



THE CARLSON SCHOOL
OF MANAGEMENT
MAGAZINE FOR ALUMNI
AND FRIENDS

CARLSON SCHOOL

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THE
CARLSON
SCHOOL **100** YEARS

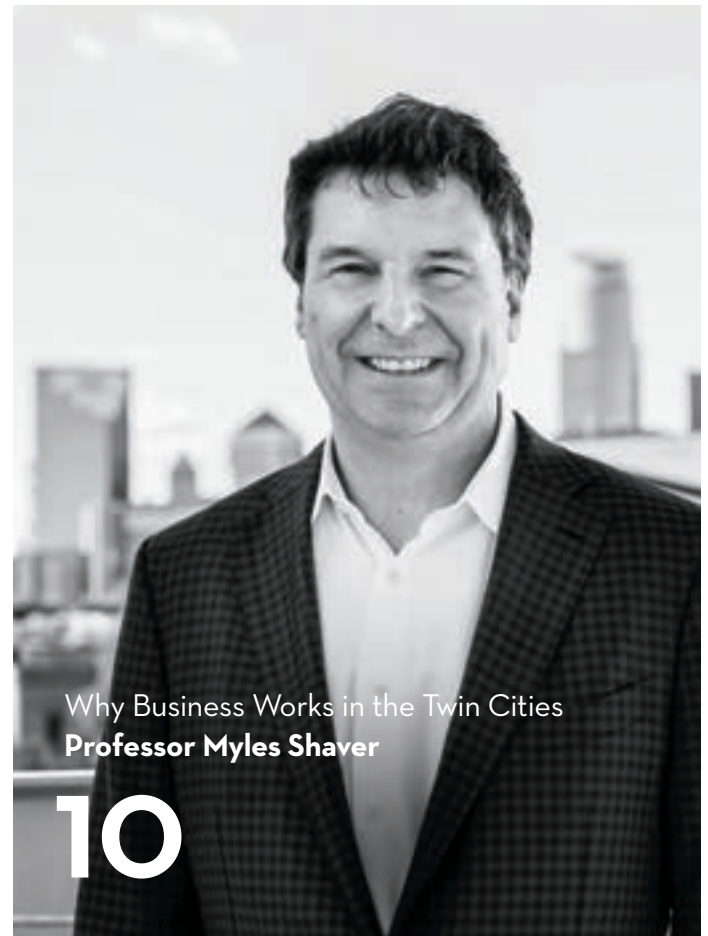
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**THE CARLSON SCHOOL
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Rising Through the Ranks

The high quality of Carlson School degree programs and faculty are being
recognized both nationally and internationally.

#29 In the U.S., Full-Time MBA Program
Bloomberg Businessweek **up from #39**

#7 In the U.S., Part-Time MBA Program
U.S. News and World Report **up from #9**

#11 Worldwide Faculty
Shanghai's Global Ranking of
Academic Subjects-Management

#4 In the U.S., MS in Business Analytics
QS Business Analytics Ranking

#6 In the U.S., MS in Supply Chain
Management, Gartner, Inc.

#15 In the U.S., Undergraduate Program
U.S. News and World Report

#18 In the U.S., Executive MBA Program
Financial Times



From the Dean

The Quiet, Surprising Secret of Minnesota

When top-tier students apply to business schools, they expect life-changing educational experiences that will propel their careers into leadership roles and position them to change the world.

With goals like this, however, it's easy for potential applicants to overlook Minnesota. It's cold here. Winters are long. We're not loud or flashy. For the most part, we are quiet, hardworking people who don't sing our own praises enough, so when we do talk about our local economy and the learning opportunities that the Carlson School of Management offers our students, people find what we say hard to believe.

In fact, the disparity is so great that Professor Myles Shaver was inspired to write a book about it. Published in November by the Oxford University Press, *Headquarters Economy* examines the reasons why Minnesota breeds success.

Most people can't believe that the Twin Cities is home to more corporate headquarters from the Global 500 than New York City, Los Angeles, and Chicago. Per capita, our business community is on par with London. Since the publication of Professor Shaver's book, we've added yet another *Fortune* 500 corporate headquarters, bringing the total in our neighborhood to 19.

Why are the Twin Cities home to so many successful businesses? You'll find a wonderful, fact-filled discussion of this topic later in the publication, but I'll give you the short answer right now: It's our talent. Our highly educated, hard-working, skilled, and dedicated talent pool sustains the companies wise enough to call Minnesota home.

Our talent pool is consistent: Once people come live and work in the Twin Cities, they do not leave. The winters may be cold, but the quality and integrity of the people who make up our workforce is unparalleled.

Even better, we've created opportunities for our students to join this world-class workforce and participate in projects that produce real results for global corporations. We work closely with government agencies to use business as a force for good—to improve public services and directly benefit the lives of people living in Minneapolis-St. Paul.

These experiential learning opportunities translate directly into student success. In fact, our Masters of Science in Business Analytics program, which offers every student real-world experience in our Carlson Analytics Lab, has achieved 100 percent placement for the three out of four years it has graduated students, with one year lagging at a 99 percent placement rate.

But we're Minnesotans, so we don't often talk about these accomplishments.

In 2019, the Carlson School of Management celebrates its 100th anniversary, and we're fortunate to do it from this position of strength—we're able to reflect on our storied history, our progress, and build a vision for the future of our school together. Knowing the people of Minnesota, we'll do it quietly, we'll work hard, and we will get there. Together.

Sri Zaheer, Dean

Elmer L. Andersen Chair in
Global Corporate Social Responsibility

Start-Up News Briefs

Carlson School Partners With Coursera for Management Information Systems Specialization

Professionals looking to expand their knowledge on the role of information technology in organizations can now do so through a new specialization designed by the Carlson School. This new four-course specialization, titled Management Information Systems, is presented entirely online through Coursera, a platform that has partnered with more than 150 different universities.

The Management Information Systems specialization helps learners understand fundamental aspects of using IT to address business problems, including IT governance, enterprise systems, business analysis, and new technologies.

Courses are taught by four top-ranked Carlson School faculty members—Jason Chan, Gautam Ray, and Soumya Sen, as well as senior lecturer Ken Reily—and provide a robust introduction to the key principles and practices of information systems management.

“All of us in our department are very excited about this specialization,” says Professor Ray. “It allows us to bring this important information to students we would not have reached before. It’s exciting to partner with Coursera to create content that will help so many people understand the important role information technology plays in organizations.”

Learn more and enroll at coursera.org/specializations/information-systems. The specialization is 100 percent online, offers a flexible schedule, and takes approximately four months to complete.

Multidisciplinary Team Wins Grand Prize in Healthcare App Challenge

A University of Minnesota team won the Grand Prize in the Agency for Healthcare Research and Quality (AHRQ) Step-Up App Challenge.

The challenge is to create a digital application that simplifies collecting and sharing complex, patient-reported outcome (PRO) data. Both patients and providers greatly benefit from robust digital collection of this data.

The team’s grand prize-winning concept is called PRISM, which stands for PROMIS Reporting Insight System from Minnesota. Together they created an app that enhances clinical discussions between healthcare providers and patients by allowing for continuous patient engagement outside of clinical.

The team was led by Associate Professor Pinar Karaca-Mandic, academic director of the Carlson School’s Medical Industry Leadership Institute, and Steve Johnson, assistant professor of the U’s Institute for Health Informatics and former vice president of product development and chief technology officer for a number of companies.

“We had the ideal mix of exactly who we need for this project to succeed,” says Johnson. The PRISM team included:

- Elisha Friesema, ’18 MBA, co-founder of CEASE, a program to fight the opioid epidemic
- Carla Pavone, associate director of the Holmes Center for Entrepreneurship
- De Liu, associate professor, Information and Decision Sciences, and MSBA Director

- Zach McGill, CEO of Perk Health, a local startup specializing in digital health
- Michael Borofsky and Andrew Portis, two U of M physicians from HealthEast Kidney Stone Institute

Even if they hadn’t won the competition, Karaca-Mandic believes the team succeeded just by collaborating across disciplines and silos: “The future of our educational system is interdisciplinary,” she says. “We can’t afford to just work in our department, school, or university. This project brought it all together.”

Medical Industry Valuation Lab Celebrates 10 Years

In 2018, the Medical Industry Valuation Lab at the Carlson School of Management’s Medical Industry Leadership Institute (MILI) celebrated its 10th anniversary.

The Valuation Lab is MILI’s signature course, representing interdisciplinary, experiential learning at its finest. The lab brings together students from across campus to work in cross-functional teams conducting rapid market assessments for new medical innovations, helping evaluate lifesaving ideas, and streamlining time to market for critical new products.

Valuation Lab students produce more than 30 analyses a year, gaining valuable hands-on experience, while clients get a top-to-bottom breakdown of their medical technology and its prospects in the market. This kind of mutual student-industry benefit is at the core of MILI’s mission. Since launching in 2008, the Medical Industry Valuation Lab has assessed more than 300 medical innovations for organizations that include *Fortune* 500 companies, hospitals, medical device

manufacturers, startups, and nonprofits, as well as individual inventors. In 2017, the Valuation Lab won the Innovator Award from MBA Roundtable.

Learn more at carlsonschool.umn.edu/faculty-research/medical-industry-leadership-institute

Three Companies With Carlson School Founders Crowned MN Cup Division Winners

Three companies with ties to the Carlson School—and two others that include graduates of the University of Minnesota—were named division winners in the annual MN Cup competition.

Organized by the Carlson School's Gary S. Holmes Center for Entrepreneurship, MN Cup is the largest statewide new-venture competition in the country. It allows emerging companies and entrepreneurs to compete for seed capital and meet investors, and it seeks to support and accelerate the development of the best breakthrough ideas from across Minnesota.

DIVISION-WINNING TEAMS WITH CARLSON SCHOOL FOUNDERS INCLUDED:

NOSWEAT

Jon Marshalla, '10 BSB, and Collin Iacarella, '10 BSB (General)

RECOVREE

Melissa Kjolsing Lynch, '16 MBA (Impact Ventures)

PLYO

Peter Schultze, '20 BSB (Expected), (Student)

OTHER DIVISION WINNERS LED BY UNIVERSITY ALUMNI INCLUDE:

CEDAR LABS

Benjamin Silberglitt and Tim Heckel (Education and Training)

CD3

Edgar Rudberg and Mark Apfelbacher (Energy/Clean Tech/Water)

Division winners each received \$30,000 toward their startup and competed for an additional \$50,000 grand prize. The grand prize was ultimately awarded to MicroOptx, an early stage medical device company building a platform technology to shunt aqueous humor from the anterior chamber to the surface of the eye.

Learn about this year's upcoming competition at carlsonschool.umn.edu/mn-cup. The MN Cup application period lasts from March 25 to April 26, 2019, and Carlson School alumni are encouraged to apply.

MSBA Team Accurately Predicts Minnesota Voter Turnout, Wins Competition

Last fall on Election Night, as folks across the nation held their breath to see how the balance of power shifted in Congress, a team of Carlson School Master of Science in Business Analytics (MSBA) students watched results with rapt attention for a different reason.

The team of five, composed of Kavya Puthuvaya, Raghuvveer Rao Vijjini, Tarun Newton, Erik Stryshak, and Shakti Kothari, was in the midst of a case competition challenging teams to predict Minnesota voter turnout.

Based on data points that determine what

influences voters to cast their ballots, the team had predicted turnout for Democrats, Republicans, and third-party candidates for each of Minnesota's eight Congressional district elections, as well as competitions for both Senate seats and the governor's race.

“We looked at a number of different variables, including education, race, and income and how those translated to party affiliation and likelihood to vote,” says Raghuvveer Rao Vijjini. “But there were also factors such as candidate fundraising, how popular they were, and whether or not they were an incumbent that we had to factor into our model.”

Thanks to their presentation a few days prior to the election, as well as the subsequent accuracy of their prediction, the team won first place in the graduate division of this year's MinneMUDAC (Midwest Undergraduate Data Analytics Competition) Student Data Science Challenge.

“It was a great honor and a great experience,” Tarun Newton says. “This competition showed us firsthand how we could apply what we learned in the classroom.” The team was advised by Assistant Professor Yicheng Song and Lee Thomas, associate director of the Carlson Analytics Lab.

This is the second consecutive year a Carlson School team won top honors in the graduate school division in the competition.

From the Military to Business Leadership

How veteran Shannon Gregory found a home at the Carlson School



BY WADE RUPARD

After nearly 25 years in the military, Shannon Gregory, '18 CEMBA, was ready for a second career. He wanted to do something rewarding and make an impact, so he drew on the leadership skills he mastered in the U.S. Marine Corps and National Guard.

He chose to enroll in the Carlson Executive MBA (CEMBA) program because of the University of Minnesota's connections to the Twin Cities business community, its career services, and the seamless transition from the military to the corporate world.

"As I thought about retiring from the service, CEMBA really became a no-brainer," he says. "I wanted to transition out of the military with a good, steady education to be a senior leader. CEMBA helped me gain not only leadership experience but also learn critical business skills."

A Sense of Service

Gregory joined the military right out of high school. At the time, he didn't think he was ready for college.

During his 25-year military career, Gregory was deployed overseas five times in 15 different countries. He worked in a variety of leadership roles, including as commanding officer managing the safety and operations of a medical evaluation unit that moved urgently wounded soldiers to hospitals.

The military not only made him into a leader, it also instilled him with pride, motivation, and a dedication to doing hard work. "I learned quite a bit about managing people and expectations," he says. "It was the most rewarding work I have ever done."

Making the Important Connections

As he pursued his MBA, Gregory was drawn to the CEMBA program because it's tailored to executive or intermediate leaders looking to take their next steps.

Gregory says he found the cohort experience incredibly helpful—progressing through the program with the same group of students from a wide variety of backgrounds and industries.

"That cohort ended up being the best group of friends I've had in a long time," he says. "Being in the military, you hang out

with others quite a bit, but the cohort was a tight group of people that you can speak intellectually and personally with."

