

Carlson School

THE CARLSON SCHOOL OF MANAGEMENT
MAGAZINE FOR ALUMNI AND FRIENDS

CARLSON'S CAMPUS CONNECTIONS

The Significance
of Collaboration

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A Conversation
with Chris Policinski
of Land O'Lakes

» Page 30



FALL 2018



▲ Sweet Collaboration

Carlson School students Sophia Schwan, Laura Gove, and Alex Funk gather ingredients for their frozen ice cream product. The Entrepreneurship in Action students used a dairy plant on the St. Paul campus for a final production run. See page 10.

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Collaboration

The 2007 Pixar film *Ratatouille* has a perfect visual shorthand for the power inherent in the blending of flavors.

The film's main character is Remy, a Parisian rat with a rarified sense of taste. In one scene, he is shown holding a piece of cheese in one paw, and a strawberry in the other. As he tastes each morsel separately, he sees shapes and colors swirl all around him, signifying the sweet dance on his taste buds. Pleasant as these sensations are, he decides to take the next step by biting into both cheese and berry at once—and is nearly overcome by the sudden burst of fireworks.

This metaphor also can be applied to the University of Minnesota. Each of its colleges has expertise in its particular domain. Cutting-edge advancements in healthcare, technology, business, and many, many other fields are all found here.

But as you start overlapping these areas—jointly offered programs, faculty collaborations, dual degrees—even greater intensities than Remy's fireworks can be reached. The collective power of the University of Minnesota strengthens everyone.

In this issue, we will take a look at some of these cross-campus relationships. We will check in with classes and programs that cater not just to students from the Carlson School, but from the University at large. Both types of students will tell us how exposure to each other brought forth new insights and perspectives that they could not have received in isolation.

We have many faculty members with joint appointments throughout campus. We will see how working with their counterparts in other colleges opens up new avenues of impactful research. Looking to unleash the potential of such faculty collaboration, the University launched its Grand Challenges Research Initiative in 2016. Its goal is to promote interdisciplinary research to address challenges facing society today and into the future. We will learn about several Carlson faculty members hard at work right now with their campus colleagues on their Grand Challenges projects.

Finally, there is another form of collaboration that takes place solely outside the classroom: The myriad activities that are available on campus. Student clubs, athletics, volunteer organizations; they all provide students an opportunity to meet with others and grow from their experiences.

Now after all this talk about collaboration, I would like to take this time to pull back and focus solely on the Carlson School for a moment. In just a few short months, we will begin celebrating a significant milestone—our 100th anniversary. We have many exciting activities planned to recognize our centennial and I hope to see many of you involved. Be sure to stay tuned for upcoming announcements of our celebration plans.

And, as always, I hope you enjoy this issue and I look forward to your comments.

Sri Zaheer, Dean
Elmer L. Andersen Chair in
Global Corporate Social Responsibility



▲ A Meaningful Impact

Bryce Quesnel (back right), along with teammates (front row) Animesh Satyam, John Arul Selvam, (back row) Justin Hagstrom, and Kevin Sorenson, used their business analytics skills to address the problem of eviction risks for vulnerable populations in Hennepin County.



Using Data Analytics as a Force for Good

BY WADE RUPARD

Bryce Quesnel wanted to change things for the better.

When the Carlson Analytics Lab brought in clients to pitch a semester-long project for a team of students to take on, he and a few of his Master of Science in Business Analytics classmates were drawn to one particular project.

Quesnel and his teammates worked alongside Hennepin County officials to try and better predict when evictions may occur and help the county make intervention techniques to prevent them. Homelessness can dramatically alter someone's life, sometimes for years.

"Everybody in our group picked that project because it was meaningful," Quesnel says. "None of us wanted to choose it just because it would look good on a resume. We wanted to do this project because, by the time we were done, we would have helped somebody."

Using county data, the team tested 92 variables, such as income level, number of dependents, and education level, to determine if there was correlation

between the combinations of those traits and renters being evicted. And by the end of the semester, he and his team were making the impact they had hoped, identifying attributes that could contribute to someone's risk for eviction.

In front of a room full of nearly 100 county leaders and community advocacy members, Quesnel and his teammates presented their findings with a model that predicted who is most likely to be evicted. What followed was a nearly hour-long question-and-answer session that sparked a larger discussion on evictions throughout the county and the damage evictions do to families and communities.

"That Q&A showed that people legitimately cared about what we had done," he says. "It was nice to see that the work is going to be continued to be looked at and worked through and that people found that work valuable."

In Hennepin County, there were more than 6,000 eviction filings last year. As one of Quesnel's teammates put it during their presentation, this project has the possibility to make a "life-saving difference."

The Hennepin County assignment is one of several immersive projects organized by the Carlson Analytics Lab. Now in its fifth year, the lab pairs companies with teams of graduate students skilled in data visualization, machine learning, predictive analytics, and other data science methods. Over the course of 14 weeks, students act as analytics consultants and tackle real business problems using data for their client company.

Throughout the semester, students meet with their clients weekly to report on progress and get answers to questions.

The lab works with client organizations of all sizes and from any industry sector. This semester, two of the projects aimed to solve social issues around housing.

"It's nice to do something you just know is having an impact," Quesnel says. "I feel a lot of times in the workplace you don't know if what you're doing is going to make a change and with this you definitely know this is going to help some people."



Scott Mays, '11 MBA, is a member of the Carlson School Alumni Board and director of finance at UnitedHealthcare. He received his bachelor's degree in music from Colgate University and had a successful first phase of his career in international development with the Peace Corps and arts fundraising for the San Francisco Symphony and the Minnesota Orchestra. After he received his MBA, he pivoted into healthcare. He understands most of all that motivating and inspiring others is a key to success.

5 Things I've Learned

- 1. Lead with gratitude.**
Thank you for taking the time to read this column. Relationships are key to getting things done in business, so there's tremendous value in expressing gratitude to a colleague, customer, or business partner. Start your day with an appreciation email or call and you'll brighten two people's day—theirs and yours.
- 2. Give the gift of pleasantness.**
I had the opportunity to lead a finance team which served internal customers. Initially, our customers didn't have a very high opinion of the team's performance. After borrowing training from our customer service department, we started answering emails and calls with "how may I help you" and actually became easier to work with. Not long after, the positive feedback came rolling in.
- 3. Stories are sticky.**
Conveying your messages via well-crafted stories is way more memorable to your audience. In an interview, a candidate not only told me they were a detail-oriented problem solver, but also brought that declaration to life through a series of brief stories that detailed what they did and the result. They got me excited about what they could do for my enterprise and got the job.
- 4. Activate your (alumni) network.**
Your professional network is like a gym membership—it works the best when you use it. Reach out to fellow alumni for coffee. Get involved with your local or corporate alumni group. There isn't one? Then initiate one yourself and lead it.
- 5. Set a moon shot goal and tell people about it.**
Once our daughter learned to ride a bicycle she declared her "moon shot" goal was to ride to a local bunny sculpture, a three-mile round trip. We practiced riding around the block but failed in our initial attempt. As a family we tried again recently and achieved her goal. One of my personal moon shot goals is to run the Philadelphia Marathon this November and raise \$10,000 for the rehabilitation hospital that has helped my father learn to walk again after his stroke. Will I be as successful in hitting that goal as our daughter? I am sure going to try and now have you to keep me accountable.

Celebrating 50 Years of MIS

BY KEVIN MOE

Fifty years ago, three University of Minnesota professors pooled their individual areas of expertise to create a new discipline. From that small beginning, the discipline, Management Information Systems (MIS), has grown and matured to become a major academic field in business schools throughout the world and an integral component of companies' day-to-day operations.

To mark its first half-century, more than 100 people gathered at the Carlson School May 31 to June 2 for a special celebration and academic conference. Among those in attendance were nearly 60 MIS professors—current, former, and retired; as well as PhD graduates, members of the department's three advisory boards, local corporate partners, and other friends of the program.

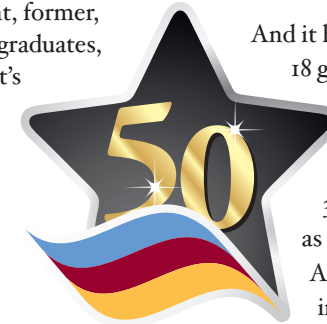
While having time to reconnect with old friends and colleagues, conference goers were treated to seminars on the impact of MIS, current research findings, and what the future holds for the discipline.

"Welcome home," said Professor Alok Gupta, the Curtis L. Carlson Schoolwide Chair in Information Management, at the keynote address to a packed auditorium. "It is my honor and privilege to welcome you to this golden jubilee celebration of the founding of this wonderful academic field."

Gupta said there was no other way to begin the conference than by thanking those three individuals from 1968: Professors Gordon Davis, Tom Hoffman, and Gary Dickson. Gupta set the stage: Davis, with an accounting background, was all about efficiency that could be found by using computers. Hoffman loved algorithms. And Dickson—who later

founded and was first chief editor of *MIS Quarterly*, one of the top scholarly journals of the discipline—dreamed about humans with computers. As the three collaborated, they found they could combine their unique skillsets to create a new field of study. It was a true interdisciplinary endeavor.

Davis, who was attending the conference, was asked if he thought the field he helped found would be as groundbreaking as it has been. He said they knew it was going to resonate, because otherwise, why bother?



And it has resonated. Starting with 18 graduate students registered for the first MIS classes in 1968, the program currently has 378 undergraduates enrolled as majors and 88 as minors.

A spin-off program launched in 2014, Master of Science in Business Analytics, has grown from 24 students in the inaugural class to 97 this year.

On the academic research side, 132 PhDs have graduated from MIS since 1971. In terms of research productivity, the Carlson School is leading the pack. According to "In Search of the Primary Suppliers of IS Research: Who Are They and Where Did They Come From," published in *Communications of the Association for Information Systems*, the Carlson School has more average publications per graduate and per faculty/staff member than any other comparable school.

"I am happy to report that the state of the program is extremely healthy, we have significant presence in every major program the school offers, and the footprint is expanding," Gupta said.

MIS

Minnesota's Impact on Management Information Systems

#3

U.S. News & World Report
Best Undergraduate Business Programs
2013 2014 2015 2017

#3

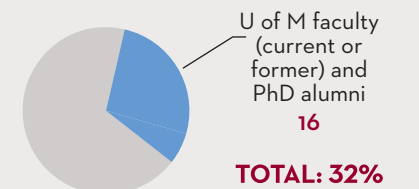
U.S. News & World Report
Best Graduate Business Programs
2016 2019

#4

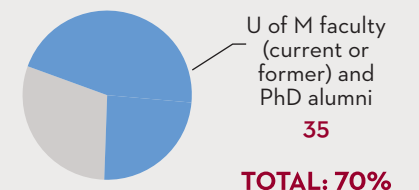
QS World University Rankings
Best MSBA Program
2017

TOP 50 CITED ARTICLES OF ALL TIME

Information Systems Research



MIS Quarterly



Carlson Team's Opioid Crisis Solution Nets 1st Place at BAHM

BY KEVIN MOE

Carlson MBA students Elisha Friesema and Prachi Bawaskar teamed up with MD/MBA student Stephen Palmquist to spend a month interviewing law enforcement members, public health workers, government officials, politicians, and various professional associations. Their goal: Finding a solution to the country's opioid epidemic.

At least, that was what they were tasked to do at the annual Business School Alliance for Health Management (BAHM) Case Competition. And their work paid off. Not only did the Carlson team take first place, their winning paper was to be submitted to the Surgeon General and the White House as well as being printed in the BAHM journal.

The case competition, which took place at the University of Miami on March 24, is another win for the Carlson Medical Industry Leadership Institute team. Representatives from the Carlson School took first place in 2014 and 2016, and second in 2013 and 2017—more placings than any other team in the history of the competition.

This year's competition was of special interest to the Carlson team members. "Stephen and I began talking about our interest in the case as soon as we heard it was about the opioid epidemic," says Friesema, '18 MBA.



The case, "Developing Solutions to the U.S. Opioid Crisis," was far-ranging, as the crisis is a multi-dimensional problem with roots dating back to the 1990s. As an estimated 12.5 million people misused prescription opioids in 2015 and 33,091 had died from overdoses, President Trump declared the epidemic to be a public health emergency.

Case competition participants were asked to select a community, identify the extent of its opioid abuse, and create an integrated and comprehensive strategy to tackle the problem.

The Carlson team chose Minnesota's Hennepin and Ramsey counties. "The most significant unmet needs in these counties are the lack of community-based support to address the root cause of opioid use, controlling the spread of opioid use disorder, and meeting the most affected directly in their communities," says Bawaskar, '18 MBA.

After the team conducted its interviews with various community stakeholders to get a grasp on the issue, it spent two weeks crafting its solution, writing a white paper, and preparing its presentation for the Miami event.

The team modeled its solution after Cure Violence, a program designed to combat violence in Chicago.

The Carlson's innovative plan was christened Community Empowerment to Address the Substance-use Epidemic (CEASE).

"Critical to the Cure Violence model was addressing violence as an epidemic disease, meaning that the problem transmits and spreads based on exposure," says Palmquist, MD/MBA class of '19.

The CEASE model proposes that Hennepin and Ramsey counties provide targeted support to high-risk areas, attacking the epidemic in a manner similar to how public health officials would address and manage the spread of a contagious disease. By targeting many of the stressors associated with the social determinants of health, CEASE addresses the root causes of opioid dependence, resulting in a decrease in opioid-related mortalities and a net societal cost savings of more than \$1.9 billion in its first year of implementation.

BAHM judges in Miami found great strengths in CEASE as they awarded the first-place prize to the Carlson School. The team is grateful for taking first and for the guidance of team advisors Mike Finch, Archelle Georgiou, and Jessica Haupt. Friesema, Bawaskar, and Palmquist are also hopeful that CEASE will be a template for the future in solving the country's opioid crisis.

