relations Department while a student, and was offered a full-time position upon graduation, where she went on to serve as the librarian for the Carlson School Center for Human Resources and Labor Studies reference room for almost fifty years. Upon her retirement in 2001, the resource room was renamed the Georgianna E. Herman Library. Georgie was also twice honored by the students with the Herbie Award; received the Human Resources Professionals of Minnesota Excellence Award; and the Distinguished Achievement Award from the University of Minnesota Alumni Society.

1960s

Dick Lidstad, '63 BSB, passed away in March. He spent his career at 3M, retiring in 1998 after 40 years of servant leadership. He was a dedicated supporter of the Center for Human Resources and Labor Studies; he and his wife, Peggy, established an endowed fellowship fund 18 years ago and have awarded masters fellowships to more than 15 students.

The new Junior Achievement of the Upper Midwest (JAUM) headquarters in St. Paul has been named in honor of **James R. Hemak**, '69 BSB, and his wife Patricia. This recognizes a 50+ year relationship with the organization, including James's participation as a child.

1970s

Gary Bailey, '74 BSB, passed away in March 2020.

1980s

Lisa Engel, '86 BSB, is now global project manager – commercialization for Zinpro Corporation.

Laurie Knutson, '89 MBA, has joined management consulting firm Platinum Group as an executive consultant.

Kevin Busch, '81 MBA, was re-elected to the Moss & Barnett Board of Directors. He also serves as the firm's chief operating officer and chief financial officer.

Tom Staggs, '82 BSB, has joined the InStride Advisory Board. Staggs is also a member of the Carlson School Board of Overseers.

Outdoorsman **Stu Osthoff**, '83 BSB, is not only a fishing and hunting guide in the Boundary Waters, northern Ontario, and Colorado, but also serves as the editor and publisher of a quarterly magazine, The Boundary Waters Journal.

Lorna Rockey, '87 BSB, was named a Voice of Inspiration in Minnesota by the Star Tribune.

Michael Schroeder, '82 BSB, is principal, vice chairman, and chief risk officer of Wasmer, Schroeder, a fixed-income investment management firm based in Naples, FL. He joined the Carlson Funds Enterprise Advisory Board in 2019.

Father **Richard Demetrius Andrews**, '88 BSB, earned a Doctorate of Marriage & Family Therapy from Argosy University in March 2019. He received a new assignment as head pastor at Saints Peter & Paul Greek Orthodox Church in Glenview, IL in Summer 2019 after serving 20 years at St. George Greek Orthodox Church in Saint Paul, MN.

Robert B. Jones, '86 MBA, passed away in January 2020.

After a successful career, **Darla Tufto**, '86 MBA, retired from UnitedHealth Group in March 2020. Darla most recently served as vice president of marketing for the organization.

Felix Le, '89 MBA, started a new position as medical device quality consultant – design assurance at Ulthera, Inc., Merz Device Innovation Center (MDIC).

Congratulations **Jim Lahl**, '89 BSB, for his new role as market president at Center National Bank's Plymouth office and vice president of the bank's Southwest Market.

Randy Paulson, '84 BSB, has been elected to the Board of Directors of B. Riley Financial.

1990s

After serving as a board member for five years, **Greg Miller**, '90 BSB, was named the chair of the National Kidney Foundation of Maryland and Delaware board of directors.

Jay Perrill, '91 BSB, '93 MBA, passed away in May 2020. He was recognized in the local business community as a visionary, embracing the internet, and anticipating its growth throughout all sectors.

Todd Loewenstein, '94 MBA, organized a "Better Late Than Never" virtual reunion for the Class of 1994 Full-time MBA.

Dr. Jim Wanek, '91 MA-IR, '95 PhD, retired from Boise State University College of Business and Economics in Spring 2020 as a professor emeritus. Jim joined the Boise State faculty in August 1996 and taught human resource management classes in both the undergraduate and MBA programs.