Gregory also utilized the school's Graduate Business Career Center to prepare for interviews and strengthen his resume, along with making connections to the various companies that recruit Carlson School students.

"It's really given me a leg up—more than that, it's given me an exceptional base for people to lean on," he says. "A great network, really, in all industries in Minnesota."

Those connections helped Gregory transition into the workforce. No matter which job or which role he has, he's always looking to connect with Carlson School alumni in his organization.

"A certain level of individual comes out of the school and I'm always looking for fellow alumni," he says. "That's really important to me. I want to continue to bring passion to the school."

A Top Military School

Gregory says there's a reason the Carlson School is the No. 1 military-friendly business school in the U.S., and he agrees: "In the state of Minnesota and beyond, it's known as a great program for building business leaders."

He's harnessed his Carlson School experience to build his career, first at Target and now at Xcel Energy, managing company crises in critical situations, such as when the grid loses power or a nuclear power plant has an issue.

Thanks to what he learned at the Carlson School, Gregory is ready.

3 PEOPLE 3 QUESTIONS



MEG FINN

'06 BSB
Strategy Director, Fusion Hill

What are you reading?

Joyful by Ingrid Fetell Lee. Her research identifies and categorizes specific design elements that make us happy. For example, neon colors evoke energy, while circles and spheres signal play. The book has given me a new way to understand why certain products and spaces feel the way they do. Lee's TED Talk and Instagram (@aestheticsofjoy) are both great starting points!

What is your favorite website?

An old colleague turned me on to kottke.org years ago, and it's still one of my go-to's. It's sort of a nerd potpourri, with articles and links about everything from art to economics to technology. It's perfect for firing up your curiosity.

What is your dream job?

I don't think I have just one! But I'd love to be a librarian at Harvard's Schlesinger Library. It houses a killer collection of cookbooks and other food-related books. I did my graduate work in food studies and I'm still a little obsessed.



CHARLIE YOUAKIM

'10 MBA
CEO, Sezzle

What are you reading?

I'm currently reading the *High Growth Handbook* by Elad Gil. It was given to me by one of our early investors to help guide Sezzle through this stage of our business. It pulls in interviews from leaders in different functions at high-growth companies, explaining their greatest takeaways and tips for scaling up. It's the perfect book for where we are as a company.

What is your favorite website?

YouTube. I love how its made media production available to the masses. I go there to learn how to do things and watch micro-shows on topics I follow. Right now I'm hooked on watching people sail in the tropics—probably because it's five degrees outside!

What is your dream job?

I love what I'm doing now because of the challenge in building companies. But eventually, I'd like to give more back to the next generation. My vision is to take what I've learned from starting and growing companies to mentoring promising entrepreneurs—helping them make the next big thing.



YI ZHU

Assistant Professor of
Marketing and Lawrence Fellow

What are you reading?

Bad Blood: Secrets and Lies in a Silicon Valley Startup, a book about the downfall of multibillion-dollar Silicon Valley biotech startup Theranos and its founder Elizabeth Holmes. Since one stream of my research is related to biased media coverage and fake news, it's interesting to see how media outlets helped create the celebrity CEO and enabled her fraud.

What is your favorite website?

Google. Digital technology is profoundly reshaping human behavior and interactions, but the online space is rife with abusive behavior and untoward practices. I want to find the most effective ways to reduce online fraud and protect individual consumers and small businesses. Google and its advertising network have been a focal point of my studies.

What is your dream job?


My current job as a professor at the Carlson School. It is the best job in the world. I can pursue my passion in research and teaching and help shape future generations with my knowledge.



BECAUSE OF THE VARIETY OF INDUSTRIES IN MINNEAPOLIS-ST. PAUL AND THE PROXIMITY OF THE VARIOUS CORPORATE HEADQUARTERS, PROFESSIONAL MANAGERS TEND TO CROSS INDUSTRY LINES—A LOT."

— **PROFESSOR MYLES SHAVER**

Pond Family Chair in the Teaching and Advancement
of Free Enterprise Principles



WHY BUSINESS WORKS IN THE TWIN CITIES

Professor Myles Shaver uncovers the secret to growing successful corporate headquarters

BY MARGUERITE DARLINGTON

It all started because he couldn't answer one question at a dinner party. Or the next 12.

Over and over again, when friends and family would ask Myles Shaver, professor and Pond Family Chair in the Teaching and Advancement of Free Enterprise Principles, to explain why the Twin Cities was such a great place to live, he'd try to explain.

"What are you doing in Minnesota? Aren't you ready to leave?"

Shaver would explain that he and his wife wanted to move closer to their families as they started a family of their own. They wanted to live somewhere they could both be happy in their careers, and the Twin Cities has a really strong business community.

"What are you talking about?"

He'd tell them that there are 19 *Fortune* 500 companies in the region, and go on to say that in addition to the corporate headquarters of privately held companies, the Twin Cities was home to big divisions of other large companies.

"What's the big industry cluster?" people would ask.

Shaver would tell them there isn't one. The businesses in the region are amazingly diverse, and there is no geographically bound natural resource that companies draw upon.

“You must have really low taxes. Business incentives?”

Minnesota has neither.

So why does the region foster so many successful businesses?

Shaver himself started to wonder. In 2011, he decided to dedicate a sabbatical to uncovering the answer to that elusive question: Exactly why is the Twin Cities such fertile ground for growing corporations into financial powerhouses?

What he uncovered was so fascinating and informative that it was recently published as a book, titled *Headquarters Economy* by Oxford University Press.

A Long History of Growth

Shaver began his research by comparing two data sets—the 2010 U.S. Census and the 2011 *Fortune* 500 list. While the Minneapolis-St. Paul metro area might not have more corporate headquarters than all U.S. cities, both the number of headquarters and the migration pattern of professional managers have a story to tell.

“As general populations have moved more to the south and the west, we see business headquarters there also,” Shaver says. “But here in the Twin Cities, we’re in neither the south nor the west, and we’ve increased the number of *Fortune* 500s over the last 60 years. In that way, we look different from every other major Northeast or Midwest state.”



For example, in 2011, Shaver notes that Minneapolis ranked sixth in a list of U.S. metropolitan areas for the number of corporate headquarters located here, on par with San Francisco—with more corporate headquarters located here than in Washington, D.C., Detroit, Atlanta, Philadelphia, Seattle, Boston, St. Louis, or Denver.

When ranked by population, our region clocks in at number 16 in a list of U.S. cities. Per capita is a very different story. In a list of number of corporate headquarters per million people, our city ranks third in the U.S.—right behind Bridgeport, Connecticut, which is part of the Greater New York City metro area; and San Jose, California, a.k.a. Silicon Valley, which is part of the Bay Area metro.

Shaver dove into the history of business in the Twin Cities area, tracking the history of *Fortune* 500s in the region since the inception of the magazine’s list in 1955. In the first list, the Minneapolis-St. Paul metro area boasted nine companies that called our region home—but only two from that original list are still here and still ranked.

The evolution from nine to 19 is more complicated than that, Shaver writes, and he discovered that between 1955 and 2011 our region added 40 *Fortune* 500 companies and saw 30 leave the region—either by dropping off the list or relocating. Adding 40 companies of this size is considerably

more significant than adding 10.

And when the list is expanded to include privately held companies, the picture grows even richer. On *Forbes*’s ranking of privately held companies, Minneapolis-St. Paul is number six with five incredibly large private companies, including the largest in the U.S.—Cargill. In fact, our ranking on a list adjusted for per capita puts us higher than New York City, Chicago, Atlanta, Miami, San Francisco, and Los Angeles.

Then there are the “hidden headquarters:” companies with operational, divisional or regional headquarters in the Twin Cities, but officially headquartered elsewhere. Companies such as Medtronic, Pentair, Thomson Reuters, Wells Fargo, Honeywell, and Boston Scientific.

According to Shaver, this dynamic is important to understanding the region because many of the *Fortune* 500 headquarters exits from the Twin Cities region stemmed from changes in corporate control resulting from mergers and acquisitions.

Why Minnesota?

Once Shaver had established that our region was, in fact, notably beneficial for large companies, he set out to figure out why.

“That’s when I realized that any story about corporate headquarters is not about the buildings or the desks—it’s about the people,” Shaver says. “The one type of talent that’s in every headquarters is actually professional management, because those skills are applicable across different industries.”



Minnesota's nationwide ranking for number of corporate headquarters, on par with San Francisco.*



Forbes ranked Minneapolis-St. Paul with privately held companies including Cargill, largest in the U.S.*

*Data from Shaver's research in *Headquarters Economy*

In fact, because of the variety of industries in Minneapolis-St. Paul and the proximity of the various corporate headquarters, professional managers tend to cross industry lines—a lot. In most places, it's not unusual to switch jobs and switch companies—but here they're switching industries.

"In New York, if you're in media, you stay in media," Shaver explains. "If you're in banking, you stay in banking. Here, I've had former students that worked at 3M and General Mills and Medtronic. Completely different businesses but applying the same types of skills."

Shaver became very interested in the idea that when senior managers move, their skill sets tend to cross-pollinate and they share management practices that would not happen in other places. Could it be this pool of talent that helps large companies succeed?

He assembled a very senior group of very senior human resource managers from the big companies in the region. Their reaction? Shaver says: "The managers said, 'Oh, we hadn't really thought of it but yeah, I think you're onto something.' Then they told me story after story about their talent pools, and that just reinforced it."

Talented Managers, Rooted in the Region

"When I talk to executive recruiters, they all say one thing: 'It's really hard to get people to move to Minneapolis, but it's about impossible to get them to leave,'" Shaver says. "The Twin Cities grows its base of professional managers not because more people move here, but because they don't leave."

Once Shaver identified the root of our region's abundance of highly skilled professional managers, he dove in to understand why.

In the next phase of his research, Shaver surveyed professional managers at 23

Minneapolis-St. Paul companies—from large, publicly held headquartered firms and hidden headquarters to large privately held headquartered firms and mid-sized headquarters and other firms. He received and analyzed nearly 3,000 responses to a survey with more than 100 questions.

Here's what he discovered:

- Of the survey respondents, 85 percent were married, and nearly 70 percent have a spouse with "career responsibilities and aspirations."
- More than 90 percent hold college degrees, and more than 40 percent hold advanced degrees.
- Nearly 25 percent earned their undergraduate degrees in Minnesota, while 60 percent earned their graduate degrees locally.
- Most were married with children. More than 80 percent had children, and nearly 50 percent had school-age children living at home.
- 85 percent of those school-age children attend public schools.
- Nearly 60 percent of the workforce was raised in Minnesota, with only 5 percent being raised outside the United States.

"What was interesting about the data is that only 15 percent of the people surveyed were born, raised, and educated in the Twin Cities area," Shaver says. "It appears that a lot of people will spend part of their careers or their education away, but then move back. So it's not like they've lived here and they're stuck here, they're choosing to be here at some point."

Thanks to the University of Minnesota

Of the nearly 3,000 professional managers that Shaver surveyed, nearly 30 percent earned at least one degree at the University

of Minnesota. Knowing that these professional managers are the key to the financial success of companies in the region, this speaks volumes, according to Shaver.



When we think about the contributions of the University to the local economy, not to disparage or discount anything that my colleagues in engineering and the medical school do in terms of technology and therapeutics, but the real contribution of this institution is the human capital that we train and send into our economy."

— MYLES SHAVER

Adding Innovation to Inclusion

Nick Alm tackles LGBTQ employment issues around the globe

BY KATE WESTLUND

Nick Alm, '17 BSB, remembers the exact turning point of his professional life: the moment he met his mentor and eventual business partner, Charlie Rounds.

Alm had just landed an internship with Minneapolis consulting firm Conlego, where Rounds was a client. "I'll never forget walking along the balcony of Hanson Hall for my first coffee with Charlie. I have such a vivid recollection of looking up and seeing him and that first handshake," Alm recalls. "My life fundamentally changed that day."

At the time, Alm was just 19—a self-described young, queer business student unsure of his future. Meeting Rounds, who was 40 years older, gay, married, successful, and philanthropic, was a revelation. Alm suddenly had a vision for who he could become and what he could do with his degree.

Fighting For Others

At the end of the internship—and with three semesters to go until Alm's graduation—Alm and Rounds went into business together, co-founding the Mossier Social Action and Innovation Center in January 2017.

Mossier is a social enterprise that addresses LGBTQ employment issues. For the first two years, their work was focused globally: investing in entrepreneurs in Uganda, Kenya, and the Dominican Republic—all countries where it's illegal to be gay.

These aren't investments in a traditional sense but rather outright grants. "If you're an out person in Kenya and you're trying to start a business, there are enough barriers without having to pay back a loan," Alm says. "We also didn't

want to burden recipients with things like 20-page grant reports in a language that might not be their first. The U.S.-based aid model doesn't always work in other countries, and we saw that right away. We decided early on that we were going to put that faith in people."

In one early investment—a taxi business owned by an HIV group in Nairobi—the drivers pooled 10 percent of their profits into a savings account, eventually exceeding their initial grant sum. Instead of having to pay back a loan, they were able to reinvest in their business by adding another cab to their fleet.

Bringing Change to the Midwest

As Mossier enters its third year, Alm is laser-focused on funding their global, nonprofit work by building a parallel local, for-profit consulting firm.

This consulting firm will tackle local LGBTQ employment issues from all sides, whether it's increasing visibility of LGBTQ talent, or working directly with corporations to change their practices as a way to draw in and retain that talent.

Through a nine-month paid fellowship with Minneapolis social enterprise giant Finnegans Brew Co., Alm is able to develop and test this business model, all with the built-in support of the Finnovation Lab career coaches, mentors, and his fellow inaugural cohort of "impact entrepreneurs." Fellows are expected to launch their businesses at the end of the fellowship, and Alm is well on target.