3 People 3 Questions

01

FAITH OGEGA
BSB Student
Class of 2021

WHAT ARE YOU READING?
I am currently reading *Milk and Honey* by Rupi Kaur.

WHAT IS YOUR FAVORITE WEBSITE?
My favorite website would have to be YouTube! From makeup tutorials to lifestyle vlogs or comedic recordings when you just need a good laugh, it is on YouTube. You can find virtually anything on there!

WHAT IS YOUR DREAM JOB?
I do not currently have a dream job, but I have been entertaining the thought of utilizing my talents to further the health and beauty sector for people of color, particularly the African-American and Black community. It would be exciting to work for companies that are currently growing, such as The Mane Choice, Carol's Daughter, or Shea Moisture. It would allow me to create and develop products and services that effectively bring out unique characteristics of those who look like me!



02

SOFIA BAPNA
Assistant Professor
Information and Decision Sciences

WHAT ARE YOU READING?
I am reading Rupi Kaur's *The Sun and Her Flowers*.

WHAT IS YOUR FAVORITE WEBSITE?
Google because I use it so much. Importantly, in this age of fake news, an organization can curate any content about itself, its products, or its services. Google allows one to check what others are saying about the organization, person, product, or service in question. Of course, one should also remember to check who the third party is, if offering their opinion.

WHAT IS YOUR DREAM JOB?
My dream job is anything that involves solving puzzles. If there is a puzzle, I feel compelled to try and solve it.



03

JOSEPH SCHAEFFBAUER
MBA Class of 2019

WHAT ARE YOU READING?
Between the World and Me by Ta-Nehisi Coates and *The Lean Startup* by Eric Ries.

WHAT IS YOUR FAVORITE WEBSITE?
For news, I tend to utilize *The Washington Post*, *The Economist*, and Reuters. Otherwise LinkedIn and SurveyMonkey are probably my favorites.

WHAT IS YOUR DREAM JOB?
I would like to eventually be in a position where I can articulate and influence firm-level or government policy and create scalable social change. So a dream job in this regard might be VP of inclusive economics and markets at the Ford Foundation or chief administrator at the U.S. Agency for International Development (USAID).

The Significance of Collaboration

BY KEVIN MOE



CFANS Junior Scientist Mitchell Maher (left) works with Carlson School students Ryan Kling and Andrew Erkomaishvili to produce an ice cream product for an Entrepreneurship in Action Course. Cross-campus collaborations such as these offer huge benefits.



Last April, nine students traveled to the College of Food, Agricultural and Natural Resource Sciences' (CFANS) dairy plant on the St. Paul campus to make ice cream. The students were from a startup company developed in the Carlson School's Entrepreneurship in Action course.

The students developed and brought to market Musa, non-dairy and low-calorie banana-based frozen ice cream, and sold more than \$3,000 of products during spring semester. The final production run was at the St. Paul dairy plant.

Could the company have been as successful if it didn't have a production facility so readily available on campus? Perhaps, but the ease of access was surely a plus.

"We could not have gotten to the point we did without CFANS," says Carlson student Anne Nelson, a co-CEO of Musa. "Every step of the way, the food plant staff were extremely helpful and did everything they could to help us be successful. They recommended recipe changes and helped us get certified with the state government for production licensing."

The team itself also went through a recipe change. "We started with eight Carlson students and realized with no experience in food, we needed the help of a student with a food science background," Nelson says. So, working with the U's Food Science and Nutrition Club, the team brought in a CFANS junior majoring in nutrition.



Addressing Societal Challenges

Musa is just one example of the power cross-campus collaborations can have. In this instance, students harnessed its power to pick up valuable entrepreneurial experience in developing a new and successful product. In other cases, collaboration is used to alleviate challenges facing all of society.

Recently, University President Eric Kaler called the University of Minnesota a "remarkable college of people, ideas, and impact." It was in this spirit that the U launched its Grand Challenges Research grants in 2016. Aggressively promoting interdisciplinary collaborations, the grants offer seed funding for projects addressing the critical issues of today.

"We could not have gotten to the point we did without CFANS," says Anne Nelson.

Several Carlson School faculty, teaming up with colleagues across campus, have received these grants and are currently working on their proposals. Professor Myles Shaver, the Pond Family Chair in the Teaching and Advancement of Free Enterprise Principles, is a Co-PI on a project to create a Shared Leadership Lab to study different forms of shared leadership to see which is most successful in various contexts. There are nearly 30 team members on the project, including Work and Organizations professor Aaron Sojourner. The other Co-PIs are from the Humphrey School and the School of Music. In total, the team received a \$300,000 grant, with a \$50,000 international enhancement award.

“Are Networks Key to Solving America’s Healthcare Crisis?” received a \$50,000 grant. This project, examining how to deliver lower cost and higher quality healthcare, is being studied by Curtis L. Carlson Chair in Strategic Management Aks Zaheer, Assistant Professor Russell Funk, and Dr. Barbara Daniels of the Medical School.

The largest grant possible, \$500,000, was awarded to “Minnesota Precision Medicine Collaborative: Transforming Health and Advancing Equity” to be studied by Mosaic Company-Jim Prokopanko Professor of



▲ Twice the Education

Teresa de Vries says the dual degree program allows her to blend discussions and projects with insights from each discipline.

Corporate Responsibility K.K. Sinha and coinvestigators from the Academic Health Center. Precision medicine is an emerging approach for disease treatment and prevention that takes into account individual variability in genes, environment, and lifestyle for each person.

While the promise of precision medicine is clear, Sinha’s program of research is

distinguished in that it is focused on designing and sustaining healthcare supply chains that can deliver on that promise and make the access to precision medicine affordable and equitable to not only individual patients, but entire communities that have long faced serious health disparities.

“In my program of research that is motivated by contemporary, consequential, and complex real-world business and societal problems such as healthcare disparities, an inter-disciplinary approach enables a holistic understanding of the problems so that my associates and I can bring to bear relevant theories and methods from multiple disciplines to structure, analyze, and address the problems so as to yield actionable insights for decision makers and policy makers,” Sinha says.

Having the Best of 2 Disciplines

The intricacies and importance of the nation’s healthcare system has long fascinated MBA student and president of the Medical Industry Leadership Institute (MILI) Student Association Teresa de Vries.

“As I was considering grad school, I knew an MPP [Master of Public Policy] would be a natural fit, given my policy background,” she says. “But I had also heard about Carlson’s Medical Industry Leadership Institute, and that led me to start exploring the MBA as a way to broaden my skills.”

Ultimately, she wanted to understand both the public and the private sector parts of the health system and be able to speak to and build bridges between these various stakeholders. “Given that goal, a dual MPP-MBA seemed like the perfect degree program,” she says.

As one of 17 dual degree students in the MBA program, de Vries says the biggest challenge is bringing both disciplines to bear on your work—it’s easy to keep them siloed or let one side dominate your career.

“The greatest part of the dual degree program is getting to experience the best of both worlds simultaneously,” she says. de Vries notes the Humphrey School of Public Affairs’ curriculum takes a deep, systemic perspective, and students learn how interconnected their field of interest is to any number of other policy issues. Meanwhile, the MBA program gives students the tools to navigate those complex, interconnected systems and get things done.

Marketplace Premium

Students with dual degrees or those with campus experiences outside of their major domains can be a premium in the marketplace. “As we look at candidates, we put a high value on it,” says Nicholas Koewler, talent acquisition manager—college relations, at Land O’Lakes.

He uses the Carlson School and CFANS as an example. “We love students with a dual degree or a major in one and a minor in another,” he says. “They get both understanding of applied economics and agronomics as well as finance.”

Koewler says students involved in cross-campus activities such as student clubs tend to be able to maneuver across different functions. “Those who have opened their college careers with cross-functional experiences have been able to come in with a great sense of business acumen,” he says. “That’s experience we want.”

Of course, Land O’Lakes doesn’t discount students who have stayed solely within Carlson—they’re usually at the top of the pack. But sometimes, students want to have that extra edge.

“At companies like Land O’Lakes, we do a lot of rotation. Students with that cross experience really do set themselves apart as we look to rotate talent here,” Koewler says. “We hope the University continues to work across those college campuses to promote those different experiences.”

Why We Give

John Lindahl is a 1968 graduate of the Carlson School and his wife, Nancy, graduated the same year from the College of Education and Human Development. Although they were from two very different parts of the University, they are used to viewing campus through a wide lens—as they have touched nearly every part of it.



“We’re both alums and three of our parents were employed at the University,” Nancy says. “We met at the University. We can’t think of a better place to give our time and our capital.”

Currently serving as co-chairs of the U-wide *Driven* campaign, these longtime benefactors’ gifts to the U are numerous. Just as numerous are their reasons for contributing. One is Gopher pride. “We spent five years bringing football back to campus,” Nancy says. “We contributed to the new Siebert Baseball Stadium because we like Coach John Anderson so very much. We’re very maroon and gold.”

The Lindahl’s \$17 million gift to the U in 2015 went in part to fund the new Athletics Village, and the village’s Land O’Lakes Center for Excellence is now home to the John and Nancy Lindahl Academic Center. “We’re proud of the academic record of our athletes,” Nancy says.

Other reasons to give were more poignant. They have a named room in the Masonic Cancer Center in memory of a lost infant son. Similarly, the U has received funding from the John and Nancy Lindahl Children’s Heart Research Innovators Fund.

“Northrup is extremely important to us,” Nancy says. “My dad died in cap and gown at the [U President Ken] Keller inauguration. We did not want that building to remain empty.”

As an alum, John also likes to give back to the Carlson School. “It is the engine for the state of Minnesota,” John says. “It drives leaders and really sets the pace and the standard for the kinds of people who are going to be the leaders of our community and of our businesses.”

And then there are their scholarships. From military to business to education to athletics, you can tell the Lindahls want to help everyone at the U, probably because everyone is interconnected.

“We have met with many of the different units throughout the University system,” John says. “They are all related to one another and they support one another.” Nancy agrees. “That’s one of the things that has always resonated with me,” she says. “I was part of the inaugural committee when [U President] Kaler arrived and he really talked about cross pollination and that the world needs to know that colleges are not isolated as we draw the best from each other to solve the world’s problems.”



▲ Transforming Healthcare
Professor KK Sinha is helping to advance the emerging field of precision medicine using supply chain principles.



Carlson across Campus

BY KEVIN MOE

Although his primary work is focused in the Department of Bioproducts and Biosystems Engineering on the St. Paul campus, Sustainable Systems Management Professor Tim Smith has been an important part of the Carlson Global Institute (CGI). For the past four years, he has taught IBUS 3080: Sustainability and Corporate Social Responsibility, an undergraduate global enrichment course that includes two weeks of hands-on work in Costa Rica. The class is one of the many ways CGI is taking a lead in globalizing the University outside of the Carlson School.

“It starts from the beginning of what is sustainable, what does it entail, and why would a company care about it, particularly if it is not necessarily regulated,” says Smith. “Then it moves into issues of environmental performance, social performance, and involvement in the community. Many large multinationals are invested in processes for better managing these for their stakeholders.”

“It is great for them, giving them real hands-on experience,” says Tim Smith.

The course begins in October and runs through the end of the semester in December. In January, the students travel to Costa Rica to apply the knowledge and concepts they’ve learned. “We tend to look at agricultural products, because that is a big part of Costa Rica’s GDP, as well as tourism,” Smith says.

Students engage in data collection for resort managers to prepare them for climate change issues in their region. “It is great for them, giving them real, hands-on experience talking with companies of varying sizes—small operators and large hotel chains,” Smith says.

Most of the students in the class are juniors or seniors and many have really not thought beyond profit function on why companies do certain things, Smith says, which stresses the importance of reaching beyond your home area of study. “Other issues, sustainability, risk management, all interact with each other in interesting and important ways for students to expand some of their thinking.



In IBUS 3080, Carlson students get an up-close view of Costa Rican agriculture. The class is taught by Professor Tim Smith of the Department of Bioproducts and Biosystems Engineering. Transcending the boundaries of individual colleges is effective in tapping into the strengths of the entire University.

It helps them in the long run.”

Smith's own collaboration with the Carlson School has even extended to his research, as he has had two sabbaticals at Carlson's partner school in Costa Rica, INCAE (Instituto Centroamericano de Administracion de Empresas) in Alajuela. His current area of study is a project funded by the Rockefeller Foundation in collaboration with Stanford, Coca-Cola, and other partners. Smith and his team have been looking at different sustainable modeling activities where certain agricultural products would grow better and have less of an impact on the environment, sugar in particular. “It's to help make financial investments smarter, especially when there are multiple dimensions of performance,” he says.

Smith says it's critical that faculty work across units, because the outside world doesn't see the University in that way. “They don't see a difference between the Institute on the Environment (IonE), engineering, finance, or marketing,” he says. “They just see the University of Minnesota. I think we need to be a whole lot better in working together.”