Mark Schindele, '92 BSB, was promoted to chief stores officer for Target. Schindele has worked at Target since 1999 and has held a range of leadership roles. In this new role, he will oversee operations at nearly 1,900 stores and will lead more than 300,000 associates.

Tammy Bell, '93 BSB started a new position as executive assistant to the CEO & president of the Fountain Hills Chamber of Commerce in Arizona.

Michelle Champlin Bergner, '94 MBA, is now the director of the Institute for Research in Marketing at the Carlson School of Management

Sherri Bonacci, '94 MBA, joined IWCO Direct as the senior vice president of supply chain and competitive improvement planning.

Laura Newinski, '94 MBT, was promoted to deputy chair at KPMG. Laura has worked at KPMG since 1988 and has held a variety of leadership roles with the firm, including overseeing US technology, finance, and operations.

Stephen Bishop, '95 MBA was named CEO of Minnesota Bank & Trust. Steve joined the company in June 2019 after 27 years at Wells Fargo.

Kevin Terrell, '95 MBA, is now an entrepreneur in residence at Allen Institute for AI.

Kyle Tengwall, '96 BSB, '02 MBA, recently started a new position at Smith & Wesson as vice president, marketing.

Alan Slavik, '97 BSB, was featured on WCCO Radio's Real Talk with Roshini in July 2020, discussing how to leverage mentoring in the current climate.



Sarvanan Devaraj, '97 PhD, has been named director of Notre Dame California.

Marc Christopherson, '98 MHRIR, is now human resources vice president, consumer solutions at Pentair.

Congratulations **Lance Du Chateau**, '99 MBA, for starting a new position as customer experience senior consultant at Securian Financial.

Matt Kolling, '99 BSB, started a new position as chief investment officer at UBX Philippines.

Bradley Stewart, '99 BSB, was named CEO of vehicle subscription company Fair.

In addition to his role of Chief Marketing Officer at Edelman Financial Engines, **Jason Van de Loo**, '99 BSB, '08 MBA, has been promoted to lead the retail business for the financial planning and investment advisor.

2000s

Adam McCombs, '00 BSB, started a new position as chief product officer at EMS LINO, INC.

For the fourth consecutive year, **Charles Shannon**, '00 BSB, will serve as a judge for the Scott County FAST-TRACK business challenge in October.

Dr. Raj Khankari, '00 MBA, is the new president of the Rotary Club of Maple Grove.

Derek P. Schmidt, '00 MBA, has joined Flexsteel Industries, Inc. as chief financial officer and chief operating officer.

Bill Quirk, '00 MBA, is now chief financial officer at Freenome.

Nicole Johnson, '01 BSB, is now a partner in the tax, benefits, and private client group at Blank Rome LLP in New York City.

Brandon Wayne, '01 BSB, has acquired the financial planning practices of Thomas Dufresne and Brad Running. Wayne has been a private wealth advisor at Ameriprise Financial since 2001.

Anatomy of the Swipe, a book on fintech and the future of banking, was published this spring by **Ahmed Siddiqui**, '01 BSB.

Dennis Goetz, '02 MBA, has joined the Pohlad Companies as chief financial officer.

Congratulations to **Ryan Strassburg**, '02 MBA, for starting a new position as vice president and general manager of Resideo. Ryan has been with the company since 2018.


Kevin Ballinger, '03 MBA, is the new CEO of Aldevron.

Eldon Richards, '03 MBA, has been appointed chief technology officer of IDS.


Congratulations **Aaron Zielke**, '03 BSB, for starting a new position as senior technical program manager at Amazon Web Services. Aaron has been with the company since 2015.