"We have competition in this space, but they're all based on the coasts. Minnesota has more *Fortune* 500 headquarters per

capita than most states in the U.S. Why is the Midwest being left out of this conversation? We are stepping in to fill that."

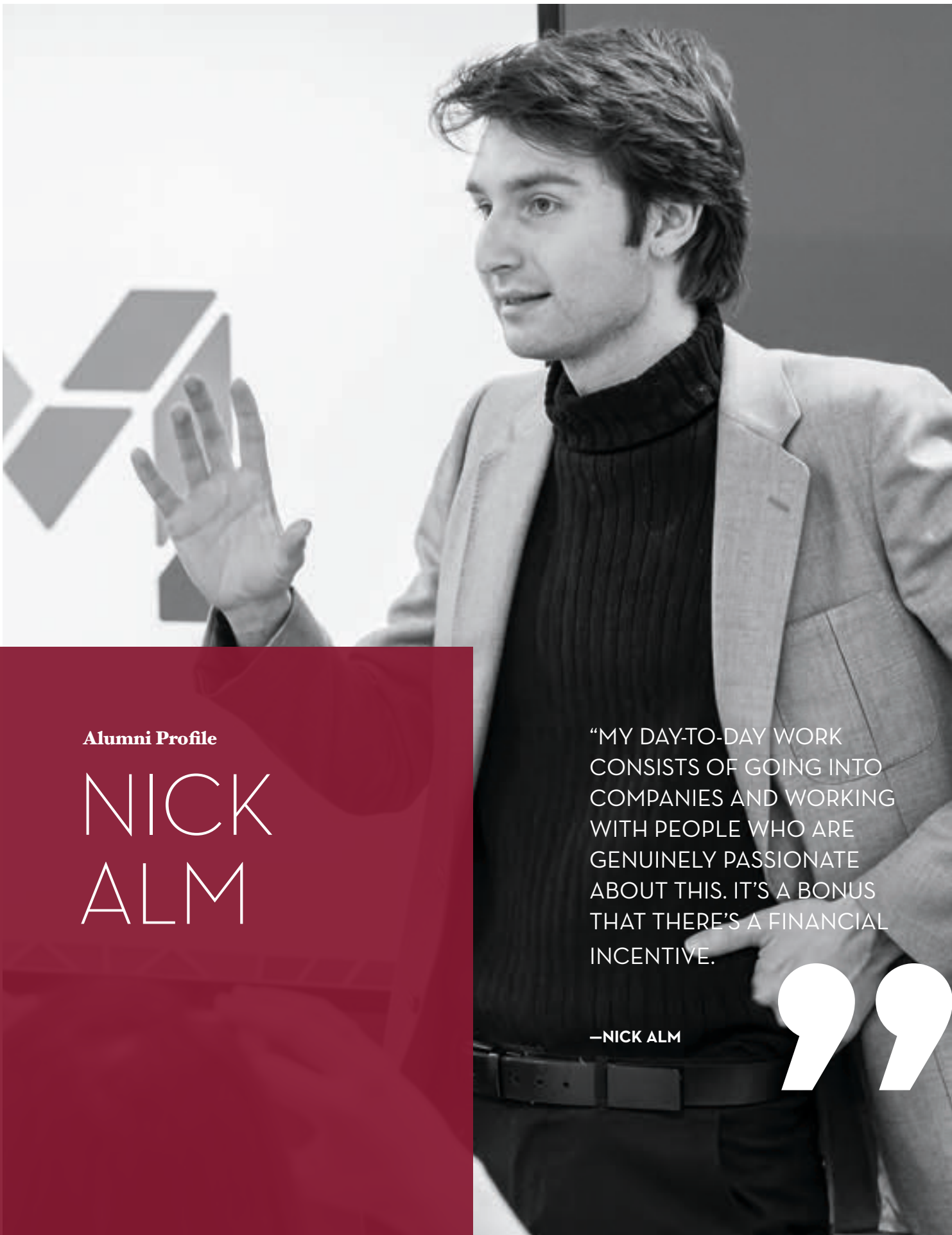
Leveraging the many connections he made during his extracurricular achievements at Carlson—namely co-founding Compass Undergraduate (the school's first undergrad LGBTQ student group) and starting the Carlson LGBTQ+ Alumni Reunion—Alm is able to tap into the Twin Cities' vast network of *Fortune* 500 companies.

"There is a direct correlation between how diverse a company is and the likelihood that they'll outperform on a financial statement," he says. "Everybody's embraced that now."

With the recent rise in popularity—and moreover profitability—of the "Diversity and Inclusion" catchphrase, Alm realizes that the conversation can sometimes feel disingenuous. Nonetheless, he remains optimistic about real and meaningful change. "My day-to-day work consists of going into companies and working with people who are genuinely passionate about this. It's a bonus that there's a financial incentive."

Alm would like to see Minnesota become the top recruiting ground for LGBTQ talent and, more broadly, for all underrepresented talent.

"Who's coming to the state? Who's not coming? Who's leaving and why?" Alm asks. "If we're going to be competitive, we have to answer those questions."



Alumni Profile

NICK ALM

“MY DAY-TO-DAY WORK
CONSISTS OF GOING INTO
COMPANIES AND WORKING
WITH PEOPLE WHO ARE
GENUINELY PASSIONATE
ABOUT THIS. IT’S A BONUS
THAT THERE’S A FINANCIAL
INCENTIVE.

—NICK ALM



Faculty Research

**AARON
SOJOURNER**

INVESTING IN OUR PEOPLE

Associate Professor Aaron Sojourner is helping Minneapolis Public Schools improve the return on our community's most important resource: kids

BY ANDREW RANALLO

“People’s experiences growing up have lifelong consequences,” says Aaron Sojourner.

Sojourner is a labor economist who served with President Obama and Trump’s Council of Economic Advisers in 2016-17. He has worked on issues spanning the entire U.S. labor market, so you might be surprised to hear the economic force he is most concerned about is kids. Or in economic terms, human capital investment.

“If you want to have a community full of productive adults, you need to invest in high-quality experiences for those kids when they’re growing up,” says Sojourner, an associate professor with the Carlson School’s Department of Work and Organizations.

While policymakers debate exactly how and how much to invest in our children, it’s clear early childhood education programs pay off. One popular measure, the Heckman Equation, shows a 13 percent return on such programs.

Improving Student Achievement

Sojourner’s interest in the “sweet spot” where the labor market intersects with human capital investment in education led him to reach out to Minneapolis Public Schools in 2014 to conduct research to help improve student achievement.

“They came to us differently than traditional researchers,” says Maggie Sullivan, chief human resources officer for Minneapolis Public Schools. “They said, ‘Here’s what we’re really interested in looking at. What are your levers for really moving student achievement? What are some of those talent issues or labor issues that we can work on together?’”

From this initial conversation, Sojourner and a team of researchers from the University of Minnesota, as well as St. Catherine University, worked with the district to identify mutual areas of interest. The result was a list of research questions that delved into:

- How to use data to attract the most effective teachers;
- How to recognize the most effective teachers once they applied; and
- How to place and keep these teachers in the schools most in need of their skills and talents.

The Human Resources—University & Minneapolis Public Schools (HR-UMPS) partnership was born. Its purpose: Use data analysis to improve the odds that the best teachers are hired right away, and that those teachers are retained over time.

This data, Sojourner says, will provide answers that could significantly improve student outcomes. The U.S. Department of Education is interested in those answers, too, and in 2016, granted \$400,000 to fund the project over two years.

The aim, Sojourner says, is to improve outcomes more quickly in a system where it can sometimes take two or more years to identify teachers who aren’t meeting their



“

If you want a community full of productive adults, you need to invest in those kids when they're growing up.”

—AARON SOJOURNER

students' needs. That lost time, he says, is costly for the kids and for society.

“It's a very expensive way to learn,” he says. “The kids never get those years back, and that has a big influence on their development and their life.”

How It Works

To identify traits that correlate with the most effective, longest-serving educators, researchers compared data points from more than 16,000 applicant resumes to performance data from about 2,000 hired teachers.

By leveraging the U.S. Department of Labor's Occupational Information Network to analyze applicant experience, researchers were provided an assessment of the relevance of applicants' experience to the role for which they were applying. Comparing these findings to a teacher's eventual performance reviews and student outcomes, the team identified traits that predict the most effective, longest-serving educators.

“Hiring is always done with incomplete information, but this can add reliable

signals of who's going to be most effective,” says Sojourner, noting a few surprises along the way. “Like, spelling accuracy [on resumes] turns out not to be a good predictor for whether kids will learn more math and reading from a hire.”

It's not a replacement for the human-centered hiring process, Sojourner says. Instead, it's a tool for hiring managers to use as they review applications.

“This project has drawn on a particular Carlson School strength as a place for practical, interdisciplinary management excellence,” says Sojourner. It was done jointly with Carlson Professor John Kammeyer-Mueller, Carlson PhD student Sima Sajjadiani, as well as Associate Professor Elton Mykerezi from Applied Economics at the U of M.

High Stakes for the Community

For Minneapolis Public Schools, the process has been illuminating.

“We started to ask these questions and realized we needed to build new data systems and then we needed to integrate those data systems,” Sullivan says.

Innovative work like the HR-UMPS partnership is challenging but important, Sullivan says, one with high stakes that helps address long-standing racial and economic disparities.

“How we do at supporting our students right now has long-lasting impacts for our community and our democracy,” she says. “I think part of this work is a deep commitment by the district to continue to get better at addressing those disparities in all aspects of our work, and talent is one of those big levers.”

A willingness to step back, reflect, and make a new kind of investment has always been a part of the culture in the Twin Cities, Sojourner says.

“I think the secret to the Twin Cities' success is that we understand that our people drive the health of our community,” he says. “You invest in our people and they go on to invent, and create, and build.”

THE MN CUP ADVANTAGE

A competition for startups fuels innovation that changes lives

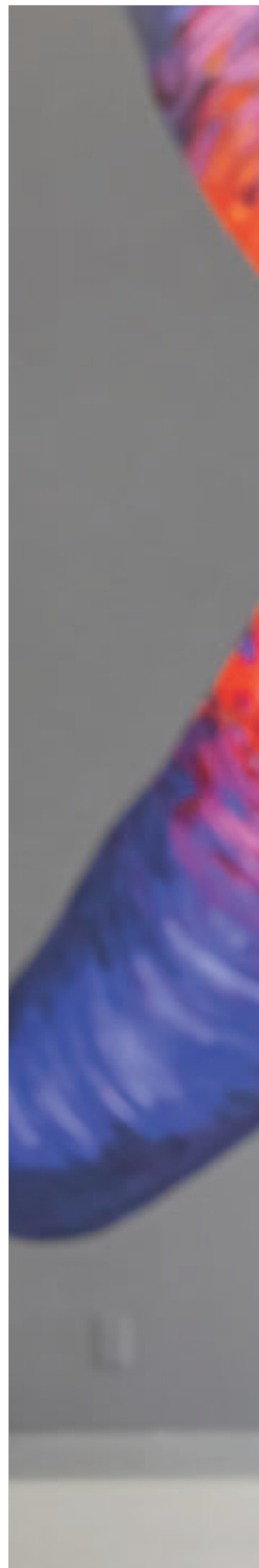
BY WADE RUPARD AND JEFF THOMPSON

Every year, hundreds of entrepreneurs compete in MN Cup—the largest statewide startup contest in the country. The event, hosted by the Carlson School and the Gary S. Holmes Center for Entrepreneurship, is instrumental in fueling job creation. Winners receive funding and other resources and make valuable connections. We asked a few of them to talk to us about their experience with MN Cup and what it meant for their businesses.

StemoniX

PING YE, '05 MBA
COMPETED IN 2016

StemoniX creates ready-to-use pre-clinical plates containing biologically relevant human microOrgans. Engineered from human induced pluripotent stem cells (iPSC), these microOrgan platforms enable high throughput human drug screening without the need for drugs to enter a human body.





What inspired you to start this business?



I was a cancer survivor. And my experience wasn't a straight line in terms of going through that experience. It wasn't like do chemo, do radiation, and you're in remission. I had a situation where I was resistant to the first round of—actually, first eight rounds of—chemotherapy. It was a very difficult time physically and mentally, to get through that, and that experience planted a seed of how can we test drugs to see if they work without giving it to the actual person? Can we test it outside their bodies, but in a model that's very similar to them?

That idea was the foundational challenge for our company, and then as we started doing a lot of startup techniques and going out and talking to customers, and trying to figure out what were the problems and challenges for this general type of technology that we were implementing around this idea. That's how it started: with a basic kind of premise of, can we do this better?



How did you hear about MN Cup, and what made you decide to apply?



The first time I went to MN Cup was as an audience member, and the energy was phenomenal. It seemed like the entrepreneurs really learned and picked up a lot of things through the process. And it seemed like something that would be really good for me and the company, so I decided to jump in and go into it.



How has your business evolved since you won the grand prize?



The first time we applied, there was, I think, just three of us. Today we're about 40, so there's been quite a bit of growth from a headcount standpoint. We're also in a really beautiful 16,000-square-foot manufacturing plant, and we feel very connected to this space because we put a lot into it. We actually painted the walls ourselves. We have a lot of sweat equity in this building.



Rebiotix

LEE JONES, '95 MEP
COMPETED IN 2011

Rebiotix is a clinical stage biotechnology company founded to revolutionize the treatment of debilitating gastrointestinal (GI) diseases by harnessing the power of the human microbiome.



First, imagining what could be, then putting a plan together to make that happen, and then being persistent on pursuing that.”



What inspired you to start Rebiotix?



I found out about the technology through the University of Minnesota. I happened to be a CEO in residence there at the time and was looking for my next thing to do. I was helping them out while I was looking for a job, and I came across this technology. I volunteered to help the scientists look at a business option for it, because I thought it was such a ridiculous concept, I had to learn more. As time progressed, I was so enamored with the concept of the business that I really believed it was something that could change the way healthcare was practiced in the future.