With a Little Help from the Enterprises

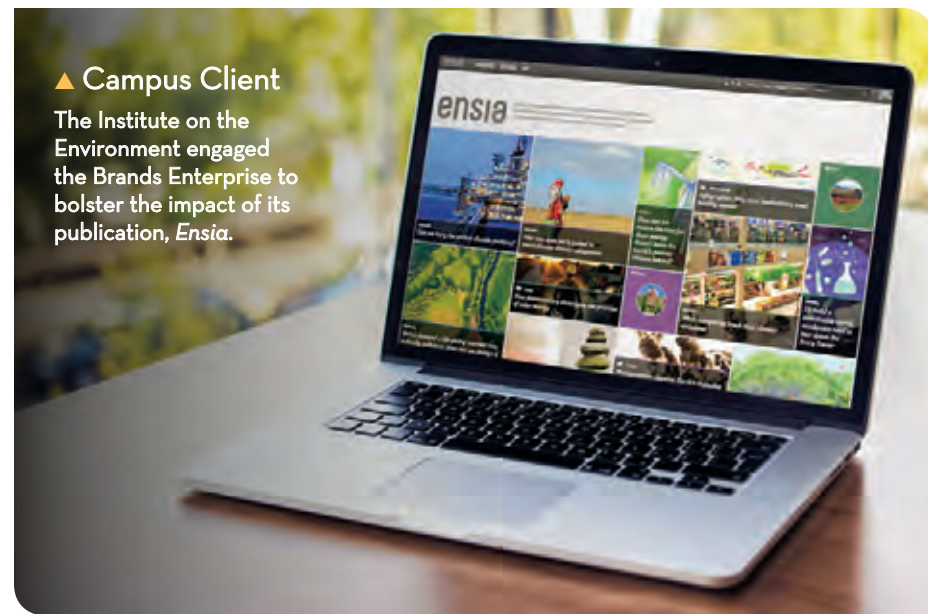
IonE, located on the St. Paul campus, was founded in 2007 to lead the way toward a future in which people and the environment prosper together. IonE supports interdisciplinary research, develops leaders, and builds cross-sector partnerships to identify and solve challenges that sprout up at the intersection of society and the environment.

IonE is also the home of *Ensia*, an independent publication presenting new perspectives on environmental challenges and solutions to a global audience. “I reached out to the Carlson Brands Enterprise to see if they wanted to work with us to update our overall marketing plan, strengthen our online content strategy, and develop strategies to increase audience

engagement,” says Todd Reubold, IonE's director of communications and publisher of *Ensia*.

The number one recommendation from the Brands Enterprise team was that *Ensia* needed to focus on increasing audience engagement. “The team developed a comprehensive strategy that is still informing our work over a year after the project's completion,” Reubold says. “We shifted our entire editorial strategy to focus on engagement and impact. This has allowed us to strengthen the *Ensia* brand and better engage with our target audience of environmental change makers.”

Reubold says he could tell the Carlson students he worked with were fully engaged and committed to the success of *Ensia*. “The expertise they brought to the project was invaluable,” he says. “I'm a huge supporter of cross-campus collaborations. There's such an incredible breadth and depth of knowledge and expertise among faculty, students, staff, and others across the University of Minnesota. By working together, we can increase our impact while being wise stewards on funds invested in the University to benefit the common good.”



MILI

It's impossible to discuss the Carlson School and campus collaboration without mentioning the Medical Industry Leadership Institute (MILI). Since 2005, MILI has been at the forefront of leadership education, research, and market development for the medical industry at the U.

As all MILI classes are open across campus, they have some of the highest non-Carlson student participation of any course offered here. As of summer 2018, there have been over 2,600 seats filled in MILI classes. Fourteen percent are non-MBA from 14 different colleges and over 55 programs.

“MILI functions as a convener as well as a catalyst for innovation and partner to advance business education in other colleges,” says Minnesota Insurance Industry Chair of Health Finance Stephen Parente, who served as MILI director from 2006 to 2017.

This advancement is done in a variety of ways, such as hosting U-wide seminars on research topics or engaging in joint program development for conferences

with engineering and the law and medical schools. One of the most significant outlets for collaboration, however, has to be the Medical Valuation Lab.

Students in the lab conduct market assessments for new medical innovations—more than 30 analyses a year, in fact. Eight schools at the University, as well as the Stockholm School of Entrepreneurship and the Swedish medical school Karolinska Institute through CGI, have an agreement with MILI for cooperation and student engagement in the lab.

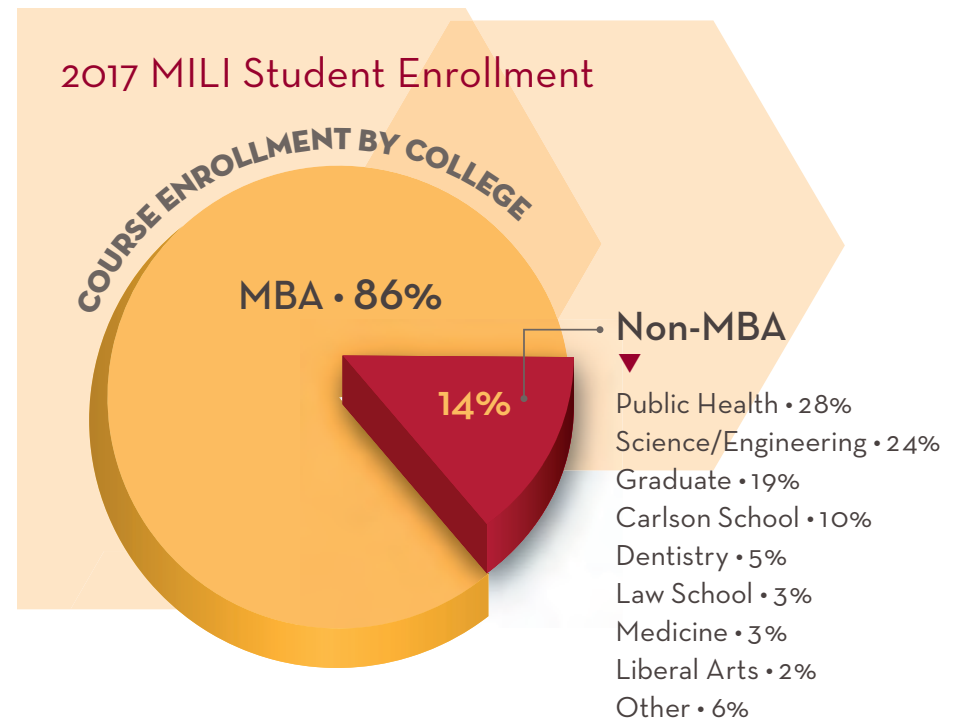
“The Valuation Lab acknowledges that different schools bring different expertise and the Carlson School does not have a monopoly on that expertise,” Parente says. “It engenders mutual respect across the colleges.”

Coming up on its 10th year, the Valuation Lab has enrolled more than 600 students from all across campus. Home-grown Carlson students benefit as well. “MBA students getting a MILI specialization get exposure through the lab and other courses in a way unlike almost all other health MBA programs,” Parente says. The lab won top MBA innovation of the year in 2017 from the MBA Roundtable, a global association of business schools.

Reaching out to STEM Students

Another program that was purposefully designed to work with students from across campus is MIN-Corps, the University site of the National Science Foundation's Innovation Corps. The program teaches scientists and engineers how to translate their lab-based innovations into products and services that benefit society and build the economy.

MIN-Corps was launched in 2014 as a joint initiative of the Holmes Center at the Carlson School, the College of Science and Engineering, and the Office for Technology Commercialization. Each of these groups recognized the synergies they could achieve by collaborating to



accelerate the commercialization of U of M research-based technologies.

The program director of MIN-Corps is Carla Pavone. Working out of the Holmes Center, she designs and leads commercialization education and coaching programs for STEM students, post-docs, research staff, and faculty. “My job is an unending field trip,” she says. “Where I get to learn about amazing discoveries that can save lives, preserve the environment, and change the world.”

With the help of industry leaders and entrepreneurs who help to teach MIN-Corps courses and mentor its participants, her role is to educate innovators on how they can translate their technologies into financially viable business concepts.

The flagship program of MIN-Corps is MGMT 5102, also known as STARTUP: Customer Development and Testing, a two-credit, semester-long course open to students from across the U. “This class mixes together MIN-Corps scientists and engineers with students from Carlson, the arts, and the humanities,” Pavone says.

Over the semester, students develop their own personal business ideas through intensive customer outreach, incorporating that feedback to improve their product concepts and business models. “Each semester we offer a speed mentoring session, an afternoon of controlled chaos where a swarm of business experts—many of them Carlson grads—listen to student pitches, then circulate around the room to give top-of-mind feedback and identify who they might want to advise for the balance of the course,” Pavone says.

MIN-Corps is also working to increase the pipeline of science and engineering innovation developed by women. Last year, its annual Women Innovators Conference brought together more than 250 women students, faculty, and industry professionals to discuss innovation, entrepreneurship, and career development.

When it comes to cross-campus collaboration, MIN-Corps couldn't function without it. “We bring Carlson School business expertise to scientists, engineers, and medical professionals in



▲ Management Skills

Gaining project management experience was one of the biggest takeaways for engineer Renato Conedera.



▲ Front Row Opportunity

Jessica Harren says experiencing new product design firsthand was a valuable component of the class.

To view video, visit carlsonschoolmagazine.com.

Mixing Business and Engineering

One of the first-ever collaborative classes at the Carlson School was New Product Design and Business Development (NPDBD). It was an initiative than began with a set of faculty from the Carlson School and from the College of Science and Engineering.

The purpose of the class is to bring together business and engineering students to work on a project for a real-world client by conducting market research, developing product prototypes, and crafting business plans. Students get a great hands-on, applied learning experience, while at the same time gaining insights into other disciplines.

"The U divides itself into academic areas, but the industry doesn't have those boundaries—they think in terms of products and markets," says Strategic Management and Entrepreneurship Associate Professor Daniel Forbes, who is in his fourth year as one of the class instructors.

The class currently holds 36 students, 18 from Carlson and 18 from engineering. "We deliberately try to observe that balance because the course works best from that mix," Forbes says. "It's a critical mass of business knowledge and mechanical knowledge."

Enter the Engineer

Renato Conedera is in his second year in the mechanical engineering MS program. "Currently, I am a process engineer for a medical device company in the Twin Cities area. The goal of my degree is to gain more technical knowledge to manage other engineers and take the lead on development projects," he says.

Conedera says his two biggest takeaways from the class were gaining project management experience and learning how to deal with a client. "Not all clients are perfect, and dealing with their asks, contradicting wants, and the way they operate was incredibly helpful," he says.

He also appreciated the student make-up of the class. "I wish there was more cross-campus collaboration where engineering students can work with design students, or business students could work with dental school students," he says. "The value of knowing how to work with other disciplines and, more importantly, their roles and their value added to a project is critical."

An MBA Perspective

Conedera's classmate, Jessica Harren, agrees with his assessment. "I grew in appreciation for my colleagues who are in the engineering field and they grew in appreciation for those of us on the business side," says the Class of 2020 MBA student.

She calls NPDBD a front row opportunity. "It's one thing to read about new product design, but to actually apply it was really valuable," she says. "You learn not only about the concept and the theory, but you get to experience firsthand the steps of developing a new product."

And, classmates had the added bonus of each other's diverse skill set. "In new product development, you're often working on a cross-functional team and so this class forged an opportunity to operate in that type of environment," she says. "You really start to understand how different functions are needed in order to do new product development well and I would say that was an invaluable learning from this class that you can't really learn in any other way."

22 colleges across the U who participate in our workshops, courses, and clinics," Pavone says. "I'm especially excited about Sci Pitch, a new program we'll be piloting in the 2018-19 school year."

In Sci Pitch, science and engineering faculty and grad students will pitch their ideas to Carlson MBA students, who can apply to become MIN-Corps Fellows who help take the concepts a step closer to commercialization or startup.

"While Carlson offers other excellent entrepreneurship courses, MIN-Corps programs are devoted to helping participants who don't have business backgrounds to advance their own innovation-based business ideas," Pavone says. "The programs have also contributed to the professional development of science and engineering graduate students planning industry careers."

One such student is University scientist Beth Lindborg, '12 MBA. Since graduating from the Carlson School, she has maintained a part-time position as a researcher at the University's Stem Cell Institute.

With her research group at the University of Minnesota, she started the biotech company Superior Organoid Technologies,

LLC. It was with this group that Lindborg worked with MIN-Corps.

"I thought it would be a way to reinforce and to share what I learned at Carlson and through MILI with my University research team," she says. "I thought it would help us become more unified with regard to a strategy and a path to commercialization. I was also curious to learn more about other groups on campus who were working to commercialize their research."

Through MIN-Corps, Lindborg received help with analyzing potential markets and worked to develop a compelling story of how organoids could address customer need. Her team also received a grant to fund its first animal study to work toward a cell therapy for individuals with Parkinson's Disease.

Pavone also recommended Lindborg and her team for the National Science Foundation iCORPS program, where they ended up receiving a \$50,000 grant for customer research. "It took our MIN-Corps learnings to the next level and enabled us to form our business model canvas," Lindborg says.

A lot of the success of Superior Organoid Technologies can be traced to collaborating across the U. "As a scientist, I feel like we have gotten as far as we can



▲ Diversity of Thought

U scientist Beth Lindborg says true medical breakthroughs happen when people break out of their comfort zones and work with those who think differently than they do.

go in our silos and respective fields without working across disciplines," Lindborg says. "Cross campus collaborations are certainly not for the faint of heart—we all have our own languages and our own ideas of what is important or critical to a project. But I would go as far as to say that not collaborating with other departments and in other fields is irresponsible."

Lindborg says that true medical innovations, such as breakthrough therapies for brain disorders, growing new organs, and curing cancer—all research that is happening now because of cross collaborations at the U—are only going to happen if people break out of the comfort zones and work with people who think differently than they do.

"I'd love to see our resources and talents leveraged even more in this regard," she says. "Students interacting with industry partners on campus would help industry partners recruit great talent and enable students to land better jobs after graduation. And new, innovative technologies developed using University resources would help fuel Minnesota's economy."

MIN-Corps Facts

Since June 2014, MIN-Corps has included participants from **22** UMN colleges, fostered **over 230** teams who were advised by **over 80** business mentors, had **11** teams accepted to the I-Corps National Teams program, produced **9** venture competition semifinalists and prize winners, launched **14** startups still in operation, and resulted in **12** licenses of UMN intellectual property.

over \$11 million in commercialization grants and startup funding



Scholarly Interactions

BY KEVIN MOE

The ability of faculty, such as Professor Joel Waldfogel, to meet, converse, and collaborate with those of other disciplines, not only broadens their perspectives, but can lead to groundbreaking discoveries.