"Better Late Than Never" virtual reunion for the Class of 1994 Full-time MBA. Attendees from left to right, top to bottom: **Edgar Nyamupingidza**, **Adriana Trevino**, **Todd Loewenstein**, **Tiffanie Fisher**, **Rich Lee**, **Chris Elkins**, **John Livingston**, **Sarah Lund Murphy**, **John Leuthold**, **Michelle Champlin Bergner**, **Todd George**, **Paula Leaf**, **Marie Elwood (Jacobson)**, **Enrique MacGregor**, **Felecia Kelly**, **Nadine Morbete Sterba** and not pictured, **Julie Johnson**.

Connect With Us!
carlsonschool.
umn.edu

 school/carlson
schoolumn

 carlsonnews

 carlsonschoolumn

Note: While we welcome alumni news, the Carlson School does not verify Class Note submissions and is not responsible for the accuracy of the information contained in Class Notes.

Brandon Champeau, '04 BSB, was promoted to market leader for the Minneapolis commercial development group United Properties and was recognized as a Minneapolis/St. Paul Business Journal 40 Under 40 recipient. Congratulations Brandon!

Claudia Knowlton-Chike, '04 MBA, was featured in the Let's Talk Supply Chain podcast in February 2020. Claudia is the senior director of global logistics at Google.

Dave Huml, '04 MBA, was promoted to chief operating officer at Tennant Company.

Francesco Redivo, '04 MBA, started a new position at Cardinal Health.

Congratulations **Marek Tomanek**, '04 MBA, for starting a new position as chief operating officer at Selena Group. Marek is a graduate of the Carlson Warsaw Executive MBA program.

KC Glaser, '05 BSB, '16 MBA, joined General Mills in June as a senior manager, brand experience. Congratulations KC!

Edward Schulte, '05 MBA, started a new position as managing director at Andersen.

Brett Shockley, '05 MBA, launched a new venture, Journey.AI, in June 2020. Journey's trusted identity platform helps businesses verify customer identity while solving for security, privacy, and customer experience. In addition, Brett has joined the board of directors of Spok Holdings, a global leader of healthcare communications.

Hannah Ashiokai Akrong, '06 MHRIR, director of human resources at Vodafone Ghana, spoke at Ghana's Most Respected CEO Breakfast Series in June 2020.

Todd Johnson, '06 MBA, joined AI-powered lung imaging analysis company VIDA Diagnostics, Inc as chief technology officer.

Congratulations **Vickie Maurer**, '06 MHRIR, for starting a new position as senior vice president & managing partner of Enspira's Life Sciences practice and managing partner of the firm.

Katelyn Sandfort, '06 BSB, has joined the Herrling Clark Law Firm in Appleton, WI.

Congratulations **Lindsay Amundson**, '07 BSB, '12 MBA, for starting a new position as global portfolio manager at Cargill.

Rich Opitz, '07 BSB, started a new position as strategy & business development leader, separation and purification sciences division at 3M.

Congratulations **Maya Wheeler**, '07 BSB, for starting a new position at Life Clinic Medical.

Carlson School adjunct faculty member **Rahul Koranne**, '08 MBA, has been named Minnesota Hospital Association (MHA) president and CEO.

Congratulations to **Matt Lorenz**, '08 MBT, for being recognized as a Minneapolis/St. Paul Business Journal 40 Under 40 recipient!

Congratulations **Simon Hu**, '09 MBA, for being promoted to president of Banner China at Banner Engineering.

Andrew Fils, '09 BSB, started a new position as portfolio analyst at Peregrine Capital Management, LLC.

Congratulations **Andrew J. Pulkrabek**, '09 MBA, for starting a new position as managing director at BlackCap.

Congratulations **Mihir Sathe**, '09 MBA, for starting a new position as financial professional at Sathe Consultants PVT LTD.

Congratulations to **Kevin Yu**, '09 BSB, for starting a new position as vice president at Bertram Capital.

Jesse Bergland, '03 BSB, was honored as a 2020 *Most Exceptional* Community Service Award winner by his employer, Northwestern Mutual. As part of the award, the company awarded him a \$30,000 grant to support The Leukemia & Lymphoma Society (LLS) Minnesota, North Dakota, South Dakota chapter. Last year, Jesse raised \$173,000 in honor of his grandfather for the organization and was named their Man of the Year.