What characteristics do you think have helped you to become successful?



I'm extremely curious, so when something captures my imagination, then I'm very persistent in following it up. What I've learned over my career is how to execute on a plan, and I think that has really contributed. First, imagining what could be, then putting a plan together to make that happen and then being persistent on pursuing that.



What have you learned along the way that surprised you?



Oh, absolutely everything. Things, of course, are always harder than you expect. In this business, I thought, “Well, we're starting out with human poop. How hard can this be?” And I found out, of course, it was totally difficult. It took years to figure out what was in our mix, et cetera. I think everything being organized, the people that you choose, how do you do all that stuff and put it together and make it work?

Every day, unfortunately, is a surprise, but that's the fun part, too, because, for me, being able to look at that whole arena and say, “Here's my goal. Here's what changed. Here's what I didn't expect. How can we change it?” And we've often found that we've done a better job and faster job because we've had the flexibility to do that.



Plyo

**PETER SCHULTZE, '20 BSB (EXPECTED)
COMPETED IN 2018**

Plyo is a loyalty app that rewards users for exercising on campus with deals and coupons from local businesses. Users earn points for the time they spend exercising at facilities on campus and then they are able to redeem those points for rewards at companies such as Caribou Coffee, Chipotle, and Starbucks.



“Going through the process of refining the pitch and writing the business plan was actually super useful.”



What made you found Plyo?

At face value, what you see is kind of a fun exercise app that people can use while they exercise to get deals to their relevant restaurants or popular brands, but what we're really doing is trying to form lifelong habits of exercising. Right now, college is the time where people make choices that impact the rest of their life. Being in college and seeing the choices of my peers, we had to do something about it. This is one of the single largest problems of our time that's not being addressed. In the U.S., 600,000 people die of cancer each year while 300,000 people die of obesity-related illnesses and diseases. Think of all the effort and the investment and resources being put into cancer research while we see a gap in physical fitness and mental wellness that we're trying to solve.



What inspired you to start your own business?

That goes way back. I've always known that I wanted to start my own business. I started my first business when I was eight years old, crafting and selling magic trick kits to my friends. It's just been one after another throughout the years, and now, it's time to get serious and grow a real company. That's where Plyo comes in.



What impact did the MN Cup competition have on your company's trajectory?

The process of going through the Cup really pushed us to answer those hard questions about our business and to create a game plan for how the business model was going to work, how we were going to grow it, and who was going to be involved in growing our company. Going through that process of refining the pitch and writing the business plan was actually super useful. The Cup put us in front of the entire Twin Cities startup community. I see the Cup as like the central hub of startup activity in Minnesota, so the amount of resources and connections and advisors and mentors we've found who are reaching out willing to help us has been incredible for our business. People who are doing what we want to be doing down the road are helping us out.



WORDS TO LIVE BY

New guiding principles help
Carlson undergraduate
students and staff transform
their values into action



BY WADE RUPARD

When Raj Singh, finance professor and associate dean of the Undergraduate Program at the Carlson School of Management, teaches finance to incoming freshmen, he finds they learn more if he keeps it simple.

“When I teach, I feel if we can get the principles of finance, calculus, or brand management clear, everything else is a simple application of these fundamentals,” Singh says. “For instance, arbitrage pricing is a simple yet powerful principle. Once understood, it allows us to value a wide range of securities.”

Then, Singh realized he had an opportunity.

Before Welcome Week in August, hundreds of bright-eyed freshmen walk into the Carlson School for the first time. This touchpoint was an opportunity to introduce them to simple principles that would empower them to take purposeful action on campus and in their careers.

“We realized this was our chance to intentionally develop these amazing students,” Singh says. “We asked ourselves, ‘What do we want our students to be known for? What principles are integral to our students’ experience that resonate with our faculty and staff? What will energize us and prompt us to work toward a common goal?’”

Singh and his team distilled their unique personal experiences and beliefs into guiding principles that will help students make good choices as they approach turning points in their lives. “These are ideas we’ve always believed in, things we’ve been doing all along,” Singh says. “Now we’re making them explicit.”

We Before I

Put the needs of the many before the needs of the individual

Singh and his team determined the first step for success for Carlson School undergraduates is taking responsibility for

fostering an environment that supports active inclusion of all members of our community.

“We ask students to consider the impact of their actions on the entire team or the community and not just themselves,” Singh says. “Share credit with others who help us, give gratitude freely, stay open to ideas, appreciate the contributions of diverse approaches and perspectives. This collaboration actively builds better organizations.”

Students bring these lessons to the workplace—and they succeed. When Dornan Bland, '15 BSB, took over as regional material operations supervisor at Xcel Energy, annual expenses at one of the facilities he oversaw came in several hundred thousand dollars over budget. To get spending under control, he knew he had to cultivate a “We Before I” attitude in his team.

“You always want it to be about the crew, the team, the objective,” Bland says. “If your peers, your subordinates and superiors don’t trust you, it’s incredibly difficult to get things done.”

He worked on building relationships—and the facility met its budget. Bland doesn’t take the credit. “When your team helps you accomplish something big, you give them credit,” he says. “That’s one of the most important things about being a manager.”

Work Before Reward

Take on any challenge with an unassuming and unrelenting work ethic

Singh is no stranger to hard work. After getting his bachelor's in mechanical engineering from Kurukshetra University in India, Singh arrived in New York City with a few hundred dollars. He secured a scholarship, worked numerous side jobs, and earned his MBA from the City University of New York.

From there, Singh went on to Carnegie Mellon to earn first an MS in Finance, and then his PhD in Finance, while he worked the night shift in security to support his young family. He owes these achievements

in large part to the principle of “Work Before Reward,” which resonates with many students who are introduced to it.

“It’s important students learn achieving a long-term goal is far better than immediate results and short-term gains,” Singh says. “It’s not an easy or obvious lesson to learn, but it’s the foundation of a commitment to lifelong growth, resilience, and learning, the essential components of lifelong success.”

It’s a lesson Santiago Strasser, '12 BSB, knows well. His family moved to the United States from Argentina when he was 18. After starting his post-secondary education at a community college, Strasser transferred to the Carlson School.

Strasser graduated with his Bachelor of Science in Business and worked in marketing for a few years. He’s now back at the Carlson School in the Master of Science in Business Analytics program, serving as a teaching assistant for several classes. He says he imparts his work ethic to his students.

“I try to instill that sense of community and hard work I got here as an undergraduate,” he says. “That’s a big reason I wanted to come back. The values the Carlson School instills in its students are unbelievable.”

Why Before How

Ask questions about purpose before making decisions, and pause and reflect before taking action

According to Singh, this third guiding principle is critical to developing more thoughtful, analytical actions. “We have to be curious about the underlying reasoning for doing something,” he says. “We can’t just do something because it’s been done before.”

“Why Before How” helps students not only excel in their studies and solve business problems. This framework for thoughtful action also helps them tackle big life decisions.

“A student who walks our hallways will be confronted by these principles at many

points in their journey,” says Singh. “They might go to an advisor and ask how to complete a double major. In turn, the advisor will ask why a double major is important to the student.”

“Before students are taught how to diversify a supply chain, they will ask ‘Why?’ for the strategy. We teach students to wait to address the how until there’s a why—because the why affects the how in many ways.”

Putting Principles Into Action

At the Carlson School’s Undergraduate Business Career Center (UBCC), Lisa Novack and her team help students speak about the importance of these principles to potential employers.

“This past year, I worked with employers on both the East Coast and West Coast. Unprompted, both talked about the Midwestern work ethic Carlson School students possess,” Novack says. “Those values make them successful both here and nationally. That’s probably why 97 percent of our undergraduate students have a job six months after graduation.”

According to Singh, the true test of these principles is not how they sound on paper, but how the students, faculty, and staff internalize them and turn them into actions that drive their lives forward.

“If we can make these principles part of our culture and shared experience, we will attract students who appreciate these principles and give them opportunities to grow in meaningful and fulfilling ways,” Singh says.

It’s working. After Singh’s address, the Carlson School guiding principles can be overheard in conversations all over campus and throughout University hallways.

“I better figure out the why before the how,” a student walking into the office of Carlson Global Institute says. Another student says, “My academic advisor just asked me to do the same thing before I change my major.”

Alumni Profile

LINH PETERS

A Person-First Approach

Linh Peters knows the power of understanding others' points of view



BY KATE WESTLUND

Linh Peters, '05 MBA, is just hitting the one-year mark of her newest role: vice president of brand marketing at Starbucks.

Her career trajectory began at the University of Minnesota with an advertising and public relations undergraduate degree. After a few years in the workforce, she returned to the Carlson School to pursue her MBA with an emphasis on marketing and strategy.

“Most of public relations is in the execution,” explains Peters. “I wanted to get further upstream to define a strategy really focused on the consumer space.”

The consumer truly was at the center of Peters' early marketing career. At Best Buy, Target, and Ulta Beauty, she developed, managed, and grew their respective loyalty programs. “The things I learned working in loyalty—really

understanding the customer—helped me in a lot of ways to expand my overall experience,” Peters says.

Peters' person-first approach is more than just a marketing philosophy; it's a business practice that starts with her own employees: “I'm extremely passionate about developing, coaching, and building my team,” she says.

Peters credits the Carlson School's core team model as a collaboration and team-building training ground for her. As part of a core team of four to five classmates, Peters says she learned real-world skills for effectively working as part of a diverse team to accomplish projects. “It taught me a lot in terms of understanding the importance of being collaborative; understanding people's points of views, how they operate, what's important to them,” she says.

Since finishing her MBA, Peters has worked at no fewer than five *Fortune* 500 companies

and lived in Michigan, Illinois, and Washington, giving her fresh perspective on what makes Minnesota unique. She identified two pillars that have been central to her career: community and collaboration.

“A lot of [collaboration] starts at the top in terms of Minnesota's government and how the state and cities are run. There is a sensibility and a willingness to partner and collaborate here. There isn't a sense of divisiveness,” she says.

“The Twin Cities aren't as transient as some of the cities where I've lived,” says Peters, “so there is more of a sense of community that translates into all aspects of life, whether it's work or personal.”

Faculty Research

**SOUMYA
SEN**

DATA FOR ALL

Assistant Professor Soumya Sen studies strategies for closing the digital divide

BY MARGUERITE DARLINGTON

In 2016, experts at the World Economic Forum declared our global economy is experiencing a fourth industrial revolution.

Technology is transforming every area of our lives, from communication to commerce, from healthcare to transportation. But this culture-shifting transformation is only happening for those with broadband internet.

“While access may be easy for the urban and wealthy, many rural communities and socially disadvantaged groups in cities do not have access to the internet at reasonable prices,” says Assistant Professor Soumya Sen, Lawrence Fellow and director of research at the Management and Information Systems Research Center. “This is the ‘digital divide.’”

Throughout his academic career, Sen researched several data pricing solutions that offer the opportunity to bridge this digital divide and help Internet Service Providers (ISPs) extend their services to remote customers.

Demand Growing Faster Than Infrastructure

According to the 2018 FCC Broadband Report, approximately 14 million rural Americans and 1.2 million Americans living on tribal lands still lack mobile LTE broadband at 10 Mbps/3 Mbps. While more than 90 percent of residents in urban areas have mobile LTE, only 70 percent of rural U.S. citizens and 64 percent of U.S. tribal populations have access.

“ISPs are concerned the demand for broadband data, particularly mobile traffic, is growing so fast they can’t sustain it on the limited spectrum available,” Sen says. “We refer to this problem as the ‘spectrum crunch.’”

While the spectrum crunch is partly caused by exponentially increasing data demands, like streaming video and intricate video games, part of the problem is infrastructure—the data delivery capacity of the existing satellites, towers, fiber optics lines, and broadband cables.

“One constraint is the inability or unwillingness of ISPs to expand into rural areas,” Sen says. “These regions are often sparsely populated, so the cost of connecting the ‘last mile’ to individual homes is much higher, and providers believe the investment required to connect residents won’t be recovered.”

While organizations pilot innovative infrastructure solutions such as backhauling data from satellites and using drones or balloons to extend signals, Sen has worked to optimize the potential of our existing tools.

Finding Bandwidth Between the Peaks

Sen has partnered with ISPs in the United States, India, and Vietnam to research, test, and refine strategies that optimize the bandwidth of existing infrastructure, and even offer companies the opportunity to generate the revenue needed to invest in costly infrastructure.

Many smaller “middle mile” ISPs lease infrastructure from larger providers, and make deals based on peak demand, but they only earn based on average demand. This drives up the costs for consumers in rural areas.

“In rural Alaska, we collaborated with a cable that comes to Anchorage from Seattle, owned by a company that charges on peak demand,” Sen says. “A lot of people use the network at the same time, then there is a big valley. But they pay for peak 24/7. So we asked, ‘How can we flatten demand?’ Reduce the peak and fill up the valley. If you could shift traffic from the peak to the valley, you could save money for consumers and offer more bandwidth.”

Based on analysis of the data from this ISP and other partnerships around the world, Sen and his co-authors identified three win-win strategies for ISPs and their customers:

1. **Dynamic pricing for mobile networks:**

Sen partnered with AT&T to test an incentive-based mobile data plan—dynamic day-ahead time-dependent pricing, providing variable pricing announced a day in advance. The prices provided users with incentives to shift some traffic to off-peak hours.

“While these incentives motivated some users to shift their behavior to save money, the rise of machine-to-machine traffic and Internet of Things (IoT) provides a new opportunity to adjust traffic based on network bandwidth,” Sen says.

2. **Empowering users to offload data requests to Wi-Fi:**

Sen and his team developed a system called AMUSE (adaptive bandwidth management through user empowerment), which runs on a mobile user’s device and intelligently decides which applications should consume bandwidth when the user is not using Wi-Fi. The predictive algorithm learns

from the user’s data usage and travel patterns to predict future needs and Wi-Fi availability.