Pinar Karaca-Mandic, associate professor of finance at the Carlson School and the academic director of the Medical Industry Leadership Institute, is also a core faculty member of the Institute for Health Informatics at the U's Academic Health Center.

The institute's primary work involves designing and evaluating information systems to support and improve healthcare. Its faculty run the gamut from nursing and medicine to computer science. Information and decision sciences is also represented, as Carlson School Professors Shawn Curley and Paul Johnson are also members.

"Healthcare itself sits at the intersection of very different disciplines," Karaca-Mandic explains. "My background is in economics. I can look at it like that, but it's not going to be the same as a clinician looks at it or a data scientist or someone from public health. It's really important for me to become connected to not miss out on these other insights. It gives me exposure to some of the things that are going on in the academic world."



A Community of Scholars

Karaca-Mandic has to travel to the East Bank to get to the Institute for Health Informatics, but the University's Department of Economics is more closely connected to the Carlson School—by a skyway as a matter of fact.

A number of Carlson School faculty, such as Karaca-Mandic, Hengjie Ai, Maria Ana Vitorino, Aaron Sojourner, Song Yao, Joel Waldfogel, and others, often cross this skyway for meaningful scholarly interaction with members of the Economics Department, which is on the fourth floor of Hanson Hall.

"I think that the nearby presence of the Carlson School makes the Economics Department a more attractive and productive place, and, of course, vice versa," Waldfogel says. "Minnesota does well in worldwide rankings of business and economics because there are top-notch scholars on both sides of the skyway. And the cross-fertilization of the communities is an important part of the story."

"It's really important for me to become connected to not miss out on these other insights," says Pinar Karaca-Mandic.

Waldfoegel, the Frederick R. Kappel Chair in Applied Economics in the Department of Strategic Management and Entrepreneurship, has two affiliated appointments at the U, one in economics and one at the Law School.

"I am an economist, and much of my research is divided between industrial organization—a branch of economics that is close to strategic management—and law and economics," he says. "Methodologically, my research falls squarely within economics, so the fit with the Economics Department is quite natural."

His role in the Economics Department is to advise PhD students, which in many cases turn into colleagues and coauthors. He also teaches a PhD course that attracts enrollment from both the Carlson School, from a variety of departments, and Economics Department students interested in applied microeconomics in general and industrial organization in particular.

"The benefit of my relationship with the Economics Department is an enormous complement to my strong relationships with Carlson faculty," he says. "With Carlson faculty, I share an interest in a common set of questions. My economics

colleagues, and the PhD students, give me a community of scholars who share approaches to answering those questions."

Broadens and Enriches Understanding

Like Waldfoegel, Work and Organizations Professor Avner Ben-Ner spends some of his time at the Law School. As an adjunct professor there, he has lately been collaborating with a colleague, Professor Claire Hill, on their common interest in questions related to identity and ethnic, cultural, and other forms of diversity.

"Professor Hill has been working on legal angles, and I have researched organizational interactions," he says. "We combined our specialized skills and started studying how to use law and public policies to ameliorate some of the undesirable effects of diversity and to enhance the beneficial ones."

Hill says that law and business both need an understanding of personal and group dynamics as they affect what people do as well as how they perceive the world.

Currently, Ben-Ner and Hill are writing a paper for a law journal concerning the legal treatment of nonprofit organizations.

Through his collaboration, Ben-Ner has become involved in some activities at the Law School and has presented at conferences on corporate governance, how to increase trust in society, and more. "Through these interactions, I learn to look at various issues of research and teaching interests to me from additional perspectives, to which I am not exposed in my regular interactions with colleagues at the Carlson School," he says. "I present in Law School classes and my law colleagues present in my classes."

Ben-Ner adds that attending seminars and conferences at the Law School exposes him to other ways of thinking and broadens and enriches his understanding of business phenomena. "This influences my research and teaching," he says. "Academics are specialized in narrow fields, but many questions cannot be answered from a narrow perspective. So, cross-disciplinary interactions benefit our research."

Since the legal profession is at the intersection of many fields and disciplines, such as politics, economics, and history, the Law School encourages involvement by faculty members from other parts of the University.

"We tell our students that their clients will not present them with 'a tort problem' or 'a contract problem,'—they will present them with 'a problem,'" says Hill. "The same is true of the broader academic endeavor. We are all trying to understand what makes the world tick, and how it can work better. That requires skills from many disciplines."

Collaboration Makes a Healthy Diet

Marketing Professor Joseph Redden has been combining his skills with colleagues' across the University on a series of projects that explore how to encourage elementary schoolchildren to eat more vegetables. "We've been doing this research in willing elementary school cafeterias to really test our ideas," says Redden, who holds the Board of Overseers Professorship in Marketing. "That is, can you actually get the child to ultimately eat more vegetables?"

Redden has been working with Professors Zata Vickers and Marla Reicks from the Department of Food Science and Nutrition, Professor Traci Mann of the Psychology Department, and Associate Professor Elton Mykerezi from the Department of Applied Economics.

The relationships with these various professors originated from a mixture of ways. For Vickers, Redden went to a presentation she gave on liking and satiety. "After the talk, we were discussing some of our overlapping research interests," he says. "A few days later, she saw a posting NASA had for some food satiety studies, and we've been off working together since then."

As for Mann, Redden knew that she was doing a lot of work on dieting and healthier eating, so he and Vickers contacted her to see if she was interested in joining the group. "For Marla Reicks, I first got involved with her after I served on a committee for a master's student in the Food Science and Nutrition Department," Redden says. "So, as you can see, there is no



▲ A Healthy Mix

Marketing Professor Joseph Redden has worked with colleagues from food science and applied economics to determine how to get children to eat more vegetables.

To view video, visit carlsonschoolmagazine.com.

one way. Our connections just seem to keep growing in this organic way."

For its research into healthy consumption among schoolchildren, the group has found several successful strategies. "One of the most robust is serving vegetables first in isolation, either in a cup handed to them while they wait in line or waiting for them at their table," Redden says.

There are several reasons why this strategy works: children are most hungry before their meal, people have a natural tendency to eat a food when it is placed in front of them, vegetables look unattractive when placed next to a tasty entrée on a plate, and there is a social norm to accept the "gift" of a vegetable beforehand, among others.

Although Redden and his fellow researchers all share a common interest in doing high quality, impactful work, what is great about this collaboration is that each person brings something unique to help that goal. "Zata really drove our relationship with the school cafeterias and did a great job developing a research mindset and flexibility with the school personnel," Redden says. "Traci has a

great ability to identify interesting questions and then design simple, elegant ways to test and discuss them. And Elton has a great skill set for analyzing data, which has been useful in dealing with some of the tricky aspects of field data."

And Redden's contribution? "As a consumer researcher in marketing, I am often thinking about how do we help customers see the value of what is offered," he says. "This includes how we communicate our messages to persuade people. So, one of my contributions has been bringing some of these consumer frameworks to our projects, especially in the areas of judgment and decision making."

Redden says that this cross-campus collaboration has been so valuable, that it is safe to say these projects wouldn't have been completed without each person doing his or her part. "The great value in my case was also that we all shared this common goal of healthier eating in schools, yet we each were coming at it from a different theoretical angle," he says.



▲ Dovetailing Disciplines

Professors Avner Ben-Ner and Claire Hill are pooling their expertise in business and law to examine issues of diversity.

At Your Service

There's more to being a faculty member than teaching and research. In Marketing Professor and Carlson Foundation Chair Vlad Griskevicius' case, it also entails membership on various University-wide committees.

"These types of committees exemplify 'thankless' work that's done by faculty at the University," he says. "There is no compensation for these kinds of committees and there is no prestige associated with doing this kind of work. Faculty serve on these kinds of committees because they are important in keeping a world-class university running—and for keeping the University of Minnesota a world-class university."

Griskevicius currently serves on three committees: the Provost's Grand Challenges Committee, the McKnight Land-Grant Professorship Committee, and the Liberal Education Redesign Committee.

The Grand Challenges Committee consists of about 20 University faculty from a wide array of disciplines. The purpose of the committee is to review collaborative research proposals

and determine which ones merit funding. Each year, this process takes about 20 hours of individual pre-work and another 10 hours of group discussion.

"The committee is important because it helps allocate scarce resources to the most deserving parties," Griskevicius says. "It is important that the committee represent diverse and varied perspectives, including the Carlson School. This ensures fairness in the process of selecting the most deserving proposals."

The McKnight Land-Grant Committee was established to help retain the best young faculty at the U. "The goal of the program is to retain the best minds in the world and compel them to stay in Minnesota, instead of leaving for places like Harvard or Stanford," Griskevicius says.

Each year, every department at the U can nominate one young faculty member for the McKnight Land-Grant Professorship. It is a highly prestigious professorship that is worth around \$100,000 in research money to the faculty member and comes with a prestigious title.

The committee consists of about 15 faculty, many of whom were past recipients of the

professorship. "The job of the committee is to review all of the nomination packets and select the most deserving candidates," Griskevicius says.

He says it is essential that Carlson School faculty be on this committee to ensure fairness and diversity as well as help young faculty at Carlson compete for this prestigious professorship.

The Liberal Education Redesign Committee is looking at the general education requirements that must be completed by all undergraduate students.

The committee consists of 20 faculty from all parts of the University. There are many different opinions and perspectives on the matter of liberal education and the topic is both ideological and political. "It is extremely challenging for a group of 20 faculty to agree on one plan for a huge university like the U of M," Griskevicius says.

Like Griskevicius, Strategic Management and Entrepreneurship Professor Mary Benner is a member of the redesign committee.

Benner also sits on the Research Committee of the Provost's Council on Student Mental Health. The committee is undertaking research into how instructors can design courses to avoid creating unnecessary and unintended challenges for students' mental health. "Again, this is part of using the rich knowledge and experience we have around the University to improve the solutions and educational experiences for all students," she says.

Benner says that in addition to the value these committees have in addressing University-wide issues, they also draw faculty out of their narrower, relatively specialized worlds to engage with colleagues in different schools. "I think these cross-college and cross-departmental connections help us understand differences in ways of thinking, and also how to communicate and find common ground," she says. "We are all committed to educating our students, and working together makes the U a stronger place."

▲ Committee Committed

Professors Vlad Griskevicius and Mary Benner take time from their busy research and teaching schedules to represent the Carlson School on various University committees.



International Advancement

As experts in international education, Associate Dean of Global Initiatives Michael Houston and Assistant Dean of Global Initiatives Anne D'Angelo work across campus with various organizations devoted to global issues. They are both members of the International Programs Council, which is charged with shaping the policies and processes that affect global programs and activities throughout the University. The council is made up of representatives of nearly every collegiate unit and is organized by the Global Programs and Strategy (GPS) Alliance, the central international office for the entire University system.

"It is rewarding to work closely with colleagues committed to internationalization across campus and system-wide," D'Angelo says. "We learn from each other, engage in cross-college and campus issues and initiatives, and enhance policy and practice in support of our students, faculty, staff, and partners here and around the world."

Houston, the Ecolab-Pierson M. Grieve Chair in International Marketing, also is a member of the China Center Advisory Council, which seeks to build bridges among the U's China Center and academic units throughout campus as well as strengthening connections between the University and the community. Located on the East Bank, the China Center has supported international research, outreach, and teaching for nearly 40 years.

In a similar capacity, Houston is on the board of the Center for Austrian Studies (CAS) in the Social Sciences Building on the West Bank. CAS is the oldest research center in the Western Hemisphere that focuses on the past, present, and future of Austria.

"With our deep relationship with the Vienna University of Economics and Business and our multiple partnerships in China, involvement with the China Center and the Center for Austrian Studies is valuable in that it keeps us tuned in to the activities related to Austria and China of other university units on campus," Houston says. "We are also able to keep these centers informed about our activities. The result is mutual benefits to all involved."

From 2010-15, D'Angelo served on the inaugural U of M metrics committee on internationalization, a task force established by the Associate Vice President and Dean of GPS Alliance, Meredith McQuaid, to create the first metrics model for internationalization used by colleagues across the U of M system.

"The collaboration of colleagues from the Provost's Office, GPS Alliance, the Carlson School, and other colleges and campuses across the University of Minnesota resulted in an innovative and comprehensive model that serves as a tool to capture key data associated with efforts to globalize the U of M's teaching, learning, research, and engagement," she says. "The Carlson School is the first college to implement a metrics process based upon the University model."



▲ Building Bridges

Associate Dean of Global Initiatives Michael Houston's work with the China Center Advisory Council seeks to build bridges between the U's China Center and campus academic units.



▲ Creating a Metrics Model

Assistant Dean of Global Initiatives Anne D'Angelo served on a task force to create a metrics model for internationalization to be used by the University.



Extracurricular Engagements

BY KEVIN MOE

Rooter Club President Matthew Rowley surveys his domain at the TCF Bank Stadium. For Carlson School students like him, extracurricular activities serve as an effective complement to their studies. Here students can hone their skills in leadership, team building, strategy, and more.



He's Got Spirit, How About You?

As the president of the Rooter Club, Matthew Rowley is able to combine two of his passions—sports and leading people to success. “I embrace every moment of this experience because I know that I am lucky to have found such a unique opportunity,” he says.

The Rooter Club is the official student section of Golden Gophers Football. The club exists to bring school spirit to football games and across campus and there are more than 150 members involved in the club throughout the season.

Rowley, a double major in supply chain and operations management and management information systems with a minor in business analytics, initially became involved with the Rooter Club in his first year when he was selected to be the Freshman Officer of the club. Through his continued involvement, he was named vice president in his sophomore year before his appointment to president.

“As president, I am tasked with working with Gopher Sports Marketing to coordinate promotional activities, organize watch parties, and plan member engagement events with my executive boards,” he says. “In addition, my board and I arrive three hours before kick-off to assist in the setup of any game-time needs.”