Jesse Bergland with family, friends and colleagues at Big Climb Minneapolis.

2010s

Bharatiya Vidya Bhavan's S.P. Jain Institute of Management and Research (SPJIMR) in Mumbai, India announced the extension of **Ranjan Banerjee's**, '10 PhD, term as dean of the school. In June, Dr. Banerjee was also announced as an incoming Graduate Management Admission Council (GMAC) board member.

Congratulations **Yashodhan Dhore**, '10 MBA, for starting a new position as head of digital analytics at UnitedHealth Group. Yashodhan has been with the company since 2019.

Jose Ferreira, '10 MBA, started a new position as vice president sales, marketing and corporate development at CI Azumano Travel.

Congratulations **Mitch Nasset**, '10 BSB, for starting a new position at Amazon Web Services as a senior financial analyst.

Congratulations **Norman Owens**, '10 MBA, for starting a position at Amazon Web Services as a senior solutions architect.

Congratulations **Matt Stoll**, '10 MBA, for launching his new business, SRM Health, in October 2019.

Congratulations to **Thompson Aderinkomi**, '11 MBA, of Nice Healthcare for being recognized as a Minneapolis/St. Paul Business Journal 40 Under 40 recipient!



Congratulations **Devin DelRosario**, '11 MBA, for starting a new position as materials manager at Collins Aerospace. Devin has been with the company since 2017.

Molly (Frazier) Mai, '11 BSB, started a new role at Allianz Life as a finance director. Molly has worked at Allianz Life since 2014.

Ana Hawkins, '11 MBA, was promoted to global marketing director at 3M.

William Houston, '11 MBA, started a new position as corporate FP&A senior analyst at Cargill.

Congratulations **Grace Hung**, '11 BSB, '17 MBA, for starting a new position at Ripple Effect as a database analyst.

Scott Mays, '11 MBA, was promoted to senior director, government programs sales incentives at UnitedHealth Group.

Congratulations to **Brooke Myhre**, '11 BSB, for starting a new position as global category manager at Roche.

Congratulations **Nathan Breuer**, '12 BSB, for being promoted to supervisor SCM analytics at Uponsor.

Inge Groth, '12 BSB, started a new position as senior vendor manager at Amazon.

Congratulations to **Brittany (Springer) Gowan**, '12 BSB, for starting a new position at Ecolab as the HR program manager for institutional PMO. Brittany has been with the company since 2016.

Richard Harrington, '13 MBA, started a new position as senior pricing analyst at Informatica.

Matt James, '13 MBA, is now senior director of product marketing at Dover Fueling Solutions.

Congratulations to **Marysa Lai**, '12 BSB, on being promoted to assurance senior manager at PwC.

Congratulations to **Melissa Zoerb**, '12 BSB, for starting a new position as head of operations at Bond Vet.

Kyle Kroll, '13 BSB, was honored with the Outstanding New Lawyer of the Year Award from the Minnesota State Bar Association's New Lawyers Section. Kyle is an associate at Winthrop & Weinstine.

Congratulations to **Carmen Thiede**, '13 MA-HRIR, for her new role as chief human resources officer at Ritchie Bros.

Congratulations **Brandon Cox**, '14 MBA, for starting a new position at 3M as operations strategy leader.

Alexa Farah, '14 BSB, is now a global construction segment marketer at 3M.

John Higdon, '14 MBA, passed away in January. John graduated from the part-time program and often served on the Carlson Funds Enterprise Advisory Board.

Congratulations **Matt Lewis**, '14 MBA, for being recognized as a Minneapolis/St. Paul Business Journal 40 Under 40 recipient!

Congratulations **Katherine (Schmalz) Lusty**, '14 BSB, for starting a new position as senior program manager - inventory management at Target.

Bohdan Tyshynsky, '14 BSB, is now a private equity senior associate at Bessemer Investors.