“If a person is about to stream a movie, AMUSE knows they will be at Wi-Fi in 10 minutes,” Sen says. “If I know this, then I might wait for 10 minutes until I start watching. Bringing that intelligence to the user, informing them how much bandwidth, or money is left in their data plan ... you’re helping them decide whether to wait for a download.”

3. **Ad-sponsored data plans:**

What if you could get free data if you watched an ad? In a study, funded by the University of Minnesota and an Adobe Research grant, Sen architected an ad-sponsored platform and conducted randomized field experiments to evaluate the relationship between monetary incentives and a user’s response to these adverts to help create viable ad-sponsored data plans.

“If you watch ads, you get incentives,” Sen says. “You get a bigger incentive if you share the ad. We wanted to better understand what price points or incentives they should offer to get users on board.”

A More Accessible Future

In 2014, Sen and other faculty members at the Carlson School hosted an industry forum with several Minnesota-based ISPs to establish an ongoing relationship with the industry and form partnerships that would help them overcome last mile challenges. The work is ongoing, and important to Sen.

“Broadband is now essential to economic life,” says Sen. “Going forward, internet access is critical to training people in information technology and creating employment opportunities in economically depressed areas, such as the Midwestern U.S., which have declined in manufacturing and retail industries due to automation and internet commerce.”



“GOING FORWARD, INTERNET ACCESS IS CRITICAL TO TRAINING PEOPLE IN INFORMATION TECHNOLOGY AND CREATING EMPLOYMENT OPPORTUNITIES.”

—SOUMYA SEN

Quiet Influence

Like his predecessor and his company's products, Donaldson Company CEO Tod Carpenter makes a big impact without a big fuss

BY HEIDI RASCHKE

Tod Carpenter, '99 MEP, knows how to think big—and small. As the chairman, president and CEO of Twin Cities-based Donaldson Company, he oversees the development of filters that are used around the globe in nearly every industry imaginable. Some, the size of a fingernail, protect computer data. Others, as big as a house, keep power grids running.

For more than 100 years, Donaldson filters have been doing everything from protecting workers from harmful fumes and keeping dust out of the air in your home to reclaiming gold dust for Tiffany and filtering the water used by Coca-Cola.

Carpenter, who has been with the company for 23 years, picked up the baton of leadership after former CEO Bill Van Dyke passed away in 2014. Like Van Dyke, Carpenter is a big supporter of the Carlson School and a member of the school's Board of Overseers.

"Serving on the board is important to me because education changed my life's path," he says. "I am passionate about giving back to education and helping students."

He took time out of his busy travel, work, and family schedule to talk to us about his business, his background, and why he loves living in the Twin Cities.

When people think of filtration, they probably think of household filters. But your company works on much larger and smaller scales. Tell us about some of your most interesting products and what they do.

Donaldson's filtration products and technologies aren't always visible, but they are used in hundreds of ways, every day. And they are found nearly everywhere: places we live, work and play—in bulldozers and trucks; helicopters and airplanes; water bottling plants and gas turbines; and car headlights, cranes, and computers.

Let's look at yogurt: Current yogurt production, filling, and packaging lines require a high degree of cleanliness and sterility. When you open the lid of a yogurt container you will find a gap between the yogurt and the lid. Donaldson's food and beverage filters sterilize the air between the yogurt and the container's lid.

Another example is fuel. Imagine a tractor idling in a dusty field where the farmer harvests his crop. As fuel is injected into the tractor's engine cylinders under extremely high pressure, the dusty conditions can cause system damage when microscopic contaminants get in the fuel. Donaldson's state-of-the-art fuel filtration helps customers meet fuel-handling requirements and rigorous performance expectations.

How did you wind up at Donaldson?

My career at Donaldson started with a desire to move back to the Midwest—my wife and I decided on where we wanted to build our life and then built careers around that goal.

In 1994, after 13 years with Hughes Aircraft in California, I took a job as an IT and managerial consultant in the Twin

Cities. It was in this capacity that I was introduced to Donaldson, working first with Donaldson's Gas Turbine Systems (GTS) group and later with information technology for the engine group. In 1996, I joined Donaldson as director of GTS operations.

What's the most important issue facing your industry?

Talent. It is difficult to find enough skilled workers. Our corporate headquarters, which employs over 1,100 people, is in Bloomington, Minnesota, where statewide unemployment is 2.8 percent. We also have more than 60 manufacturing plants, distribution centers, and third-party logistics services, and more than 100 sales offices, and we continue to grow and expand. Finding talented people, from PhD scientists to supply chain personnel and manufacturing assemblers to global sales managers, will continue to be a big challenge.

What's your proudest achievement at Donaldson so far?

To date, I would say it is a focused and concerted effort on development. We have built a strong leadership team and continue to invest in their development. We know that having the right people in the right roles is critical to our success. And when people are better aligned, the company is stronger. Over the last three years, we have rolled out our One Donaldson Leadership Expectations framework, which represents the competencies and behaviors that have made us a great company for more than 100 years and provides the basis for what



Donaldson
ATION SOLUTION

Executive Spotlight

TOD CARPENTER

Age: 59

Company: Donaldson Company

Title: Chairman, President and CEO

Length of time at company: 23 years

Hometown: Raised in Whiting, Indiana

Family: Wife: Bonnie; Adult Kids: Adam, Megan, and Erin; Grandchildren: Oliver (3), Edmund (9 months), and #3 due in April



ALWAYS INVEST IN YOURSELF. IT HELPS BUILD A STRONG FOUNDATION SO THAT YOU CONTINUE TO GROW AND ACHIEVE YOUR DREAMS.”

—TOD CARPENTER

we aspire to for our continued growth and success. The competencies are designed to continually challenge one's growth and development.

You studied industrial engineering. What did you like about it?

I have always been fascinated by the entire manufacturing environment and seeing how things are made, no matter what they are.

You came from a big family. Tell us about your childhood. What was your favorite thing to do?

I was number eight of 10 children, and growing up, one of the best things I remember were the holidays. It was one of the occasions when the majority of us were together. I learned to work hard from my father and it was my mother who always stressed the importance of investing in yourself and your education.

What was your first job?

In the 1960s, I was flipping hamburgers at Art's Drive-In.

When did you know you wanted to go into the industrial engineering field?

During my sophomore year in college, I read a lot of books, reviewed syllabi, and talked with upper classmates to understand the different majors within the school of technology and the school of business. The curriculum for industrial engineering attracted me the most; I especially liked the hands-on learning aspect of the curriculum—that was really the selling point for me.

What brought you to the Carlson School?

My experience with the Minnesota Executive Program (MEP).

Why is serving on the Carlson School Board of Overseers important to you?

The University of Minnesota is very important to our future. As a 104-year-old local company, Donaldson has counted on and continues to count on the U to build our bench of future Donaldson leaders and

to partner with us for scientific research on filtration. Currently, about 16 percent, or nearly 200 people, of our headquarters' population has graduated from the U, with about two-thirds having bachelor's degrees and the balance having a variety of degrees, including MBAs and PhDs.

What makes the Twin Cities special?

I think Minnesota is just fantastic. Any curiosity you have—it's all here. The diversity of the Twin Cities area allows you to pursue your interests. I've lived in multiple states and multiple countries in my life, but we have lived the longest in the Twin Cities. My wife, Bonnie, and I chose to move here because of the great education system and public amenities, and it's a great place to raise a family. It has not let us down.

What's your best piece of advice to today's Carlson students?

Always invest in yourself. It helps build a strong foundation so that you continue to grow and achieve your dreams.

Strengthening the Community

BY WADE RUPARD

ITASCAproject

"THE MORE WE EXPOSE THE NATION AND THE WORLD TO THE TWIN CITIES, THEN PEOPLE ARE MORE LIKELY TO COME HERE, LIVE HERE, WORK HERE, AND VISIT HERE."

—SCOTT PETERSON

For cities to continue to thrive, they need leaders who are civically engaged and helping tackle some of the biggest issues its community may face.

For Scott Peterson, '83 MA-IR and other leaders in the Twin Cities, the Itasca Project helps address regional economic vitality, quality of life, and prosperity for all.

The project is a civic-led organization with no physical office, staff, or standing agenda. The group brings cross-sector leaders together to address challenges the region faces and to further growth and development in the Twin Cities.

"I think we have a special place here," Peterson says. "Whether it's for my kids or my grandkids, we want to continue to have the Twin Cities as one of the best places in the world for both families and companies and to have people choose to visit here and live here. If we don't, as leaders, invest our own time and energy, we put that way of life and prosperity at risk."

Peterson, the executive vice president and chief human resources officer at Schwan Food Company, joined the group about seven years ago. A civic-minded person who loves philanthropy, Peterson found the group rewarding from the moment he began.

He immediately jumped in and co-led a committee on workforce development and how to make sure the state is developing the talent it needs for the future. That idea spun into Real Time Talent, for which Peterson serves as chair.

Real Time Talent is a public-private collaborative of the Center for Workforce Solutions that strives to increase workforce alignment in Minnesota. The group introduces tools and innovation to address

labor force needs and support education and workforce systems.

"That's the type of work that's so important to me," he says. "With projects like that, we can maintain and improve the quality of life here in Minnesota."

Those types of projects are the norm for Itasca. The group tackles projects as they arise and as a result of events and issues affecting the community.

For instance, with the rising number of high-profile sporting events happening in the Twin Cities, such as the Super Bowl, the Final Four, the Frozen Four, and the Ryder Cup, the organization is looking at how to be more strategic and intentional about how they can market the region. The hope is to coordinate resources on a more sustainable basis so the region can continue to attract these types of major events.

"We have a great story to tell," he says. "The more we can attract these big events, the more we expose the nation and the world to the Twin Cities. Then, people are more likely to come live here, work here, and visit here."

While there are many economic development organizations across the country, few, if any, have been able to replicate the success and collaboration of Itasca. Peterson agrees with Itasca leaders who assert that the orientation to collaborate in this region is our own "special sauce" that other regions are trying to replicate.

"None of us do this for attention or publicity," Peterson says. "We do this because we believe in the region, we believe in the people, and we believe part of being a leader is to give back and invest in our community."



Faculty Research

RECYCLING WINS

**Assistant Professor Ximin (Natalie) Huang
seeks out electronics recycling solutions that
benefit everyone**

We live in a connected world, one that's built around our ever-growing cache of electronic gadgets. But every incremental technological advance renders existing products outdated, and once those old electronics are deemed disposable, they have to go somewhere—too often, the garbage.

In 2016, just 20 percent of the 44.7 million metric tons of electronic waste generated worldwide was appropriately recycled, according to a report by United Nations University, the International Telecommunication Union, and the International Solid Waste Association.

Supply Chain and Operations Assistant Professor Ximin (Natalie) Huang hopes to boost that percentage. Through her research, Huang is uncovering insights into how legislation can encourage and optimize electronics recycling, starting with efforts in Minnesota.

"It's such a huge volume," she says of the electronics recycling industry. "It has a very significant impact, both economically and environmentally."

Broadly speaking, Huang studies supply chain management and sustainable operations. But she's particularly interested in the effects of legislation on companies' sustainability practices, a pursuit that led her to examine extended producer responsibility (EPR) policies. These statutes, enacted at the state level in the United States, hold companies responsible for their products when they reach the end of their life cycles. In short, EPR legislation sets collection and recycling targets that companies must reach.

Minnesota's EPR approach—codified in the Minnesota Electronics Recycling Act in 2007—happens to be one extreme in the spectrum of state policies, which caught Huang's attention when she was a PhD student at Georgia Tech.

While Minnesota law mandates strict collection and recycling marks, it provides companies with flexibility in reaching

those numbers through a range of methods: directly collecting and recycling, purchasing pounds of recycled electronic devices, using banked credits from a previous year, or paying a fee to cover any deficit.

"It's very market-driven in the sense that the legislation almost only defines the ultimate goal for producers," Huang says. "But then at the same time it allows the market forces to figure the other details out."

The policy has proven effective. Minnesota has consistently ranked among the top states for electronics recycling collection rates. And since the law's enactment, more than 300 million pounds of electronic waste has been collected and recycled across the state.

Huang and her collaborators used Minnesota's policy as a case study for what they dubbed "market-based" EPR. They drew upon public data and interviewed a range of stakeholders, including recycling companies, nonprofit environmental organizations, and local governments. The Minnesota Pollution Control Agency, in particular, was a key source of information.

"While the legislation requirements are publicly available, we can only have the firsthand information regarding the implementation outcomes and how the operational details can play a role from the conversations and interactions we had," Huang says.

The researchers published their findings last year in the *Journal of Industrial Ecology*. The gist: While the Minnesota act delivered stellar collection rates and allowed companies to pursue cost efficiencies, it wasn't sufficiently effective at boosting recycling in rural areas and left too much of the burden on local municipalities for handling higher-cost items, such as CRT TVs and computer monitors.

As it turned out, while Huang's group was finalizing its work, the state amended the law in 2016, with some changes greatly

enhancing the incentive for collection in areas outside of the Twin Cities metro.

"We think the direction of these changes aligns with some of our suggestions, so we are very excited to see the outcome," she says.

Huang has since expanded her work on EPR legislation, examining how policies can influence product design by sometimes unintentionally forcing companies to weigh durability against recyclability. She's also looking at situations where voluntary compliance, in which companies take preemptive action to head off legislation, could be the most prudent strategy in electronics and plastic recycling. Her insights on EPR policies also carry over nicely to analyzing laws governing carbon emissions.

Admirable end goals aren't enough; to be effective, legislation needs the proper operational nuances to avoid unintended consequences, Huang says.

"Sometimes you have all these really well-intended goals—I want more recycling, more environmentally friendly product designs—but it's really how you write the legislation that is key," Huang says. "These operational details are really important to make sure you are incentivizing the involved stakeholders to act in a desired way."