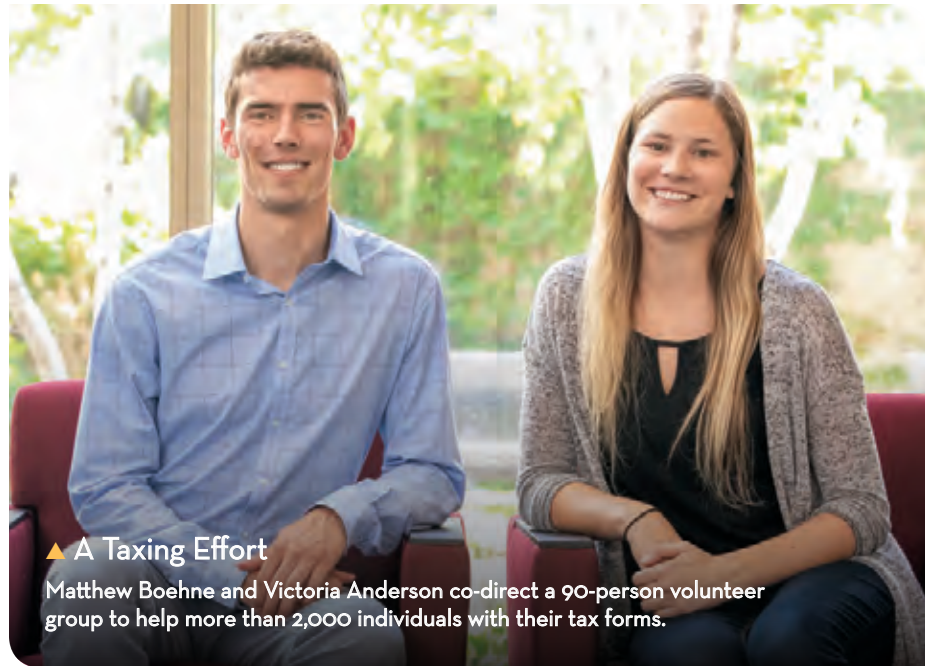
Rowley says cross-campus activities such as the Rooter Club offer students a way to not silo themselves to a particular major or school. “I know too many students in Carlson who barely ever leave because that is where they go to school, work, participate in club activities, and sometimes even live,” he says.

Cross-campus activities also provide students a more diverse outlook that can benefit them in their own personal and career development. “I have met some amazing people through my experience who have had a major impact in shaping who I am today,” Rowley says.

“I have met some amazing people through my experience who have had a major impact on shaping who I am today.”

To view an expanded version of this story, visit carlsonschoolmagazine.com.





▲ A Taxing Effort

Matthew Boehne and Victoria Anderson co-direct a 90-person volunteer group to help more than 2,000 individuals with their tax forms.

Easing the Tax Burden

Also having an impact is the Volunteer Tax Assistance Program (VTAP). Initially starting as a course within the Carlson School, VTAP has since grown by leaps and bounds. It is now a nonprofit student organization that operates as an IRS-supported Volunteer Income Tax Assistance (VITA) site.

"We prepare taxes for lower-income individuals to relieve some of the stress about such a complex topic," says co-director Victoria Anderson, a Carlson School senior hoping to earn her CPA and go to work for one of the big four after graduation.

Together, VTAP's 90-strong volunteer group helped about 1,400 resident and 700 nonresident taxpayers during a recent tax season.

"Volunteers gets hands-on experience with preparing taxes, which is beneficial both as a life skill and for preparing for their career, especially accountants," Anderson says. "For volunteers who are not business majors, they get client experience that is hard to get elsewhere due to the diversity of people we prepare returns for."

One such volunteer is Matthew Boehne, who is in his senior year studying chemical engineering with a minor in chemistry. His goal is to work as an engineer in R&D for a *Fortune* 500 company in the Twin Cities. Volunteering with VTAP was a way of branching out.

During the last tax season, he was a quality reviewer, which meant he was in charge of verifying that the already filled out tax returns were correct. "Currently as one of the new co-directors of the organization, I have been involved with applying for grants and securing corporate sponsorships," he says. "My role has been to ensure that we have the funds to help members of our community."

Boehne says he has learned a tremendous amount. "As an engineer, I feel like I have missed out on a lot of business-related topics," he says. "I believe VTAP has been a unique experience in that I have had the opportunity to learn about taxes, client interactions, and leadership."

Having student groups that accept students from across the entire campus is critical to success, as that is how the real world operates, Boehne says. "Within VTAP, we have a wide array of majors and,

because of that, I think everyone has learned something new from someone else," he says. "It is very cool to see so many people interested in taxes who do not plan on making it their profession. I think it is a testament to the strength of the organization, especially seeing how many people become invested in helping out the community after learning a valuable skill."

For more information about VTAP, email vtap@umn.edu.

She Has Design on Her Mind

What senior Roohi Katarya loves the most about her major in product design is that it is extremely interdisciplinary. "I get to take classes in business, engineering, and design," she says. "When I graduate, I hope to start out as a product design consultant, pursue an MBA, and eventually open my own design firm."

She also is one of the executive directors of Design U, a student-led design consultancy whose mission is to provide members with hands-on, real-world experience. The organization started in the College of Science and Engineering, but now encompasses students from the College of Design and the Carlson School as well.



▲ Designing Woman

Roohi Katarya's experience in Design U has sharpened her leadership, project management, and critical thinking skills.

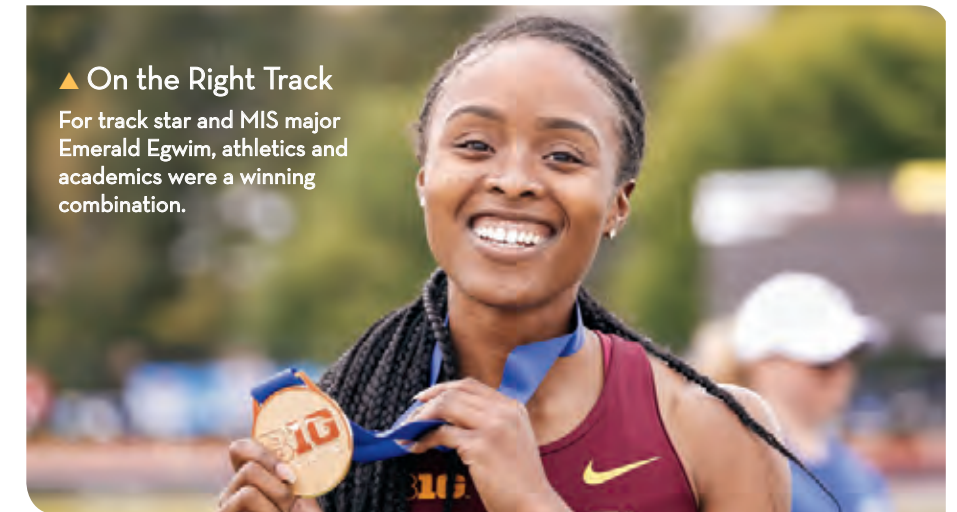
Currently there are about 60 students in the organization. They partner with startups and nonprofits around the Twin Cities area and offer services in research and strategy, digital design, and prototyping. Each of these divisions is composed of three to four teams of five students from a variety of backgrounds, majors, skillsets, and ages. "We work with an equal amount of diverse clients, from early-stage startups like Guide & Seek to more established firms like HOM Furniture," Katarya says.

Design U's purpose is to bring together diverse students as well. "It's so important to have different perspectives; not only does it emulate a real-world experience of working in industry, the diversity of students helps push forward the best products and solutions for the clients we serve," Katarya says. "Every team member brings a valuable and unique insight from their respective discipline and are able to apply it in a tangible, meaningful way."

As an executive director, Katarya oversees six branches of an executive board, including Business Development, Marketing, Outreach, Event Planning, Finance, and HR. "At a high level, my role is focused on client outreach and relations, member recruitment, planning, marketing our major events, and securing grants and external sponsorships," she says.

From a professional as well as a personal standpoint, Design U has been the most impactful and influential experience of Katarya's college career, she says. "I have gained skills in leadership, project management, and critical thinking that I would not have gained anywhere else," she says. "This group has taught me how to apply a growth mindset and effectively communicate with students, clients, and University leaders and has provided me with a network of mentors and industry professionals."

More information about Design U can be found at designu-mn.org.



▲ On the Right Track

For track star and MIS major Emerald Egwim, athletics and academics were a winning combination.

To view video, visit carlsonschoolmagazine.com.

Record-Breaking Runner

A former walk-on for the Gophers' track team, Emerald Egwim, '18 BSB, became an accomplished athlete while at the U of M. She broke four indoor and outdoor school records, won a Big Ten championship title individually and three as part of a team, and competed for Nigeria at the 2017 Track and Field World Championship Games.

She did all this while majoring in management information systems and minoring in business law at the Carlson School.

"I do not remember a time in my education that I was only going to school. I have always been involved in a sport and often times more extra-curricular activities, but the collegiate D1 level is different," she says. "It can be challenging at times, but support, effective communication, and advocating for myself helped me tremendously."

Student-athletes and students who are highly involved in school have to employ great time management skills in order to simply stay on top of everything, she says. Communication skills, organization, efficiency, patience, and perseverance are also qualities that are obtained from being highly involved.

While at the Carlson School, she took part in IBUS 3999, a self-designed option through the Carlson Global Institute, to complete her international experience requirement. She went to Kuala Lumpur in Malaysia to work for KPMG as an IT audit and attestation intern, finding this experience to also be a fount of insight.

"Complete immersion in a culture different from your own allows you to expand your thinking and challenge your beliefs in a way that the classroom cannot," she says. "We are a culmination of the experiences that have shaped us. As business students and as global citizens, it is important that we understand and celebrate cross-cultural differences."

It is also important to remember that oftentimes there are more similarities than differences, too. "I have a different appreciation for South-East Asia and the cultures within and for the way business is conducted in that region as well," she says. "I could not have obtained those experiences elsewhere."

Earlier this year, Egwim was selected as one of *Poets & Quants*' 2018 Best and Brightest. She credits many things for her successes, including cross-campus activities. "I believe they can help build communities with the campus," she says.

A Conversation with Chris Policinski



▲ **Carlson Cheerleader**
Throughout his tenure as CEO, Chris Policinski has maintained and strengthened ties between the Carlson School and Land O'Lakes, Inc.

Executive Spotlight is a forum where we sit down with some of the top leaders in their industries to leverage their wisdom on some of the important issues facing businesses today.

This issue's guest is Chris Policinski, the recently retired president and CEO of Land O'Lakes, Inc. Policinski has more than 35 years of experience in the food industry. He joined Land O'Lakes, Inc. in 1997 and was appointed president and CEO in 2005. Prior to joining Land O'Lakes, Inc., he held leadership positions with Kraft General Foods, Bristol-Myers Squibb, and The Pillsbury Company. He also is an emeritus member of the Carlson School Board of Overseers.

For several years, you had been a member of the Carlson School's Board of Overseers, now an emeritus member. What motivated you to donate your time and talent to the school in this way?

I didn't grow up in Minneapolis-St. Paul, but realized right away when I moved here what a special place it is—18 *Fortune* 500 companies don't cluster in a Midwestern city for no reason. I believe one of the main drivers of their interest in the area is the University of Minnesota. I wanted to support the school and become engaged in its talent development for the region to help build for the future.

LAND O'LAKES, INC.

Board of Overseers members help guide the direction of the school. What are your thoughts about the future of the school and what are you particularly excited about?

It's probably not fair to say "everything." But I'm going to say it anyway. I am truly excited about the future of the school and the direction it's heading.

The University of Minnesota as a whole and the Carlson School in particular have received ongoing support from Land O'Lakes over the years, including a \$25 million gift to the U in 2014. Why does Land O'Lakes place such high value on its relationship with the University?



Policinski speaks at the Academy of International Business' 60th anniversary celebration last June in Minneapolis. At the event, he was recognized as the International Executive of the Year. This award honors business leaders who have significantly improved the reputation and performance of their respective firms on the international stage.

Our headquarters is less than 10 miles from the University of Minnesota campus and 20 percent of our employees came out of the U.

Land O'Lakes is a growth company in a growth industry and we need talent to fuel that growth. It's simply a good strategic marriage.

Speaking of your company's University connections, you recently spoke at the U's College of Food, Agricultural and Natural Resource Sciences to celebrate the naming of the Land O'Lakes Collaboration Center in Borlaug Hall. What are some of the key takeaways that you would want people to remember from your speech?

I talked about the opportunity of feeding the booming global population, the challenge of having to do so with diminishing resources and tools, and the obligation of telling the great story of American agriculture. And, most importantly, I told the graduates I knew they were prepared and I believed they could do it.

In 2014, Land O'Lakes launched the Global Food Challenge Emerging Leaders for Food Security fellowship, an internship and development program for 10 students at five universities. What have been the results so far?

We are thrilled with the program and we've learned a lot and have been evolving its next generation. We have access to the best and brightest undergraduate students from a variety of backgrounds and interests and are able to engage them—and their faculty advisors—in addressing food and agriculture's greatest challenges from a variety of perspectives.

The theme of this issue deals with the Carlson School's relationship with other colleges at the University, such as dual-degree programs and faculty collaborations. What value does Land O'Lakes place on cross-disciplinary experiences?



Last year, Policinski and members of the Land O'Lakes, Inc. corporate board helped donate 60,000 pounds of product to Placer Food Bank, headquartered in Roseville, California. Land O'Lakes, Inc. and the Land O'Lakes Foundation are committed to serving the common good, both for today and for future generations.

I would say the highest value possible. We see cross-disciplinary backgrounds as key to success in high-teaming companies like Land O'Lakes. We look for multi-career experience, with disparate functional and educational backgrounds. We want the most well-rounded employees.