Congratulations to **Anthony Hendrickx**, '15 BSB, for starting a new position as associate finance manager at General Mills. Anthony has been at the company since 2015.

Zach Orbeck, '15 BSB, graduated with his MBA from Vanderbilt University's Owen Graduate School of Management and started a position in finance at American Airlines.

Tiffany Yang, '15 MBA, started a new position as senior compensation analyst at UnitedHealth Group.

Lauren Jensen, '16 BSB, is now a sustainability coordinator for the City of Rochester, MN.

Teddy O'Reilly, '16 BSB, started a new position as associate, e-commerce strategy & operations at Stackline.

Adam Rao, '17 MBA, joined United Theological Seminary of the Twin Cities as CFO & VP for finance, administration, and strategy.

Charlene Vance, '17 MBA, was celebrated as a Black Woman Leading the Way in Corporate America by Fairygodboss. Charlene is the custom operations leader for transportation and electronics at 3M.

Eddie Blevin, '18 MBA, started a new position as marketing manager at Ecolab.

After a heroic fight against a rare and aggressive cancer, **Cole Turrittin**, '18 MBA, passed away in May.

Maryam Becker, '19 MHRIR, started a new role as senior human resources manager at Target.

Catherine Smith, '19 MBA, authored an academic empirical study, "The Role of Stance/Sentiment in Cryptocurrency Valuations and Forecasts" and co-authored and published a handbook, "The Long and the Short of It: A Hedge Fund Handbook."

After protests in the Twin Cities destroyed neighborhood shops, **Kaizen Yang**, '15 MBA, and **Catherine Yang**, '08 BSB, '15 MBA, reached out to their networks to raise over \$4,000 to donate food and other supplies to a local organization, ShayCares Pop-Up Food Shelf. Many of the donors were fellow Carlson MBA Class of 2015 alumni, and the Yangs were proud to support the local community during this very challenging time.

Kaizen Yang and Catherine Yang support ShayCares Pop-Up Food Shelf.



2020s

Allie Coughlin, '20 BSB, started a new position as technology analyst at Accenture.

Liz O'Brien, '20 MBA, received the 2020 Forte Foundation's Annual Edie Hunt Inspiration Award, which honors a female MBA student that "exhibits a track record of working to increase and/or encourage women's interest in business school."



Leo Cardoso, '12 MAHRIR

Leo Cardoso grew up in Brazil and joined Land O'Lakes while attaining his graduate degree from the Carlson School. In his current role, he leads three distinct teams: HR Data, HR Solution Center, and HR Special Operations, which collectively focus on delivering outstanding service, while providing a great employee experience to the company's 8,000-plus employees. Cardoso also serves on the CHRLS Alumni Association Board. He shared five things that have been instrumental to his success.

1. Clear is (Truly) Kind

As Brené Brown eloquently describes in *Dare to Lead*, clear is kind. It may be difficult to set expectations, to deliver difficult feedback, and to have tough conversations, but it may be even more difficult to be on the other side of these conversations. However, if you truly care about someone, being clear and honest with them is the best thing you can do. One thing that I always try to keep in mind is that this doesn't just apply to "constructive" feedback. If someone does a great job, or if you simply really care about them, the kindest thing to do is to let them know that!

2. There's Always More Work

As we all navigate this wild ride we call 2020, it's become clear that there's always more work to be done. If you want to work more than 100 hours a week, this is the season. Now that so many of us are home, it's never been more important to be able to step away from "work" and enjoy time doing other things you love. It's good for you, and it's good for business!

3. Sometimes Done is Better than Perfect

I used to often refer to myself as a perfectionist. While some projects demand perfection—or something close to it—at times, this attitude can lead to project delays, frustration, and lack of innovation. A better approach is to prioritize and focus your energy on the work that truly matters while maintaining an attitude that demands continuous growth and improvement.