Huang hopes her work can sharpen those details—for the sake of companies, policymakers, and the environment.

"For me, it's very satisfying if my work can help with doing business in a more sustainable way, because for a lot of companies or organizations, environmental management or responsible operations is almost like an add-on—they have to do it because of legislation or market forces," she says. "But if we are willing to actually expand our horizon of finances, there is a lot of potential to achieve a win-win scenario, where we do it in a way that's both greener and is economically efficient."

Global Learning

WORLD-CLASS HOSTS

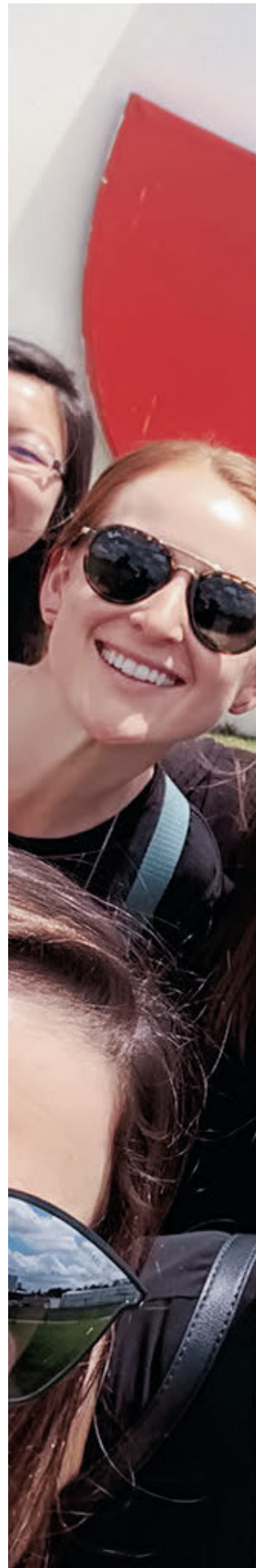
The Carlson Global Institute gives students opportunities to have international experiences courtesy of our *Fortune* 500 neighbors in the Twin Cities

BY WADE RUPARD

With 19 *Fortune* 500 companies based in Minnesota, Carlson School students can engage with some of the world's leading companies right in their backyard. These connections create a unique set of opportunities for students and businesses to learn from one another through the Carlson Global Institute (CGI).

Students engage with companies on both a local and global level, and can work with companies big and small, across all sectors of the economy.

Through CGI, companies host students at their international headquarters to get an inside look at global operations. Meanwhile, throughout the Twin Cities and abroad, students participate in learning projects, such as the Global Business Practicum and the Carlson Enterprise programs, gaining hands-on experience while learning about their host companies. These types of distinct partnerships position the Carlson School as a leader in global education.





“The collaborations between the Carlson Global Institute and businesses run deeper than they may seem,” says Anne D’Angelo, assistant dean of CGI. “And students from the Carlson School and our overseas business school partners benefit tremendously.”

The Future Is Global

3M has hosted Carlson School students in a number of countries. By inviting undergraduates to one of its locations in China and hosting graduate students in Argentina and China, 3M has shown students just how far-reaching the impact a global experience can have.

Jon Ruppel, vice president for workforce experience, services, and rewards at 3M, says his company believes in educating the next generation of scientists, engineers, and business leaders by supporting initiatives such as those at the Carlson Global Institute. That’s why he sits on CGI’s Advisory Council.

“As we think about how we develop our workforce and our future leaders, it’s important for us to think through how we engage with organizations like the Carlson Global Institute to help shape the minds of the future as we think about future talent,” he says.

3M has a footprint in 70 countries, and future employees will have to think globally and understand how the global economy is becoming more and more intertwined, he says. By collaborating with the Carlson Global Institute, 3M is able to develop students—and a future workforce—with a global mindset.

“We’re very collaborative. Having students come in and work for 3M allows them to hit the ground better prepared to understand what it’s like to work at a global company,” Ruppel says. “We view that as a benefit, in addition to the actual work on partnerships that they may perform both for their curriculum and their project needs.”

A Unique Cultural Exchange

3M recruits Carlson School students as does General Mills, another Carlson Global Institute partner. Ben Irby, chief marketing and strategy officer for Cereal Partners Worldwide, a General Mills and Nestle joint venture, who also serves on the Advisory Council, says inviting Carlson School students to their campus for site visits creates an opportunity to pitch the company to potential employees.

Students tour the facilities to see what the company

is like physically while also getting an up-close look at how the company does business and builds brands.

“It allows students to see what it’s like to build a career at General Mills, and get a look at our culture,” Irby says. “By letting students engage with the people who work here and by letting them learn about what they value, we feel it’s a strong message.”

This type of partnership between CGI and businesses across the Twin Cities is something that is distinct and sets the Carlson School, and the Twin Cities, apart.

With businesses spanning nearly every sector of the economy, Carlson School students have the opportunity to take part in experiential learning opportunities that align with their career interests, and do that globally.

Students aren’t the only ones benefiting from these learning opportunities.

“Getting to work with students with a global mindset helps 3M think through the problems we’re currently working on,” Ruppel says.

Businesses across the Twin Cities have come to rely on these partnerships with Carlson School students across the globe and in a variety of capacities.

“It’s for sure a two-way relationship,” Irby says. “We get a lot from the Carlson School, and we see this not only as an opportunity to give back but also as an opportunity to further that partnership and extend it beyond just the Carlson School here in Minnesota.”

The international experience requirement and the school’s dedicated institute to global studies provide organizations with employees that are diverse, think with a global mindset, and function in cross-cultural teams.

Hands-on Learning

Experiential learning opportunities championed by CGI come in a variety of

forms for Carlson School students with a focus on reciprocal engagement.

When a number of international exchange students attended a site visit to Ecolab, company executives used the opportunity to conduct small focus groups to obtain a more global perspective. Furthermore, General Mills leaders consistently met with Global Executive MBA students to better understand other countries and cultures and gain a more diverse perspective.

Organized jointly by the Carlson School and universities in both China and Austria, the Carlson School Global Executive MBA program offers students around the world the opportunity to learn more about international business opportunities.

Lukas Skocek, ’18 VEMBA, took part in the Executive MBA program in Vienna, jointly hosted by the Carlson School and the Vienna University of Economics and Business. While in the program, he visited both 3M and General Mills during his time in the Twin Cities, just before graduating from the program.

On those visits and others during his time in the VEMBA program, he was able to think deeper about issues he had encountered throughout his career and how to solve those problems across teams.

Though he had worked as a management consultant in 12 countries, these visits allowed him to look at problems in a new light.

“These international residencies, especially the company visits, were an incredible experience and it skyrocketed our understanding of different economies and challenges,” says Skocek, who now works at KPMG in management consulting as head of data and analytics.

The site visits opened his eyes to how his clients could use more hands-on experiences to showcase their products to customers. While visiting 3M, he saw its Innovation Center, where the company showcases its various products and

technologies to demonstrate there is much more to 3M than Post-it Notes.

“I learned how important it is to promote cross-foundational and cross-technology innovation and collaboration,” Skocek says. “Many companies I have been working with have huge potential if they would manage to promote more collaboration across service lines, functions, and organizational boundaries.”

Each May, both companies host Executive MBA students who come together from Austria, China, and the United States for their final project and graduation. Christa Gschweidl, ’18 VEMBA, joined Skocek on those site visits in the Twin Cities as well as others around the world. The experience underscored her conviction that thinking globally is crucial in today’s economy.

“My entire time in the Executive MBA program showed me just how important it is to work cross-culturally,” she says.

Irby knows first-hand the power international experience such as these can have on students. While in the Carlson School’s Executive MBA program himself, Irby participated in an international experience that took him to Germany and Finland. He says his travels revealed the possibilities available to him through global job opportunities and helped shape his career path.

After graduating, Irby elected to work overseas for General Mills in Switzerland for four years. Just recently, Irby was promoted to his current role, which is also based in the same country and for the same company where he completed his last international experience.

“This means that the global impact continues for me,” he says. “I really give a lot of credit to the Carlson Global Institute for taking my career journey in that direction.”

EXPORTING MINNESOTA NICE

“I know it can sound cliché, but the idea of ‘Minnesota Nice’ is an attitude that has really helped me everywhere I’ve been.”

—KRISTINA MORTON



KRISTINA MORTON

Vice President of Human Resources
Europe and Australia

GENERAL MILLS

Kristina Morton, '99 MA-HRIR, has never shied away from taking on a challenge or jumping headfirst into a new career opportunity. When General Mills offered her the chance to work overseas, the Minnesota native didn't think twice.

“It's not easy to move to a new country, but the potential for personal and professional growth is incredible,” says Morton, who is based in Switzerland as General Mills' vice president of human resources for Europe and Australia. “What I've found is that people are more the same than they are different, but it's important to learn and understand the differences that matter.”

Morton says her Midwestern work ethic and “Minnesota Nice” traits helped her make the transition as she moved to France and Switzerland.

“I know it can sound cliché, but the ‘Minnesota Nice’ attitude has really helped me everywhere I've been,” she says.



DAVID HOLTZE

Global Vice Chair of Finance
and Chief Financial Officer

EY

David Holtze, '80 BSB, global vice chair of finance and CFO for EY, echoes that sentiment. “It's a type of modesty and open-mindedness,” says Holtze, who now lives in London.

“Working in London, you really get to see things in a different way,” he says. “You're able to build diverse teams, not only when it comes to gender and race, but also with nationality and where people are from. You're really challenged to work harder and think more critically about different markets and what makes different cultures unique.”

Moving an ocean away has benefited his family, as well. His children have become global thinkers, he says.

“I believe developing that global mindset is critically important,” he says. “Through my own experience and how I've seen it in my kids, I think all of the work being done at the Carlson School and through [Carlson Global Institute] is incredibly important to the future of business.”



TRAVIS M. SMITH

Assistant Dean
Institutional Advancement

Engagement and Giving

A Time for Reflection and Renewal

When I meet with alumni around the globe, I use the phrase “your school” as I update them on all the great things happening here at the Carlson School. That’s intentional.

For the past 100 years, business education at the University of Minnesota has prospered not only because of the care we take to nurture, grow, and evolve with the demands of a free market economy, but also because of our belief that business should be a force for good.

In 2019, we are proud to celebrate our centennial and to acknowledge all who have helped build this incredible ecosystem. We also recognize that with this milestone comes new challenges associated with a global economy and lightning-fast change.

The one constant, frankly, is you. Join us this year in celebrating what you have helped build. Think about the future and your role in shaping it. Your school will go as far as you take us. Where do you want that to be?

THE
CARLSON
SCHOOL **100** YEARS



Attend an Event

Join an alumni gathering at a city near you.

z.umn.edu/carlson-100-events



Explore Our History

Throughout the years, the Carlson School has broken barriers and changed the world.

z.umn.edu/carlson-100-history



Share Your Story

Tell us how you are **#ConnectedToCarlson** on Instagram, Facebook and Twitter.

News and Notes

BY STAFF

Funds Enterprise Celebrated, Renamed

In September 2018, Carlson School Emeritus Dean David Kidwell was honored by Dean Sri Zaheer for his visionary leadership; relationship building with the business community; and profound impact on every student by providing them with a real-world, hands-on transformational educational experience. The experiential enterprise program is now known as the David S. Kidwell Funds Enterprise. Funds Enterprise advisory board members, alumni, students, and staff gathered in the Carlson School atrium on the 20th anniversary of the program in a celebration to honor the dean who led the Carlson School from 1991 to 2001.

Gopher Gratitude

Students, faculty, and staff gathered to celebrate Gopher Gratitude on October 23, 2018. This annual event gathers the Carlson School community to thank the thousands of benefactors who support the school annually and share the significance of giving back.

Caring for Our Students

In response to the increased rate of anxiety, depression, and other mental health challenges among college students, the Carlson School Undergraduate Program has partnered with the U's Student Counseling Services to embed a mental health counselor at the Carlson School. This effort, aided by funding from the Carlson Family Foundation, dedicates an on-site staff member to help our students through difficult challenges. Housed within Hanson Hall, this counselor works alongside students, faculty, and staff to help address the mental health and well-being needs that uniquely affect business students at the U of M.

The Carlson School is one of only a handful of business schools across the country with an in-house mental health resource for students. Providing this resource has been a priority of the Undergraduate Program and Associate Dean Raj Singh. We are grateful to the Carlson family for supporting this important work and providing our students with the resources they need to address mental health challenges.

MBT Program Celebrates 40th Anniversary

More than 100 alumni, students, and friends of the Master of Business Taxation (MBT) program attended the 40th anniversary celebration at the Campus Club in fall 2018. During those 40 years, the MBT program has built a reputation as one of the top graduate tax programs in the nation. More than 1,000 alumni are influencing some of the world's largest companies and firms, with many holding top positions as senior corporate tax executives and managing tax partners.

While much has changed since MBT offered its first classes in 1978, a single common denominator links much of the program's history and distinguished alumni: Program Founder and Professor Fred Jacobs. In honor of Fred's substantial contributions to the lives of many, the Carlson School has established the Fred Jacobs Endowed Fellowship Fund with the help of contributions from alumni and friends of Fred and the program. This endowed fund will enable the Carlson School to recruit and support the best and brightest MBT students and ensure that Fred's passion for learning continues to be shared with students far into the future. This endowed fund will further solidify the MBT program as one of the leading graduate tax programs

in the world while paying a fitting tribute to the man who started it all.

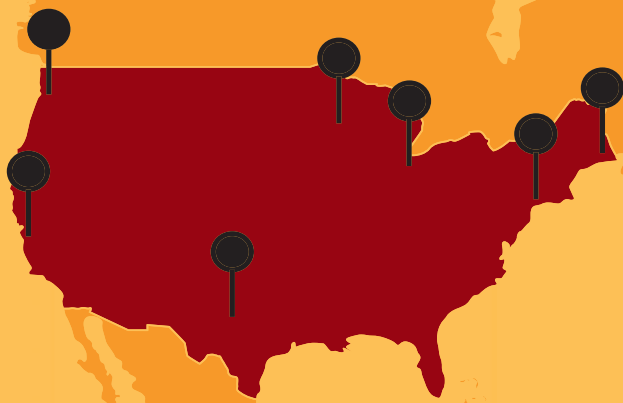


Your Gift, Your Impact

It has never been easier to support the area of your choice within the Carlson School. Just follow these **four easy steps!**

- 1 Visit** driven.carlsonschool.umn.edu and click "Give Now."
- 2 Select** "Find a Cause" in the top right-hand corner of the screen.
- 3 Type** a keyword into the "Search for an area to support" box.
- 4 Scroll** through the list and choose the fund that inspires you.

Connected to each other, connected to the world



SHANGHAI
JUNE 7-8



NEW YORK
JUNE 20



CHICAGO
AUGUST 1



BOSTON
AUGUST 11



TWIN CITIES
SEPTEMBER 13-14

THE
CARLSON
SCHOOL **100** YEARS

Celebrate 100 years of excellence in management education with your fellow classmates and alumni at Carlson School celebrations around the world.

Find an event near you: z.umn.edu/carlson-100-events

**Dates are subject to change.*



DALLAS
OCTOBER



SEATTLE
OCTOBER 23



SAN FRANCISCO
OCTOBER 24



VIENNA
NOVEMBER 7



WARSAW
NOVEMBER 9



Engagement and Giving

CREATING A SUSTAINABLE FUTURE TOGETHER

Ecolab deepens
its connection with
the Carlson School

Last fall, Ecolab announced a commitment of \$5 million to create a sustainable future together with the University of Minnesota.

The generous gift is the largest gift ever from the Ecolab Foundation to the U. The Carlson School of Management received \$750,000, a significant part of the company's overall commitment, to establish the Ecolab Scholars program.

Steeped in the ethos of "business as a force for good," Carlson graduates enter the workforce with a sense of social responsibility in the business fields addressing grand challenges.

Ecolab Scholars will build the Carlson School's capacity to deliver a diverse and globally prepared workforce by funding scholarships to undergraduate students that support business degrees and international experiences. This investment equips students to address the real and growing risks to our shared environment.

"Our students are ambitious, career conscious, and passionate about causes greater than themselves," says Raj Singh, associate dean for Undergraduate Programs. "Ecolab's gift gives them substantial financial support and also gives them permission to engage with their passion for sustainability. I believe this will enrich their academic experience and help them discover the path they want to travel in the future."

It is estimated the gift will support nearly **40 Ecolab Scholars** over the next six years.

In addition to support for Carlson School undergraduate scholarships, the gift will also create University-wide scholarships, endow the Ecolab Chair for Environmental Leadership at Institute on the Environment (IonE), and outreach initiatives led by IonE.

Ecolab and the Carlson School, By the Numbers

37 years of consecutive giving to the Carlson School

More than **275** Carlson School alumni are currently working at Ecolab

10 years as a Carlson Global Institute partner with site visits and global business practicum

\$2 million in total giving to the Carlson School

A WINNING STRATEGY

After starting his own investment firm, Skyler Weinand wanted to give back to the school that gave him the confidence to take a risk that led to his success

BY WADE RUPARD

Skyler Weinand, '02 BSB, knew he had to bet on himself.

He had aspirations to be a portfolio manager but he knew, in his current role, it would take time to get there—possibly even decades.

So he took the risk and trusted himself. He and his family moved to Dallas in order for him to start his own investment firm.

Since beginning the fund in 2011 with \$1.5 million in assets, it has grown to more than \$750 million.

“That was the risk,” he says. “And if it hadn’t worked out, the worst-case scenario, I would have gone back to doing what I was doing. But it was a risk I needed to take.”

Weinand, a managing partner at Regan Capital, now wants to give back to the school that gave him the skills to trust himself.

Weinand established a scholarship fund dedicated to giving to students who graduate from Minneapolis and St. Paul Public Schools the opportunity to attend the Carlson School.

As a graduate of St. Paul’s Harding High School, Weinand saw many of his classmates were not encouraged to continue their education. In his graduating class, less than 10 percent of students went on to college.

As a hard worker, Weinand was fortunate

enough to be awarded several scholarship opportunities. One of which was the Hull Scholarship, which was given to a select number of St. Paul students who would attend the University.

Weinand ended up forgoing the Hull Scholarship in order for another student to have the opportunity to attend college.

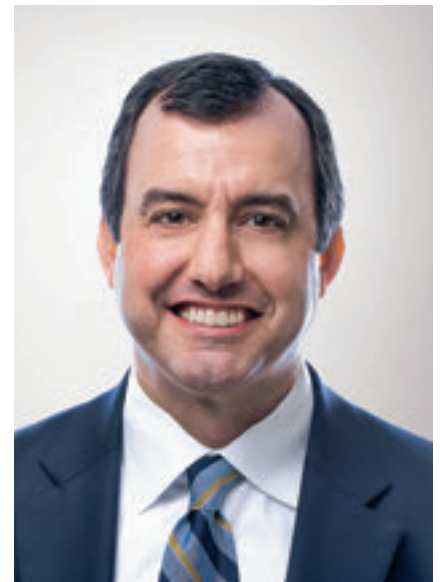
“I know firsthand that the students that were recipients of the Hull Scholarship that at least half of them would not have been able to go to college if they didn’t have the scholarship to go,” he says.

Now, Weinand has donated funds to ensure students like his former classmates in the inner city can attend the University.

“It’s a matter of opening up eyes and opening up opportunities for students in Minneapolis and St. Paul who, a lot of them, would not be able to go without financial assistance,” he says.

At the Carlson School, Weinand was able to find himself, he says. As a finance and management information systems major, he was given the opportunity to develop the skills he now uses daily, as well as the connections he needed to get ahead in his career.

The Carlson School, he says, stands out because of the connections the school has to the business community. Weinand eventually decided to choose to study at the Carlson School because of its



close proximity—both physically and figuratively—to that business community.

“The huge benefit of having those corporations so close is that they’re there all the time,” he says. “Whether the companies are coming into the school and meeting with students or they’re providing internships. You’re not just seeing them once like you might at other schools.”

At the Carlson School, Weinand held six different internships and gained the experience he needed to launch his career.

“Without the Carlson School, I wouldn’t be where I am today,” he says. “I want to give back so others have the same opportunity I did.”



Carlson School Alumni set records with their generous gifts



“I am so thankful to have gotten a world-class education and countless professional opportunities through the Carlson School, and I hope to extend those opportunities to other students striving to become business professionals.”

—ALLY MOELLER, '15 BSB
Give to the Max Day Donor

\$270,000+

Carlson School alumni and friends generously donated more than \$270,000 on Give to the Max Day, Minnesota’s largest one-day giving campaign, which highlights the work and worth of schools and nonprofits across the state.



240

A total of 240 people made gifts to the Carlson School on Nov. 15, 2018, including 30 people who made first-time donations. Gifts were made through the school’s crowdfunding page, online, and other sources.



\$75,000

The first \$75,000 raised on the day were matched dollar-for-dollar thanks to generous donations by Bill Walter, '72 MBA; and Mike, '89 BSB, and Jenny Zechmeister.

“The Carlson School community came together on Give to the Max Day and made a tremendous impact,” says Travis Smith, assistant dean for institutional advancement. “We can’t thank our alumni and friends enough for their generous support and for making this a very special day.”

Alongside our generous alumni, 36 faculty and staff members donated on this day, and nearly 100 donors who gave last year chose to return and back the Carlson School on Give to the Max Day. Most of the donations given will directly contribute to student scholarships and fellowships through the Dean’s Excellence Fund, the Carlson School’s unrestricted annual fund.

Thanks to this outpouring of support, the Carlson School received three prizes from the University of Minnesota Foundation for its performance—one each for the first University of Minnesota donation of the day, the second most crowdfunding dollars raised, and the third most crowdfunding gifts.

Engagement and Giving

Alumni Happenings

BY STAFF

Alumni Service Award

Todd Williams, '91 BSB, received an Alumni Service Award from the University of Minnesota Alumni Association in fall 2018. Recipients are recognized for their exceptional commitment and leadership to the Alumni Association and the University. Williams has consistently lent his time and experience to current and prospective



students. His service to the Alumni Association and the Carlson Undergraduate Advisory Board has helped set in motion and define integral diversity initiatives at the University of Minnesota. His commitment to helping the Carlson School move diversity and inclusion efforts forward has not only made a tangible, positive impact on the undergraduate experience but has also ushered in a new era at the University.

New York City Friendsgiving

New York City alumni gathered in Jersey City to celebrate the holidays at the first NYC Friendsgiving. This fun and casual evening, which promises to become an annual event, was hosted by NYC Chapter leaders James Collins, '16 BSB, Lauren Stoneberg, '10 BSB, Catherine Yang, '08 BSB, '15 MBA, and Kaizen Yang, '15 MBA.

Carlson Homecoming Parade Watch Party

The Carlson School celebrated Homecoming with our annual Parade Watch Party. Alumni and their families gathered to celebrate one of the U's oldest traditions while reconnecting with classmates, staff, and friends.



3M Chapter

In fall 2018, the 3M Chapter hosted Professor Joe Redden, who helped more than 150 alumni at 3M explore questions of why we experience consumer boredom and how marketers can take actions to keep products interesting.

UnitedHealth Group Chapter

UnitedHealth Group was pleased to host a lunch and learn event with Professor Aks Zaheer in November 2018. The event brought together more than 70 Carlson alumni across Optum and UnitedHealth to learn about Professor Zaheer's research on cost performance in Accountable Care Organizations (ACOs).

The Way We Work

Also in November, Cali Williams Yost, founder of the Flex+Strategy Group, presented to Carlson School alumni and friends during our "The Way We Work" event. This quarterly event series—a partnership between Carlson Alumni Relations, Carlson Graduate Business Career Center and Antenna—gathers thought leaders, companies, and individuals for dynamic dialogue around the future of work.



New York City Friendsgiving

Class Notes

● 1950s

Darel Leipold, '56 BBA, and wife LaVerna have owned and operated their store, Leipolds of Excelsior, for 47 years in the greater Minneapolis- St. Paul area.

● 1960s

Marquis Who's Who, the world's premier publisher of biographical profiles, has presented Narinder Mehta, '61 MA-IR, with the Albert Nelson Marquis Lifetime Achievement Award. Mr. Mehta has had many years of experience and has been noted for achievements, leadership qualities, and successes in his field.

● 1970s

Lawrence J. Maun, '71 BSB, has recently retired from law practice in the Houston, Texas area.

Dileep Rao's, '75 PhD, new book *Nothing Ventured, Everything Gained* illustrates how entrepreneurs can takeoff without early stage venture capital. His hard work has made *Nothing Ventured, Everything Gained* a best seller on Amazon.

● 1980s

Tony Youga, '83 MBA, set out to bike 3,000 miles cross-country from San Diego, California to St. Augustine, Florida to raise money to support Sierra Vista Child & Family Services. With the help

and support of his wife, he completed the journey in 41 days and raised over \$50,000 for the campaign.

Jeff Larson, '84 BSB and '85 MBA, has recently joined Golf Channel as Vice President, Consumer and Business Engagement. In this marketing strategy role, Larson focuses on growing the emerging digital platforms that lies at the intersection of digitalization, golf, and entrepreneurship.

The Stories We Leave Behind by Laura Gilbert, '87 MA-IR was published in May and hit number 9 on the Amazon Best Sellers list in its category. It was also selected as a Reader's Choice by *Midwest Book Review*.

The Minneapolis/St. Paul Business Journals has named Molly Jungbauer, '88 BSB, of Hollstadt Consulting 2018 Most Admired CEO. The journal honors 10 CEOs who demonstrate strong leadership, integrity, and impressive financial performance for their company as well as a commitment to our community.

Vallabh Sambamurthy, '89 PhD, has been selected as the Albert O. Nicholas Dean of the Wisconsin School of Business. His honors include the William Beal Distinguished Faculty Award, the highest honor accorded by Michigan State University; Distinguished Alumnus of the National Institute of Technology; and the LEO Lifetime Achievement award from the Association for

Information Systems, an honor given for contributions to teaching, research, outreach and mentoring.

● 1990s

HealthPartners Minneapolis has announced that Jennifer Myster, '92 MBA, has been named President of Methodist Hospital. In her new role, Myster will also lead the organization's Home Care, Hospice, and community Senior Care programs, as well as lead strategic partnerships in western Minnesota.

Jodell Swenson '93 MA - IR, is now the Director of Human Resources for Minnesota Housing.

In March 2019, Rani Engineering founded by Susan Park Rani, '94 MBA, merged with Progressive Consulting Engineers, transitioning ownership from Rani to Steven Carleton, '17 MBA. Susan has made Rani Engineering one of the first women-owned consulting firms in Minnesota; the company has also won numerous industry and business awards.

Tom Kraabel, '95 MA-IR, is currently the Vice President, Human Resources for Asia Pacific Tech Data in Singapore.

NeuroScience, located in the Saint Croix River Valley in Wisconsin, is proud to share that Bill Sevold, '97 MBA, led a group of investors to purchase NeuroScience Inc. and was appointed Chief Executive Officer and President. NeuroScience is a recognized leader in delivering professional

grade dietary supplements to thousands of licensed health care providers.

California State University-Dominguez Hills has promoted Tom Norman, '98 MA-HRIR, and '09 PhD-HRIR to Professor of Management.

Jennifer Simek, '98 MBA, has recently accepted the role of VP of global marketing at Ecolab.

Angela Chen, '99 MA-HRIR, is pursuing a PhD in Management at Melbourne University.

Jae M. Suzuki, '99 BSB has been recently appointed Director of Sales at Regence BlueShield. Suzuki will be responsible for driving new business development opportunities and retention and will lead the Regence Sales team in service to its members and business partners.

● 2000s

CardioMech AS announced that it has appointed Richard Nehm, '00 MBA as President and CEO effective immediately. "I am thrilled to join this extraordinary team and lead CardioMech down the path towards commercialization of this profound technology. Our objective is to significantly improve the standard of care for the very sick patients suffering with mitral valve prolapse and flail," says Nehm.

Teri Sides, '00 MBA, was named Chief Marketing Officer for Surmodics. Prior to joining Surmodics, Sides served as founder and CEO of Projectory. As CMO, Sides will be responsible for developing and driving strategic growth initiatives and will be a member of the senior leadership team.

Sam Rosen, '01 BSB, was promoted to President at Solar Plastics, LLC.

The Minneapolis/St. Paul Business Journal has announced Rich Garrity, '02 BSB and '07 MBA, as a 2019 40 Under 40 honoree for his work with Stratasy Ltd.

U.S. Bank is proud to name Manuel Rodriguez, '02 BSB, the new market president for the greater San Diego area.

Eric Skalland, '03 BSB, has been named a 2019 40 Under 40 honoree by *The Minneapolis/St. Paul Business Journal* for his work with United Properties as a chief financial and administration officer.

For her outstanding professional achievement at Hennepin Healthcare, Emily Blomberg, '04 BSB, has been named one of *Minneapolis/St. Paul Business Journal's* 40 Under 40 honorees.

Anderson Corporation has chosen David Edgerton Jr., '05 MBA, to serve as its first Director of Diversity and Inclusion. He will be responsible for shaping a diverse

environment and promoting a welcoming community.

Wes Strait, '05 BSB and '10 MBA, is now a Principal at Daugherty Business Solutions in Bloomington, MN.

Brazi Bites, located in Boulder, Colo., was named one of "2017 America's Fastest Growing Private Companies," has named Mike Guanella, '06 MBA, CEO.

Twelve Consulting Group is proud to have Josh King, '06 MBA, as a managing partner. He has been instrumental in growing and developing people, process, and culture. Twelve would love to recognize not only his professional contributions, but his community involvement including being a part of a partnership with the U of M Children's Hospital and Jason Zucker of the Minnesota Wild.

Paula LaBine, '06 MBA, is now a Marketing Manager for Archer Daniels Midland after travelling the world for 27 consecutive months.

Stacy Eichenlaub, '07 MBA, started a new position as Principle Portfolio Manager-Angiography with ACIST Medical.

Meng Lian, '07 MBA, is now serving in a new board position at LightInTheBox Holding Co. Ltd.

The Carlson School is pleased to have Nick Lindberg, '07 BSB as the new Senior Salesforce Business Analyst in IT.

Alex Pullen, '07 MA-HRIR is now an HR director at General Mills.

Fish & Richardson named Megan Connolly, '08 BSB, one of their "Unsung Legal Heroes," a designation that recognizes the most talented and dedicated legal support professionals in Minnesota. Connolly handles the human resources function for Fish's 12 offices. She oversees the employee life cycle—from hiring to retiring—and provides coaching and consulting for staff as well as training and development or managers.

Ross Hedlund, '08 BSB and '16 MBA, has been named one of *Minneapolis/St. Paul Business Journal's* 40 Under 40 leaders for outstanding professional achievement.

Scaled Agile Inc. has awarded Ashu Jaiswal, '09 MBA, a Certified SAFe 4 Product Owner/Product Manager. In this role, he works with customers and development organizations to identify and write requirements. Key areas of competency include identifying customer needs, writing epics, capabilities, features, and prioritizing work in order to effectively deliver value to the enterprise.

Kelly Marshall, '09 MA-HRIR, is currently a people consultant insights partner at Google.

Armetha Pihlstrom, '09 BSB, is starting a new position as National Account Manager for Impossible Foods.

Mike Ramlet, '09 BSB, is the co-founder and CEO of Morning Consult. He built a better way to help big brands glean real-time insights on consumer attitudes and opinions compared to phone-based surveys and polls. His method gained public acknowledgement during the 2016 presidential election with Morning Consult's political poll work.

● 2010s

Amin G. Aaser '10 BSB, Magna Cum Laude, is the Co-founder and Director of Noor Kids, currently residing in Berkeley, California. It is a Harvard-supported children's educational technology firm that publishes children's books to help cultivate a sense of belonging. To date, Noor Kids has published 26 children's books that have sold nearly 250,000 copies.

Jesse Dodge, '10 MBA, is now Vice President North Central Area for Emerson in Minneapolis.

Travis Hoium, '10 MBA, is opening REM5, a virtual reality lab that serves food and drinks. Hoium has been a writer for *Motley Fool*, a newsletter for investors since 2010, and has been passionate about investing from an early age.

Kevin Mottram, '10 MA-HRIR, is now Director of Early Career Hiring at Twilio.

Sarah White, '10 BSB, is currently working as a manager of National

Class Notes

CARLSON SCHOOL OF MANAGEMENT
UNIVERSITY OF MINNESOTA

WELLS FARGO PRESENTS

1ST TUESDAY

SPEAKER SERIES

MAY 7, 2019
11:30 A.M. – 1:00 P.M.
McNamara Alumni Center
University of Minnesota

DOUG BAKER
Chairman of the Board and CEO
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For more information and to register visit:
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Audit Solutions, Industry & Centralized Solutions at KPMG.

Boulay, a leading Midwest independent registered accounting, tax, and financial consulting firm based in Eden Prairie, MN, named Jay R. Brown, '11 MBA, a partner.

Cook Medical is a family-owned medical device company that has recently added Brooke Myhre, '11 BSB, to a new position of Supplier Management.

Joe Nayquonabe, '11 MBA, has become a new member of the Minnesota Historical Society Executive Council in 2019

Jesse Ng, '11 BSB, recently joined UCare as an Actuarial Analyst.

BMO Harris Bank has proudly promoted Molly Soderberg Schultz, '11 BSB, to Vice President- Healthcare Sponsor Finance.

Annie Cappola, '12 BSB, is now a Merchandise Planner at Kohl's Corporation in Menomonee Falls, Wisconsin.

Loram Maintenance of Way, Inc. has appointed Luke Olson, '12 MBA, to the position of Vice President Marketing & Sales in the Minneapolis-St. Paul area.

Max W. Robinson, '12 BSB and '17 MBA, is now taking a new role as Sr. Innovation Strategist at Benjamin & Bond in the Minneapolis-St. Paul area.

An Dao Taylor, '12 MA-HRIR, is currently an HR manager at nVent.

Ibotta is proud to add Cameron Boy, '13 BSB to their team as a Decision Scientist in Denver, Colorado.

Spaulding Ridge in the Chicago area recently hired Sam Kubek, '13 BSB, as a Manager of Performance Management.

Austin Loeb, '13 BSB is starting a new position as Senior Account Director at IZEA.

SmiForce, a cloud-based data analytic company, hired Manoj Narayanan, '13 BSB, as Product and Marketing Manager.

Adam Stevens, '13 BSB, is now a Senior Consultant at Workday in the Chicago area.

Josh Tubbs, '13 MBA, has been appointed senior marketing manager-golf at The Toro Company. Tubbs will be responsible for leading the golf segment's product marketing efforts.

Bailey Wolfe '13 BSB, is now the Director, Employer Solutions at UnitedHealth Group in the greater Minneapolis-St. Paul area.

Alexa Farah, '14 BSB, is now a Marketing Operations Supervisor at 3M.

Leslie Grueber, '14 BSB, is now serving as a Peace Corps Volunteer in Morocco.

Demi Radeva, '14 BSB, recently joined UnitedHealthCare as a Director of Strategy and Planning.

Zachariah Roberts, '14 MA-HRIR, is a campus recruiter-talent acquisition consultant for Santander Bank.

Lauren Hicok, '15 BSB, is currently the City Manager at Ritual Co. in the Minneapolis-St. Paul area.

Nate Shrader, '15 BSB, has started a new role at Cargill as Business Associate for Growth Ventures.

Betsy (McDonald) Clasen, '16 MA-HRIR, is now an HR business associate at General Mills.

Minne Inno's 25 Under 25 has named Tyler Ebert, '16 BSB, one of the most promising and notable young entrepreneurs and technologists in the city's tech and startup scene for his medical-device startup Adrenacard where they aim to reinvent the pipen.

Kelsey (Milligan) Gresbrink, '16 MA-HRIR, is a compensation analyst with Center for Diagnostic Imaging.

Alex Humphries, '16 MBA, and his family are the proud owners of Crisp & Green in Dinkytown.

Liana Karimova, '16 MA-HRIR, is a people and culture manager at Opus One Solutions.

Shayantani Mallik, '16 MA-HRIR, is now a talent partner with Whatfix.

Finnovation Lab has named Nicholas Alm, '17 BSB, a first class fellow for co-founding the first undergraduate LGBTQ organization at Carlson. This comes just before the creation of Mossier, an organization dedicated to serving LGBTQ entrepreneurs where Nick is an Executive Director.

Ashley Davis, '17 MA-HRIR, is now an HR business associate for General Mills.

Laura Grimlund, '17 MA-HRIR, is currently working as an HR systems analyst at Carbon Black.

Virginia Tech's Pamplin College of Business has just appointed Pankaj Kumar, '18 PhD, Assistant Professor in the Department of Management. He also co-authored an article that was recently accepted for the Academy of Management Best Paper Proceedings.

Sydney Sturm, '18 BSB, is a Category Specialist at Jet, an online retailer recently acquired by WalMart, in New York.

● New Alumni Board Members

The Center for Human Resources and Labor Studies would like to welcome and thank eight new members of the Alumni board for their service to their alma mater: Kevin Brennan, Melis Candir, Jon Cermak, Kelly Dahlman, Alex Smith, Rachel Yates, Lisa Zajac, and Leo Cardoso. They join the other nine hardworking board members including Kate Andres, Rob Klee, Brandon Lukach, Larry Morgan, Susan Otto, Mandy Zhao, committee chairs Kristyn Aasen and Kara Sime, Vice President Eva Treuer, and President Nick Christenson.

Alumni Relations would like to welcome seven new members to the Carlson School Alumni Board: Dawn Dexter, Steve Gottlieb, Frank Grazzini, Jason Grosz, Steve Silvers, Winnie Steffenson and Emily Weidemann. They join 17 other members of the board, including David Abramson, Lindsay Amundson, Debra Arbit, Stephen Benson, Michelle Champlin Bergner, Georgene Connelly, KC Glaser, Patrick Larson, Scott Mays, Brian Milovich, Yogita Naik, Manoj Narayanan, Diane Paauwe, Jessica Phillips, Nick Pilger, Sam Rosen, and Craig Schmidt.

● Engagements, Marriages, Births, and Deaths

Laura Gerdes, '15 MBA, and her husband, Robert, welcomed baby Robert E in August 2018.

Louis A. Domian, '64 MBA, passed away September 3, 2018. He worked for Prudential Life Insurance doing various accounting and computer systems work for 35 years until his retirement in 1989. He is survived by his wife, a son, and a daughter.

Robert Knoch, '54 BBA-IR, '63 MBA, passed away on November 11, 2018.

Gerald Loomis, '53 BBA, passed away on December 17, 2018.

Bradford Brennan, '12 BSB, married Laura Grosdidier, '14 BSB, '19 MBT.

Michelle Rosas, '13 BSB and '17 MBA, married Jack Koepke.

Catherine Yang '08 BSB, and '15 MBA, and Kaizen Yang '15 MBA, welcomed a baby son in December 2018.

Gregory Hundley, '81 PhD-IR, passed away on October 13, 2018. He is survived by his daughter, stepdaughter, two brothers, sister, and former wife.



5 THINGS I'VE LEARNED

Craig Schmidt shares what he's learned since graduating from the Carlson School

Craig Schmidt, '03 BSB, knows accounting. As a CPA, he works as the governance and oversight leader at Wells Fargo's internal control program over financial, regulatory, and risk reporting. Prior to joining Wells Fargo, Schmidt worked within the external audit practice at Deloitte for 11 years.

1. Practice Extreme Ownership

Extreme Ownership is one of my favorite books, and it's the book I have gifted most to my friends. It's written by two Navy SEALs, Jocko Willink and Leif Babin. The basic premise is that to be a great leader, you must own both the successes and failures of your team.

2. Recruit, Promote, Repeat!

Thinking outside the box and recruiting through informed decisions—beyond surface-level interviews—is critical to success. To recruit top talent, you must

share the exciting story about why the position is open and why you plan to recruit for that position again in the next two or three years.

3. Train Your Lion Mind

In my favorite meditation exercise on the Breathe app, a dog chases a bone thrown by a man while, at the same time, a lion is focused on the man. The metaphor is meant to teach your mind to not follow distractions. The "Lion Mind" has become a mantra I live by at work and bestow upon my team. It's simple: Spend your time and focus on the most important things.

4. 5P's: Proper Planning Prevents Poor Performance

I often see plans that are fatally flawed because they do not take into account the dependencies and risks that could arise during execution. A plan must handle these

things, so the project can be done on time and aligned with expectations. I also love "plan beats no plan," a concept shared by Timothy Geithner in his book *Stress Test*.

5. Attitude Is Everything

Life is short and negativity is a drain. I don't personally have the secret sauce for maintaining a positive attitude, but I've been told by my team I have a habit of smiling and laughing (often obnoxiously) throughout the day. Finding humor in even the most ridiculous of times keeps me level. Positive "can do" attitudes are worth every penny and I'm on the hunt to recruit more of them!

SUBMIT A CLASS NOTE

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

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

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Come celebrate 100 years of the Carlson School with fellow alumni and business leaders at our Twin Cities Centennial Celebration—our biggest alumni celebration of the Centennial!

Save the Dates

September 13: Evening fun and celebration on the field at U.S. Bank Stadium

September 14: Tailgate and Carlson Day at the Gopher Game

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