For Land O'Lakes and similar companies, what do you believe will be some of the major challenges it will face in upcoming years and how are you preparing to meet them?

The future is no longer linear. Companies are going to have to learn to deal with change in real time using teams from different backgrounds.

What do you consider are the defining characteristics of business leaders, especially at Land O'Lakes and how do you see these characteristics

evolving with changes in the business landscape?

I'm probably going to start getting redundant here, but leaders in business increasingly need multi-disciplinary backgrounds. We look for our leaders to diversify across business units and geographies. I like to say that more tools in the tool kit enable agility in the leader.

What do business schools and business students need to do to prepare for those evolving leadership roles?

That's easy—be comfortable working in teams.

We've spent some time talking about advice you would give others. For yourself, what has been the best piece of advice you've received?

The best advice I ever received was "your career success depends on the number of tools in your tool kit—get as many as you can."



Policinski celebrates with University of Minnesota President Eric Kaler and Goldy Gopher when it was announced that Land O'Lakes, Inc. and the Land O'Lakes Foundation were contributing \$21,037,500 for athletic facilities. The contribution led to the construction of the Land O'Lakes Center for Excellence, the home of the Gopher Athletics' student-athlete development team.

A Global Decade

BY WADE RUPARD

After 10 years of having an international experience as an integral part of its curriculum, the Carlson School remains at the forefront of global education.

▲ Grateful for the Experience

Undergraduate student Elise Hartwig offers a thank you for the opportunity to study in Buenos Aires this past spring. Each year, more than 750 Carlson School students travel abroad for their international experience.



GREAT BRANDS ALL HAVE GREAT SIGNATURE PRODUCTS

For Patrick McGinnis, '03 MBA and vice president of merchandising at Best Buy, the Carlson School has one product that really makes it stand out from other top business schools—the Carlson International Experience.

“For me, the signature of a Carlson School degree is this international

experience requirement,” says McGinnis, who chairs the Carlson Global Institute’s (CGI) Capital Campaign Committee. “It is something that is unique among business education programs out there, and it is very progressive. For me, it’s what stands out as being a key reason why students come to the Carlson School.”

This academic year marks 10 years since the Carlson School incorporated an international experience into the curriculum for all of its undergraduate

students. To this day, this is one reason why the Carlson School stands out as a worldwide leader in global education.

And that leadership will continue into future decades thanks to a transformational \$10 million donation from the Carlson Family Foundation this past July. This new investment in the Carlson School will help the school expand and enhance the work it does through CGI and help cement Carlson’s position as a leading business school with a global reach for years to come.

Today, more than 750 Carlson School students study internationally at top universities in nearly 40 countries around the world. These once-in-a-lifetime experiences have a profound impact on students and how they see business.

Now, CGI will build on the successful framework it has established. Since the expectation was established 10 years ago, CGI staff have worked tirelessly to forge strong partnerships both across campus and around the world. Because of this, CGI is poised to remain a leader in global education.

“We couldn’t do what we do without the current and past leadership at the

school and University, benefactors, advisors, and other stakeholders,” says Michael Houston, associate dean of global initiatives and Ecobal-Pierson M. Grieve Chair in International Marketing. “What you see from the outside is only a fraction of what goes on throughout the year to make sure each student has an outstanding and rewarding international experience.”

A NEW INITIATIVE

Upon her arrival as the new dean of the Carlson School in 2006, Alison Davis-Blake asked a group of external faculty to evaluate both the school as well its curriculum and programming. The group took a look at what the

school did well along with opportunities for improvement.

One of the group’s major suggestions was that the Carlson School consider creating a program that distinguished itself from other top business schools in the country. This new initiative should emphasize the areas in which the Carlson School already excelled to help elevate the school’s visibility.

At the time, the Carlson School already had a strong education abroad program, with roughly 45 percent of its undergraduate students studying overseas and Executive MBA partnerships with schools in Poland, Austria, and China.

▲ Still Going Strong

In 2008, MGMT 3010 visits China. The program has been a success for the last 10 years.



Davis-Blake, along with CGI leadership, worked together to make international education and global leadership that signature brand for the Carlson School. School leadership developed a plan to incorporate an international experience into the curriculum for all undergraduate students. With the business world becoming more global, this seemed like a clear opportunity to contribute to and leverage the assets of the school.

Today, under the leadership of Dean Sri Zaheer, the Carlson School's international experience has become a resounding success, and one looked up to by peer institutions around the world. An early teacher in the Carlson Executive MBA-China Program, Zaheer has brought a global research and teaching perspective to the dean's office. As dean, Zaheer has supported CGI and its mission fully and made education abroad scholarships a key priority of the *Driven* campaign.

Thanks to this and other initiatives, the U of M is among the top

institutions in the country each year in sending students overseas, with Carlson School students making up a significant portion of that number. Moreover, the Carlson School welcomes international students from more than 30 partner business schools around the world.

CGI's leadership in international education also helped assist the Association of Public and Land-grant Universities (APLU) to name the University as the inaugural winner of the Institutional Award for Global Learning, Research, and Engagement in 2016. The award recognizes institutions at the leading edge of inclusive and comprehensive efforts to internationalize their campuses.

"This is something that, to this day, remains unique among business schools," Houston says. "I'm proud the Carlson School has been and remains a leader in international business education. But this milestone was not reached overnight. CGI has worked tirelessly since the international experience became official to forge

strong partnerships both across campus and around the world."

FINDING PARTNERSHIPS

The CGI staff soon determined there was no one-size-fits-all solution to providing international experiences. They continued to work with students individually to assure their readiness to travel and study abroad.

After the international experience came to be, the school expanded its already numerous global offerings. Along with the traditional semester-long study abroad courses, the school also offers Carlson faculty-led courses between semesters and during the summer, as well as independent studies for students to design their own program unique to their academic interest.

"No matter where they go or what they study, we want to make sure every student has a robust, transformative experience in a safe and unique way," says Anne D'Angelo, assistant dean of global initiatives.

To accomplish this, CGI works closely with a wide array of stakeholders to ensure everything works smoothly. CGI in itself is unique because few business schools have a dedicated office focused on leading schoolwide global initiatives.

One example of this is the advising process. With plentiful options, it is important students understand all the different ways they can study abroad in order to meet their goals.

"When the requirement came to be, we immediately worked closely with our undergraduate academic advisors to make communication with students as seamless as possible," D'Angelo says. "How do we ensure every student plans ahead and integrates the international experience into his or her own learning goals? Together we want to ensure that the experience is relevant for each and every student."

Advising also has helped CGI provide the proper support for groups of students they didn't originally consider, such as athletes, because of their oftentimes hectic schedule. Now, CGI staff works closely with athletes and coaches to ensure they take part in an experience that supports their extracurricular activities.

CGI also collaborates with corporate partners and the broader community in order to make these experiences robust and relevant to each and every student.

"It has been a widespread, meaningful collaboration across the Carlson School, the University, and the local and global community," D'Angelo says. "We anticipated some things but we couldn't see everything coming when you begin such a bold initiative."

In the coming years, CGI will build on its partnerships and usher in more programs and initiatives that will continue to make the Carlson School one of the top business schools in the world.



▲ **Positive Influences**
Britta Savre says education abroad has given her a willingness to embrace new experiences.

STUDENT BENEFITS

Everything CGI does works toward benefiting students. Because of the transformative international experiences they take part in, all Carlson School students are able to develop academically, personally, and professionally in ways they never thought were possible.

In 2017, CGI conducted a survey with alumni who graduated three, five, and 10 years ago to better understand connections between international education and their postgraduate professional experiences, as well as their intercultural motivations and abilities. In at least one job since graduation, 92 percent of respondents have worked with personnel whose backgrounds are culturally different from their own and 71 percent have worked on projects with an international component. Additionally, 76 percent of respondents are working virtually with people in another part of the world.

Britta Savre, a University Honors student who is a finance and HRIR double major, learned vital skills she will

carry with her for years. While overseas, she took the class Sustainability and Corporate Social Responsibility in Costa Rica. That class opened her eyes to the importance of investing in projects and initiatives that benefit others.

"My study abroad experience influenced my future in many ways," she says. "The first being that I am more open and ready for new experiences and am willing to be put somewhere that may make me uncomfortable. Also, I have a better understanding of sustainability and how it interacts with business. I hope to bring this knowledge into my future career and show the company I work for how important these sustainability concepts are."

Skills that Savre acquired in her international experience are much sought after in today's world. And those skills can be traced to that signature decision the Carlson School made 10 years ago.



▲ **Top of the World**
Undergraduate Martin Falkiner shows the school colors in Trolltunga, Norway.



The West Bank is NOT an Island

Travis M. Smith
Assistant Dean, Institutional Advancement

One of the great joys of working in higher education entails the countless opportunities to collaborate with colleagues across the University of Minnesota. We see it manifest itself daily among our faculty and students with benefits far and wide.

For example, Carlson School faculty have long been known as terrific collaborators and have worked closely with counterparts from other disciplines to produce important research addressing the University's Grand Challenges. Our Holmes Center for Entrepreneurship has been at the forefront of innovation commercialization and cross-campus partnerships with the incredible MIN-Corps program. And, thankfully, Carlson School students seemingly don't know the meaning of boundaries or walls (or rivers!),

often partnering with students from other disciplines across the U to drive ideation and create solutions for a better tomorrow.




We also see the benefits of collaboration when it comes to philanthropy. We recognize our donors care deeply about areas beyond the Carlson School and this drives our commitment to working closely with our advancement colleagues around the University to fulfill donor passions. Some of the most incredible gifts the Carlson School has received in this campaign have been blended gifts benefiting other areas of the U. These gifts make us all better and, in many cases, reflect why giving to the University of Minnesota is such an important and worthwhile investment for our collective future.

Thank you for your continued generous support of the Carlson School and U!

FUNDRAISING BY THE NUMBERS

This past fiscal year, Carlson School donors came together to raise a record-breaking \$38 million to support student financial aid, transformational experiential learning, faculty funding, and research initiatives.

Highlights from the record-breaking 2017-18 include:

 <p>A \$9.6 MILLION ANONYMOUS corporate gift to support student scholarships and the Holmes Center for Entrepreneurship. The gift represents the largest corporate gift ever to the Carlson School.</p>	 <p>A \$6 MILLION GIFT from Brian Gerhardson, '86 BSB, to support scholarships and students who identify with LGBTQ+ causes.</p>	 <p>Nine women gave MORE THAN \$800,000 to help establish WE*, a new initiative from the Holmes Center for Entrepreneurship to support women entrepreneurs.</p>	 <p>115 NEW MEMBERS joined the Investors Circle, the Carlson School's annual giving society for donors of \$2,500 or more annually.</p>	 <p>On Give to the Max Day, an annual event that raises money for Minnesota organizations, 227 DONORS helped raise more than \$186,000.</p>
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Advancement News & Notes

NEW MEMBERS JOIN ALUMNI BOARD

The Carlson School recently named five new members to its Alumni Board. Steve Gottlieb, '86 BSB, '88 MBA; Steve Silvers, '04 BSB; Winnie Steffenson, '02 MBA; Vanessa Tennyson, '81 BSB; and Emily Weidemann, '04 BSB, '12 MBA, will begin their service on the board this fall. The Gophers Of the Last Decade (GOLD) board also named several new members. New members include Juhyun Kwon, '17 BSB; Vincent Phan, '13 BSB; Justin Schlitz, '14 BSB; and Lauren Sheibley, '16 BSB.



SARAH VATER NAMED GLOBAL FOOD CHALLENGE EMERGING LEADER

Carlson School junior Sarah Vater, from Osceola, Wisconsin, earned a coveted spot in the cohort of Global Food Challenge Emerging Leaders made possible by Land O'Lakes' \$25M gift to the U. She headed to Africa this summer to work with Land O'Lakes and a team made up of 10 students from a variety of colleges around the U.S. to find new ways to meet the challenge of feeding nine billion people by 2050.

Vater was able to put her supply chain and operations major to work in the real world. "This was a valuable chance to tackle big global supply chain issues, problem-solve, and empower people in a real-world context," she says. "We were able to see firsthand how one cow can

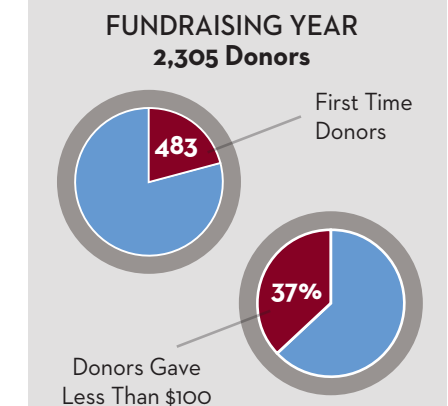
change a family's life, how crucial access to financing is to subsistence farmers wanting to expand, and the importance of trade. It's one thing to learn about what is going on in the world in the classroom, and it's another thing to actually see it for yourself. I have a feeling last summer, especially the time spent in Africa, will play a huge part in the rest of my life."

CARLSON HAS THE NATION'S BEST MILITARY FRIENDLY MBA PROGRAM

Military Friendly has ranked the Carlson School MBA Programs as the best in the nation in its listing of graduate school programs. Military Friendly has surveyed thousands of institutions and assembled lists that capture best practices in recruitment and retention of military



The school's **RECORD FUNDRAISING YEAR** came from 2,305 total donors, including 483 people who had never given to the school before. Within that, 37 percent of donors gave less than \$100.



employees, students, and franchisees. The Carlson School was measured in three primary areas: engaging the prospective military student in a recruiting environment, educating the military student once he or she is part of the school, and enabling the military student in finding meaningful employment. This program was made possible by alumni gifts totaling \$10M.

ONLINE GIVING MADE EASIER

The University of Minnesota Foundation recently launched a new online giving tool. This new system features many user enhancements, including the ability to make multiple gifts in a single transaction. Visit driven.carlsonschool.umn.edu to experience the device for yourself and to make a donation to help transform a student's experience at the Carlson School.

AACSB HONORS GREG LAIS

Carlson School alumnus Greg Lais, '91 MBA, has been honored by the Association to Advance Collegiate Schools of Business (AACSB) International for making an impact in his community and serving as a role model to future business leaders. Lais, the founder and executive director of Minneapolis-based nonprofit outdoor adventure and education organization Wilderness Inquiry, is part of the 2018 class of the AACSB's Influential Leaders Challenge. Since creating Wilderness Inquiry in 1978, Lais has created inclusive outdoor exploration programs throughout North America and beyond for groups of all types, including Carlson School Senior Lecturer Steve Spruth's Social Venturing in Action course.



Students Make an Impact with Class Gifts

Every year, Carlson students show their school spirit by contributing to their respective class gift campaign. These campaigns give graduating students an opportunity to give back and leave a legacy at the school.

Undergraduate

The 2018 Undergraduate Class Gift Campaign raised \$3,907 from 133 donors, which made up 19 percent of the class, as well as an additional \$5,871 from faculty, staff, and alumni matching dollars. In addition, four donors established monthly gift plans and one donor made an Investors Circle-level gift.

“We really wanted to go about this campaign from a community perspective,” says Jacob Stalsberg, ’18 BSB and chair of the Senior Class Gift Committee. “The goal was to bring the Carlson senior community together, and through that, raise money to leave our legacy on the Carlson School.”

The funds raised will go toward the Dean’s Excellence Fund, which helps support undergraduate students at the Carlson School. “We’re excited to see the money we raised be put toward scholarships, as we know that is one of the biggest needs at the University,” says Stalsberg. “And as students, we wanted to make sure our money went toward supporting future

students, in order for them to have the same opportunities that we had.”

Full-Time MBA

For the Full-Time MBA class of 2018, \$15,225 was raised from 58 donors, representing 57 percent of the class. There was also an additional \$2,550 raised from staff and alumni. Sixteen of the 58 donors established monthly gift plans and 10 made an Investors Circle commitment.

As vice president of external relations for the MBA Association, Ashley Ver Burg Soukup, ’18 MBA, was responsible for leading the class gift campaign. “As someone who has benefited from the generosity of donors to the Carlson School, I was passionate about shaping the culture around our class campaign to pay it forward and give back,” she says.

The raised funds will be used to establish a new MBA student scholarship. The committee also has a five-year vision to endow the fund.

Ver Burg Soukup says she was especially inspired by one of her classmates who gave \$5,000 to the class gift. “When I heard the news, I was blown away by the generosity shown by a graduating student,” she says. “When you know and feel all the reasons why it’s so important to give back, to see someone else make such an inspiring leadership gift, it’s truly moving.”

MA-HRIR

The 2018 MA-HRIR Class Gift Campaign raised \$1,000 from 23 donors, which was 27 percent of the class, plus an additional \$600 from members of the MA-HRIR Alumni Board.

To help raise the funds, volunteer Angela Gao, ’18 MA-HRIR, worked with a gift committee. “I made flyers and we held two pizza parties to create awareness of the campaign,” she says.

The funds will be used for MA-HRIR General Fellowships, which support future MA-HRIR students. “Most people in the cohort are under the pressure of job searching and relocating, but still we received gifts from a lot of them,” Gao says. “Giving back financially is one of the most important ways to support the program.”



▲ Expanding Diverse Talent

Nii Quaye believes expanding the pool of diverse talent will make the Carlson School a more valued partner to the local business community.

Support business as a force for good. Visit driven.carlsonschool.umn.edu.

Looking to Grow a Legacy

For Nii Quaye, ’92 MBA, giving back to support organizations that have helped him grow feels right and thus most of his giving is to support educational advancement in general.

“Creating an opportunity for one person has the potential to be the first link in a long chain, and value created in that chain will outlive the seed donor,” he says. “In that sense, I think of it as a legacy that can grow no matter how small or large the gift is.”

Like many others, Quaye was attracted to the Carlson School because of its location near so many *Fortune* 500 companies headquartered nearby. “I was looking for a top business school in a vibrant metropolitan setting that could provide long-term career opportunity,” he says.

Since graduating, he has worked in finance and marketing at Guidant, strategy and business development at Cargill, and corporate development at ADC Telecommunications (now part of Tyco Electronics). Now, he’s the senior vice president of strategy, mergers, and acquisitions at Pentair.

“I have been fortunate to have worked for employers who invested significantly in my development and provided experiences that enriched and helped me grow my career,” he says.

Now, he’s looking to give back in kind to the Carlson School with a gift to help defray some of the cost of attendance for MBA candidates. “My goal with the gift is to provide another tool the school can use to recruit and retain high-caliber students with an emphasis on diversity and inclusion,” he says. As a recipient of a Graduate Assistantship to attend the Carlson School, Quaye is aware of the difference this type of help can make.

Quaye says when he was at the Carlson School, there were perhaps six to eight students of color out of the total population of nearly 180 graduate students. “As I look around the Twin Cities, I see many companies looking to

attract and retain talent,” he says. “It has been difficult for companies in the Twin Cities to attract and retain people of color. If we at the Carlson School can help solve that problem by expanding the pool of diverse talent, we become a more valued partner to the local business community.”

Quaye’s dedication to the Carlson School actually goes way back. “In the early years, I was an active recruiter for Guidant and Cargill,” he says. “Later I participated by giving talks to classes and student groups.” Now, he serves as a member of the Carlson School Board of Overseers.

The University of Minnesota is a huge growth and value creation engine for the state of Minnesota alongside the business community, Quaye says. “I am grateful for the opportunities that have come from attending the Carlson School and being a part of this vibrant business community. I think it would be great if more people like me came here because they believed it could be a catalyst for them as well,” he says. “And I would also hope that giving back inspires other alumnae to contribute in whatever way they can to the Carlson School.”

241
Number of Students who Donated

\$20,132
Dollars Raised by Students

20
Donors who Established Monthly Giving Plans



▲ Campaign Celebration

Undergraduate Program Associate Dean and Curtis L. Carlson Chair in Finance Raj Singh (far right) celebrates with students after raising \$9,778 for the Dean’s Excellence Fund.



3M and the U of M: Allies with Common Goals

When it comes to a strong bond between a company and the University of Minnesota, 3M is one of the giants. For more than 90 years, these two entities—two of the state’s largest—have worked together to better the economy, education, and the community at large.

In the summer of 2017, 3M committed to a 14-year, \$11.2 million sponsorship of Gopher Athletics, which included naming rights to Mariucci Arena. The hockey facility will now be called the 3M Arena at Mariucci. Other areas in the Athletic Village that will be supported by 3M’s gift include an expanded and modernized academic center, a nutrition education and dining space, and a leadership center devoted to helping student athletes develop the skills needed to transition into successful careers.

Most recently, 3M has made a \$26 million investment in the University’s *Driven* campaign launched last fall. The goal of this major investment is to benefit the next generation of scientists, engineers, and business leaders.

The contribution includes an \$8 million commitment to support scholarships and outreach programs. This investment is helping to build a pipeline of high-performing and diverse global talent; integrate science, technology, engineering,

and math (STEM) into K-12 education; and prepare students to succeed in science and business.

The Carlson School’s portion of the gift will fund scholarships for diverse future leaders, as well as programs that engage emerging business minds.

“This gift reflects our ongoing commitment to the University of Minnesota, and STEM and business education,” says Kim Price, president of the 3M Foundation. “Investing in our students today ensures a solid foundation for our scientists, business leaders, and community of the future.”

3M’s current investment to the University brings the company’s lifetime total to nearly \$120 million in both cash and products. Through these investments, 3M has positively impacted the lives of thousands of students through mentorships, merit-based scholarships and investments in state-of-the-art facilities. Support has been

greatest for the Carlson School and the College of Science and Engineering.

“3M is an incredible recruiting partner and hires across programs from undergrad, MBA, MA-HRIR, and most recently in our Masters in Business Analytics program,” says Graduate Business Career Center Director Maggie Tomas. “In 2016, 3M was the MBA recruiter of the year.”

Aside from the sheer number of students 3M hires, Carlson School 3M alumni are strong school advocates and show support through mentorship, hosting regular site visits, and assistance in interview and resume preparation. “The support we receive from our alumni at 3M is a huge reason our students land sought-after roles at 3M and we are so grateful,” Tomas says.



University of Minnesota Athletics Director Mark Coyle and 3M Vice President and Chief Marketing Officer Paul Acito, announce 3M’s \$11.2 million sponsorship of Gopher Athletics.

How 3M Makes a Difference at the Carlson School

\$10.8 million
in Corporate Gifts
Since 1968
Including \$3.4 million
Since 2015

36
Enterprise
Projects
since 2003

Consulting | Brands | Ventures | Analytics

Recruiting:

Nearly 700

Employees are Carlson School Alumni

Including...Jon T. Lindenkugel, '88 MBA, SVP Supply Chain; Nicholas C. Gangestad, '01 MBA, SVP and CFO; and Matt Ginter, '85 BSB, '93 MBA, Treasurer and VP, Investor Relations

91 New hires

63 Interns since 2010

3M Employees:

154 in graduate education programs 2007-17

112 in Executive Education programs 2009-17

11 engaged on advisory boards in 2017-2018

128 classroom speakers

4 MN Cup judges since 2003

+ **Active Corporate Alumni Club**

Sponsorships Since 2015

- ▲ HR Tomorrow Conference 2006-14
- ▲ Case Competitions: Supply Chain | MIS | Elite 8
- ▲ Women Mean Business Program

Investing in Tomorrow’s Workforce

- ▲ Centennial Scholarship
- ▲ Undergraduate Diversity Scholarship
- ▲ MBA Veterans Fellowship
- ▲ MIS Scholarship

Experiential Learning

- ▲ Live cases, site visits to 3M locations U.S, Europe, Asia, South America
- ▲ Case studies, site visits for Carlson School China affiliate programs

Supporting Departments, Research, and Faculty

- ▲ Carlson Global Institute
- ▲ Information/Decision Sciences Department
- ▲ Institute for Research in Marketing
- ▲ Faculty Grants in Marketing | Info and Decision Sciences | Business Analytics
- ▲ Support for Global Competence Training and Assessment

Alumni Happenings

With more than 55,000 alumni in 102 countries around the world, the Carlson School truly has a global footprint. And as a member of our alumni network, you have access to resources and services that support you wherever you are around the globe and at all stages of your career.

Visit carlsonschool.umn.edu/alumni for more information and to stay connected.

1 CHICAGO ALUMNI SOCIAL

Our Chicago area alumni met again this summer for the Chicago Alumni Social, hosted by Beth and John Hartmann, '84 BSB and '87 JD. The group of alumni and current students gathered to welcome incoming freshmen from the Chicago area to the Carlson School's class of 2022.

2 NEW YORK ALUMNI SOCIAL

Carlson School alumni, current students, and friends in the New York City area gathered at the historic Lotos Club in May to reconnect with the Carlson School community. The event was hosted by Robert J. Kueppers, '76 BSB, and featured Professor Vlad Griskevicius, the Carlson

Family Foundation Endowed Chair in Marketing, who spoke on "The Power of Social Influence."

3 DALLAS-FORT WORTH ALUMNI SOCIAL

At Home Group, Inc. CFO Judd Nystrom, '96 BSB, graciously hosted the first-ever Carlson School Alumni Social in Dallas. Alumni from the area gathered at Mesero to reconnect with the Carlson School community and hear remarks from Dean Sri Zaheer.

4 DC ALUMNI SOCIAL

Alumni in Washington, D.C. gathered this past March at the National Press Club for our annual D.C. Alumni Social.

They enjoyed an evening of socializing and networking with the Carlson School community and heard remarks from Assistant Dean of MBA and MS Programs Phil Miller, '97 MBA.

5 INVESTORS CIRCLE RECEPTION

The annual Investors Circle Reception was held at Orchestra Hall on May 4. Investors Circle members gathered to celebrate their support for the Carlson School. Guests heard school updates and inspiring testimonials from featured speakers Dean Sri Zaheer; Wendy Nelson; and Ashley Ver Burg Soukup, '18 MBA, before attending the Minnesota Orchestra's performance of *American Voices: Copland, Bernstein, and Barber*.

6 REAL ESTATE NETWORKING SOCIAL

On June 19, the Carlson School, in partnership with Alumni Board President Brian Milovich, '00 BSB, and Board of

Overseers member Bill Walter, '72 MBA, hosted the first Real Estate Networking Social. This event brought together the talents of alumni from across the industry and provided an opportunity for attendees to share their personal journeys and experiences as a Twin Cities real estate professional.

7 THRIVING AS A PROFESSIONAL OF COLOR IN THE TWIN CITIES

This year, the Carlson School hosted a new event in partnership with MOSAIC, an MBA student organization aimed at advancing the presence and awareness of diverse professionals in the business community. The event, Thriving as a Professional of Color in the Twin Cities, featured a panel of alumni, including Jeninne McGee, '90 MBA; Nii Quaye, '92 MBA; and Joffrey Wilson, '99 BSB, who each spoke about their experience being a person of color in the professional world.

8 SEATTLE ALUMNI SOCIAL

Alumni in Seattle gathered at the beginning of August to hear remarks from Dean Sri Zaheer at the treasured MOHAI (Museum of History and Industry). Guests mingled while celebrating summer in the city with unbeatable views of Lake Union.

9 UNITEDHEALTH GROUP CHAPTER

On May 15, alumna and executive coach Roshini Rajkumar, '97 JD, spoke to members of the U of M and Carlson alumni network at UnitedHealth Group/Optum on tips from her book *Communicate That! Your Toolbox for Powerful Presence*.

10 CARLSON WOMEN CONNECT

On June 20, fellow women in the Carlson School community celebrated the fourth year of Carlson Women

Connect at the Minneapolis Event Centers. Over 60 alumna kicked off the first day of summer while growing their networks and conversing around meaningful discussion topics.

11 3M CHAPTER

On May 9, the 3M Corporate Chapter kicked off its second-annual Carlson School Day at a 3M faculty symposium. This half-day event included presentations from renowned Carlson faculty and leaders. 3M employees and alumni were able to take part in discussions on analytics, innovation, and decision making, and learn about what exciting new initiatives are ahead for the Carlson School.

12 BEST BUY CHAPTER

Carlson School Senior Lecturer Rand Park presented "Doing Good and Doing Well: Business Ethics and Corporate Social Responsibility" to the U of M Alumni Network at Best Buy on May 4.



Class Notes

1950s

After many years of teaching finance at the University of Washington and Willamette University in Oregon, **Stephen Archer**, '58 PhD, retired in 1996, recently published a book titled *The Mind and the Stock Market*.

1960s

Louis Nanne, '63 BSB, was honored by *Minnesota Business Magazine* as one of its (Real) Power 50 of 2018, recognizing him for getting things done and being a leader in the Minnesota business world through his work at RBC Wealth Management.



Founder, benefactor, and current board member of the Gary S. Holmes

Center for Entrepreneurship **Gary Holmes**, '69 BSB, was honored by the Northern Star Council as the recipient of its Community Builder Award. The award recognized Holmes' commitment to making our community a better place

to live through his work at CSM and other community involvements.

1970s

The President and CEO of Chicago-based Via Strategy Group, **Jim Treleaven**, '73 MBA, wrote *X-Formation: Transforming Business through Interim Executive Leadership*. X-Formation is the first comprehensive guide to the dynamic field of interim executive leadership.

1980s

Tor Guimaraes, '81 PhD, was awarded the Excellence in Research Award 2016-17 for his outstanding contributions to Tennessee Tech University's College of Business.

Molly Jungbauer, '88 BSB, was among *Minnesota Business Magazine's* (Real) Power 50 of 2018, honoring members for being linchpins in their companies and leaders in their industries. Jungbauer was recognized for her outstanding work at Hollstadt Consulting.



Major League Baseball and the Major League Players Association named

Philip LaPorte, '83 BSB, as a member of its salary arbitration panel for the upcoming 2018 salary arbitration hearings that will be held in Phoenix, Arizona. This is Arbitrator LaPorte's third season serving on the MLB and MLBPA salary arbitration panel.

The Northern Star Council recognized **Jim Miller**, '83 MBA, with the 2017 Spurgeon Award, honoring him for continuing to be an outstanding leader within the community and serving as a role model for young people.



This February, **Tony Youga**, '83 MBA, set out to bike 3,000 miles

cross-country from San Diego, California to St. Augustine, Florida in an effort to raise money to support Sierra Vista Child & Family Services. With the help and support of his wife, Patty, he was able to make the trek in 41 days, and raised over \$50,000 for Sierra's "Every Child Deserves a Dream" campaign.

1990s

KWS SAAT named **Natalia Lysyj Rieland**, '90 MA-HRIR, as head of human resources North America. KWS is based in Einbeck, Germany, and has been breeding crops for more than 160 years. It is one of the world's leading seed producers.

George Hadjiyanis, '92 MBA, has been hired as chief revenue officer leading sales and marketing at the i.e. network in Minneapolis.



Submit a Class Note

Notes and photos can be submitted to carlsonschool.umn.edu/share.

The University of Texas at Austin McCombs School of Business named **Eric Hirst**, '92 PhD, as senior associate dean for academic affairs.

Laurie Kirsch, '92 PhD, was recently named vice provost for faculty affairs, development, and diversity at the University of Pittsburgh.

Eric Olson, '92 PhD, is serving as the interim dean for the College of Business at the University of Colorado, Colorado Springs.

CenterPoint Energy appointed **Christe Singleton**, '92 BSB, as the vice president of the Louisiana/Mississippi Region. In this new role, Singleton is responsible for gas operations and new market growth.

Minnesota Business Magazine included **Chris Carlisle**, '93 BSB and '98 MBA, as one of its (Real) Power 50 honorees. Carlisle was acknowledged on the list for his outstanding work at Gray Plant Mooty, the longest-standing law firm in Minneapolis.



Blake Herring, '93 MA-HRIR, joined the Taylor Corporation

in January 2018 as vice president of human resources, working out of Minnetonka.

Ron Branch, '94 MA-HRIR, is human resources manager and business partner at Wheels, Inc. in Chicago.

This March, Rani Engineering, founded by **Susan Park Rani**, '94 MBA, joined forces with Progressive Consulting

Engineers, transitioning ownership to **Steven Carleton**, '16 MBA. Under the new ownership, Rani Engineering will remain a DBE and MBE and also become a Veteran-Owned Small Business.

Kyle Roling, '94 MBA, along with fellow U of M alum Dr. Tom Valdivia, was recognized by *Twin Cities Business* as one of its 100 People to Know in 2018. Roling was honored in the "pioneers" category for being a co-founder of Bright Health, a startup that reduces costs by partnering with health providers in a given area.

Steve Benson, '95 MBA, and his wife, Patti Benson, opened Excelsior Sawdust Company,

LLC in Tonka Bay, Minnesota. Their passion for woodwork started with a fun project to build a dining room table and eventually transpired into a viable business focusing on custom woodwork.

Andrew Block, '95 MA-HRIR, is executive vice president, chief human resources officer at ABM Industries in New York.

Sarah Grauze, '95 MBA, is treasurer and vice president, finance, at 3M.

Copeland Buhl & Company PLLP has promoted **Jason Frick**, CPA, CFE, '98 BSB, to partner. Copeland Buhl is a CPA firm located in Wayzata, Minnesota.



Jennifer Laible, '98 BSB and '02 MBA, was among The (Real) Power

50 of 2018 honored by *Minnesota Business Magazine*. The magazine recognized her for being a remarkable player in the Minnesota business community through her work at Antenna, a marketing advisory council based in Minneapolis.

Geoff Bell, '99 PhD, was awarded the 2017-18 Horace T. Morse—University of Minnesota Alumni Association Award for Outstanding Contributions to Undergraduate Education. He is an associate professor at the Labovitz School of Business and Economics in Duluth.

Tim Swanson, '99 MBA, is senior vice president of Frandsen Bank & Trust in Baxter, Minnesota.

2000s

The co-founder of Penny's Coffee, **Dean Phillips**, '00 MBA, was recognized by *Twin Cities Business* as one of The TCB 100: People to Know in 2018. Phillips was recognized for being a pioneer in the Minnesota community, from his time working at Phillips Distilling, to becoming chairman at Talenti Gelato, and finally founding Penny's.

Frank Schultz, '01 PhD, was recently named a distinguished teaching fellow at the Haas School of Business, University of California-Berkeley.

MA-HRIR Alumni Dinner



On May 22, a group of MA-HRIR alumni gathered for dinner in Princeton, New Jersey. Alumni in attendance were (left to right) **James Parker**, '05 MA-HRIR; **Julie Fraunhoffer**, '02 BSB, '07 MA-HRIR; **Jonelle Parker**, '07 MA-HRIR; **Justin Grgurich**, '07 MA-HRIR; Anne Obst; and **Lindsay Wenzel**, '16 MA-HRIR.

Carlson School
PROG JUD

Merchandise and apparel available for purchase online or in person at the University of Minnesota Bookstores located in Coffman Memorial Union.

» carlsonschoolstore.com

● 2000s continued

Eric Walden, '02 PhD, was named a Texas Tech University Integrated Scholar, the school's highest honor.

Anna Kyllonen, '03 MA-HRIR, is a human resources leader at Calyxt in New Brighton, Minnesota.

Rutgers Business School named **Ashwani Monga**, '04 PhD, as vice dean, academic programs and innovations.

James Parker, '05 MA-HRIR, is vice president of talent and organization development at Church & Dwight, Co., Inc. in New York.

Heather Daniels Cariveau, '06 MA-HRIR, is senior vice president of global HR at AngioDynamics in New York.

Jason Grosz, '06 MA-HRIR, is vice president human resources, global healthcare at Ecolab in St. Paul.

Julie Rath, '06 MBA, is vice president, customer experience planning at American Airlines in Fort Worth, Texas.

Erika (Bledsoe) Berndt, '07 MA-HRIR, is head of human resources at HTC Americas in Seattle.

Lauren D'Cruz, '08 BSB, is an attorney at Schaefer Halleen, LLC in Minneapolis.



Former Carlson Digital Marketing Executive **Alissa Montbriand**, '08 MBA, purchased Pacifier, the homegrown baby boutique with four Twin Cities locations. She says she plans to expand the retailer's digital presence and broaden product categories.

Alvin Schexnider, '08 MA-HRIR, is senior director of operations at Erie Neighborhood House in Chicago.

The owner of five-star ADOGO pet hotels, **John Sturgess**, '08 MBA, is making his next move into the pet industry with a consultancy and management company called RetrieveOne Advisors. RetrieveOne

offers national pet industry management and modeling strategies for early-stage to established businesses using methods that have made ADOGO so successful. Sturgess was also recently recognized as one of *Twin Cities Business*' 100 People to Know in 2018.

Stephanie Grimm, '09 PhD, was awarded the Julie Hays Teaching Award at the Opus College of Business, University of St. Thomas in St. Paul.

Co-Founder and CEO of Morning Consult in Washington, D.C. **Michael Ramlet**, '09 BSB, has been nominated as a finalist for this year's EY Entrepreneur of the Year award. The awards program recognizes entrepreneurs who are excelling in areas such as innovation, financial performance, and personal commitment to their businesses and communities.

● 2010s

Kuldeep Dhar, '10 MBA, was honored as a Fast 100 by the U.S. Pan Asian American Chamber of Commerce for the growth of his company Bancsoft. This honor highlights the country's 100 fast-growing Asian American-owned companies, based on the percentage of revenue growth over the past two fiscal years of operation.

Steve Furlong, '10 MBA, is a mortgage specialist with Twin Cities-based Mortgages Unlimited, Inc. and the 2018 president of St. Louis Park-based Minnesota Mortgage Association.

Assistant Professor of Marketing in the Pamplin College of Business at Virginia Tech **Frank May**, '10 MBA, was named the Mary F. McVay and

● Eric Jing—Outstanding Achievement Award

In December, Eric Jing, '05 MBA, received the University of Minnesota Outstanding Achievement Award (OAA). The OAA is the highest honor the University gives to graduates who have achieved extraordinary distinction in their field, and have demonstrated exceptional achievement and leadership on a community, state, national, or international level. Jing was honored for his exceptional work as CEO of Ant Financial Services Group.



Theodore R. Rosenberg Junior Faculty Fellow by the Virginia Tech Board of Visitors. The fellowship was established in 2004 to provide faculty support for the Pamplin College of Business and to recognize teaching and research excellence.

Cintas named **Frank Deutsch**, '12 MA-HRIR, labor relations director in Minneapolis.

Michael Stanfield, '12 MA-HRIR, is associate relations specialist at DENSO in Battle Creek, Michigan.

GoDaddy hired **Sam Kemp**, '13 BSB, as the vice president of investor relations and strategy.

Taylor Smithyman, '13 BSB, became a partner at Financial Impact Advisors in January 2018 in Fort Atkinson, Wisconsin. He also became a partner at Business & Tax Systems in January 2017. Using the strengths of both his firms, he builds comprehensive wealth, tax, insurance, and estate plans for business owners and individuals throughout the U.S.

Rihm Kenworth named **Josephine Brookes**, '14 MA-HRIR, as a human resources representative in Minneapolis.

Jackie Korpela, '14 MA-HRIR, is a human resources generalist at Planned Parenthood Minnesota, North Dakota, South Dakota in Minneapolis.

Tesla recently hired **Caleb Moore**, '14 MA-HRIR, as a senior human resources business partner in San Francisco.



Nick Nobbe, '14 BSB, recently launched Relamp, a Minneapolis-based company that invented the printed light bulb. Through Relamp, Nobbe hopes to add design flair to the light bulb industry while promoting energy efficiency through LED technology and supporting local charities by donating a portion of all proceeds.

Amazon hired **James Updyke**, '14 MA-HRIR, as a human resources business partner in Las Vegas.

Yunyun Zheng, '15 MA-HRIR, is APAC human resources analytics and HRIS projects leader at Air Liquide in Shanghai City, China.

Mie Johansen, '16 MA-HRIR, is a human resources business partner at Hertz in Minneapolis.



Sarah Denn, '16 BSB, used her prior experience working at the 2014 Sochi Olympics as well as at the commissioner's office for Major League Baseball to help her in her role at Super Bowl LII this year. Denn works as a tour and guest experience coordinator for SMG, the company who manages U.S. Bank Stadium.



Fox News 9 featured **Ben Boomer**, '18 MBA, in a recent story about the shortage of construction workers as baby boomers

continue to retire. In the article, Boomer, president of Twin City Hardware, discusses the impact this has had on his company's construction projects and hiring processes.

● Engagements, Marriages, Births, and Deaths

Jake Podobinski, '05 BSB, and Melissa Burns welcomed baby James in the spring of 2018.

Richard Lindgren, '49 BSB, passed away at the age of 90 in Bloomfield Hills, Michigan. He was a beloved husband to his wife Lois for 67 years, father of two children, and grandfather of three.

Craig Seitel, '86 BA, '88 MBA, passed away in April. Craig was the former president of the Carlson School Alumni Board. He also served on the Carlson School Board of Overseers and was the founder of the New York Alumni Chapter.

1st Tuesday

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▲ He Ain't Heavy...

Rooter Club President Matthew Rowley gives fellow Carlson School student Spencer Wajnert a lift around TCF Bank Stadium. Extracurricular activities are an engaging way of linking students of varied backgrounds. See page 26.

ALUMNI EVENTS



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