You can change, you should learn, but no matter what happens, don't lose track of who you are.



4. It's OK to Fail

This has been a tough one for me to learn. I don't like to fail. I enjoy competing and enjoy doing well. However, more often than not, if you don't take some chances and fail every now and then, you will miss out on a number of opportunities and successes.

5. Be Yourself And Be Grateful

To me, these two things go hand-in-hand. First, be yourself. When I was younger, I listened to an album called "Seja você mesmo / Mas não seja sempre o mesmo." It roughly translates to "You shouldn't always be the same person, but always be yourself." You can change, you should learn, but no matter what happens, don't lose track of who you are. Second, remember that who you are and your achievements are partly a product of the work and sacrifices that others have made before you. Be grateful for that and seek to do the same for others. These two things, while difficult sometimes, can make all the difference in the world.



"As a veteran, I knew the GI bill would cover my tuition and housing costs, but I worried about other student expenses. Thanks to my veteran's scholarship, I had the flexibility to improve my business acumen, expand my network, and explore opportunities I'm passionate about - without any financial stress."

— HUY NGHIEM, '21 MBA

For countless students such as Huy, scholarships have a direct and meaningful impact on their Carlson School experience. Support future business leaders by making a gift today at z.umn.edu/givetocarlson



CARLSON SCHOOL OF MANAGEMENT

THE MAGAZINE FOR ALUMNI AND FRIENDS

MAGAZINE EDITORS
James Plesser, Katie Dohman

MAGAZINE DESIGN
Skelton Sprouls

CONTRIBUTING WRITERS
Bridget Burnham, Tim Gihring, Joel Hoekstra, Nicole Norfleet, Wade Rupard, Alex West Steinman

CONTRIBUTING PHOTOGRAPHERS
Dan Gunderson, Eric Miller, Hannah Pietrick, Jeff Thompson

CARLSON SCHOOL LEADERSHIP

Sri Zaheer
Dean

Ravi Bapna
Associate Dean, Executive Education

Alok Gupta
Associate Dean, Faculty and Research

Stephen Parente
Associate Dean, Global Initiatives

Raj Singh
Associate Dean, Undergraduate Program

Joel Waldfogel
Associate Dean, MBA and MS Programs

Anne D'Angelo
Assistant Dean, Global Initiatives

Philip Miller
Assistant Dean, MBA and MS Programs

Jennifer Ninneman
Assistant Dean, Faculty Affairs and Administrative Services

James Plesser
Assistant Dean, Marketing and Communications

Travis Smith
Assistant Dean, Institutional Advancement

BOARD LEADERSHIP

Robert Kueppers, '76 BSB
Dean
Former Vice Chairman, Deloitte LLP
Chair, Carlson School Board of Overseers

Craig Schmidt, '03 BSB
President, Carlson School Alumni Board

©2020 by the Regents of the University of Minnesota. All rights reserved. Accredited by AACSB International—the Association to Advance Collegiate Schools of Business. The University of Minnesota is an equal opportunity educator and employer.

This magazine is printed by Bolger Vision Beyond Print, a Forest Stewardship Council-certified printer. (SW-COC-002059)

Direct correspondence to: Alumni Magazine, Office of the Dean, 321 Nineteenth Avenue South, Minneapolis, MN 55455. This publication is available in alternative formats upon request. Receive Carlson School electronically at carlsonschool.umn.edu/ or [esubscribe](mailto:esubscribe@carlsonschool.umn.edu). For information about Carlson School alumni programs, contact Alumni Relations at carlsonalumni@umn.edu or 612-625-1556. carlsonschool.umn.edu

Alumni Relations
321 Nineteenth Avenue South
Minneapolis, Minnesota 55455



GIVE TO THE DAY 19 NOVEMBER 2020

See the impact of collective giving. Join the fun by following along on social media, sharing how the Carlson School has impacted your life, and supporting the school and causes that are important to you!

GIVINGDAY.UMN.EDU

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM