

CARLSON SCHOOL

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Is This the Future of Quality?



Carlson School

A Magazine for Alumni and Friends

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CARLSON SCHOOL



Dean's Corner

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As he takes the helm, Dean Larry Benveniste talks about his initiatives to move the school toward national leadership and better opportunities for students.

Pushing for Quality

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Quality is back like never before and our alumni are leading their industries in quality initiatives. Learn about recent trends in quality and how the Carlson School is not only researching and teaching quality, but implementing it into every aspect of the school.

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New Business Development Enterprise Laboratory Opens

Business leaders, entrepreneurs, faculty and students converged September 13 at the grand opening of the school's New Business Development Enterprise laboratory (NBDE).

The laboratory was made possible through a \$2.4 million gift from 3M and other generous gifts from Rosemount Office Systems, Norwest Equity Partners and the Curtis L. Carlson Family Foundation.

Twenty-three students are currently enrolled in this experiential program.



At right, Xiaoyang Zhu, chief technology officer at startup company Micro Surfaces, Inc., speaks with entrepreneur Tom Niemic at the NBDE grand opening.

On the cover: Carlson School alumni dressed in karate suits to symbolize their involvement in the Six Sigma quality system. From left: alums Dan Ruemping, '03 Evening MBA; Suzanne Holter, '00 MBA; and Sukyul Suh, '00 MBA.

The Dean's Corner



Larry Benveniste

I feel very honored to have been named the new dean of the Carlson School. Ours is such a terrific institution, with gifted faculty, amazing students and a committed staff. We as a school should look to the future with great anticipation.

I inherit a school that has so much going for it – a beautiful, state-of-the-art facility that is the envy of most business schools; a top faculty, noted nationally for its teaching and research; and a curriculum that ties great teaching with real professional opportunities to give our students the kind of meaningful education they want and that companies need. We are positioned to become one of the premier business schools in the world.

Strong collaboration with alumni and other friends in the business community has made our successes possible. Their support means our faculty can undertake meaningful research they can bring into the classroom. And thanks to the dedication and commitment of our business community, our students actively participate in career-enhancing, professional experiences.

My sights are set on gaining a reputation as a truly national and international destination for the development of management knowledge and lifelong management education. To get there, I will enhance and expand our business partnerships beyond Minnesota; by partnering with national and international leaders, our students will have broader opportunities for hands-on educational experiences. Increased involvement of business leaders will ensure that our graduates will not only enter their careers of choice, but also with their employers of choice, whether local, national or international. Our alumni can play a key role in this area.

I believe the Carlson School's core pursuits—academic research, attracting the best and the brightest students and faculty, and providing meaningful education resulting in great careers—will allow us to best serve our students, and businesses and academic institutions around the world. We will continue to focus our strategies in these areas.

We will assemble our excellent programs into a comprehensive and distinct menu that attracts students, managers and recruiters from all over the country and the world. We have already begun to enhance our full-time MBA program, and we are refining the concept of “enterprises” in new business development, finance and technology solutions as an educational vehicle that can truly bridge the gap between theory and practice. These student-managed businesses offer students the opportunity to develop the kind of hands-on

leadership and communication skills that will distinguish them among their peers.

Competition is fierce for our undergraduate business program—the typical Carlson School freshman is in the top 8 percent of his or her high school class. That means many well-qualified Minnesota kids who want to get into the program can't. Our challenge is to expand access to this program, which is ranked 14th nationally. One of my priorities is to find the space and resources to expand our faculty and this program so we can retain the talent that all too often leaves the region for other business schools.

There is tremendous pressure on business schools today. Those of us involved in business education are too intimately aware of the battle for rankings and the competition for top students and faculty. Our alumni know the reputation of a business school often rides on its MBA program. The Carlson School is a leading academic business school, and we need to make our mark nationally with our MBA program and attract more non-Minnesota students.

I will work to ensure that the Carlson School continues to help keep Minnesota strong, but at the same time reach out for greater global presence. I know we will succeed because of the core strengths embedded within the school and the valuable relationships we have forged. With alumni support, we will continue to provide tomorrow's business leaders in Minnesota and throughout the world. 🌍

The Push for Quality

By Frank Jossi



American corporations love to banter about their devotion to quality. Ford Motor Company for years employed the slogan “quality is job one” to hammer home the message it cared about producing great automobiles. Levi’s once had the clever tag line “quality never goes out of style” and Ames Rubber chimes to customers that it offers “excellence through total quality.” Nearly every business touts a commitment to quality, and the press frequently lionizes such powerful quality proponents as General Electric’s Jack Welch and Motorola’s Bob Galvin.

Average consumers define quality as something that works for them over a period of time, doing what they want it to do time and again. They may not care how the watchmaker or automaker or clothing manufacturer created a quality product; they only care that it works and that it lasts. And many times consumers will pay more for perceived value, be it for a Nikon or a Mercedes Benz.

Business understands the equation, even if the quality they offer on some of their products will not allow them to charge any more than competitors. Within business, quality is less a slogan and is more about studying processes, product design, customer satisfaction and getting everyone in an office or plant excited about making improvements. The focus on continuous improvement by American business has led to a massive quality movement partly credited for huge productivity gains over the past decade.

“Quality is extremely important, more so than ever before,” says Lisa Peterson-Nelson, chief of quality and process engineering at Data Recognition Corporation and a member of a Carlson School executive forum on quality. “We run into it every day, whether it’s hiring a landscape

company or buying a personal computer—quality has an element in everything we see and do. Customer expectations are higher than ever before. They want things done right the first time, and quickly, and if you don’t meet their expectations they’ll go elsewhere.”

Quality programs could be found in American business for much of the last century. Among the 20th century leaders in quality is Dr. Joseph Juran, a 1924 University of Minnesota graduate whose 1,500-page “Juran Handbook for Quality Control” has been published regularly every 10 years and offers painstakingly detailed advice on nearly every aspect of quality improvement. The quality guru donated his foundation to the Carlson School in 1997, allowing for the renaming and national expansion of what is now known as the Juran Center for Leadership in Quality.

If Juran got the ball moving in quality, W. Edwards Deming kept it rolling from the 1950s to the 1980s, when he received credit for inspiring the transformation of Japan’s fledgling post-war economy into a dynamic global power. In 1987, the United States government became involved in promoting quality by creating the Malcolm Baldrige National Quality Award, offered each

“The real difference with past quality programs is that Six Sigma is more aggressive and more methodological in terms of driving continuous improvement.”

*John Anderson,
Chair of Operations and
Management Science,
Carlson School*

year by the U.S. Commerce Department’s National Institute of Standards and Technology.

Adding to quality’s catapulting international cache was ISO 9000, an international certification program with standards set and monitored by the Geneva-based International Standards Organization (ISO). The ISO offers dozens of international standards for everything from manufacturing to customer satisfaction, continuous improvement, environmental regulations and other quality issues.

Six Sigma

The Motorola-created “Six Sigma” quality system gained perhaps the most adherents during the past decade. Six Sigma incorporates

Deming’s core strategy of total quality management (TQM) and other methodologies into a simpler structure in which in-house experts known as green belts, black belts and master black belts propel change.

Professor John Anderson, chair of Operations and Management Science at the Carlson School, likens the difference between Six Sigma and other quality systems to the way people react to the architecture of buildings. Cathedrals can use the same materials but arouse different sensations in their visitors, just as Six Sigma has a different effect from ISO 9000, for example, even though they have many of the same attributes.

“These initiatives use the same elements of theory as building blocks that, when put together, create a new way of seeing and a whole different feeling,” Anderson says.

“The real difference with past quality programs

is that Six Sigma is more aggressive and more methodological in terms of driving continuous improvement.”

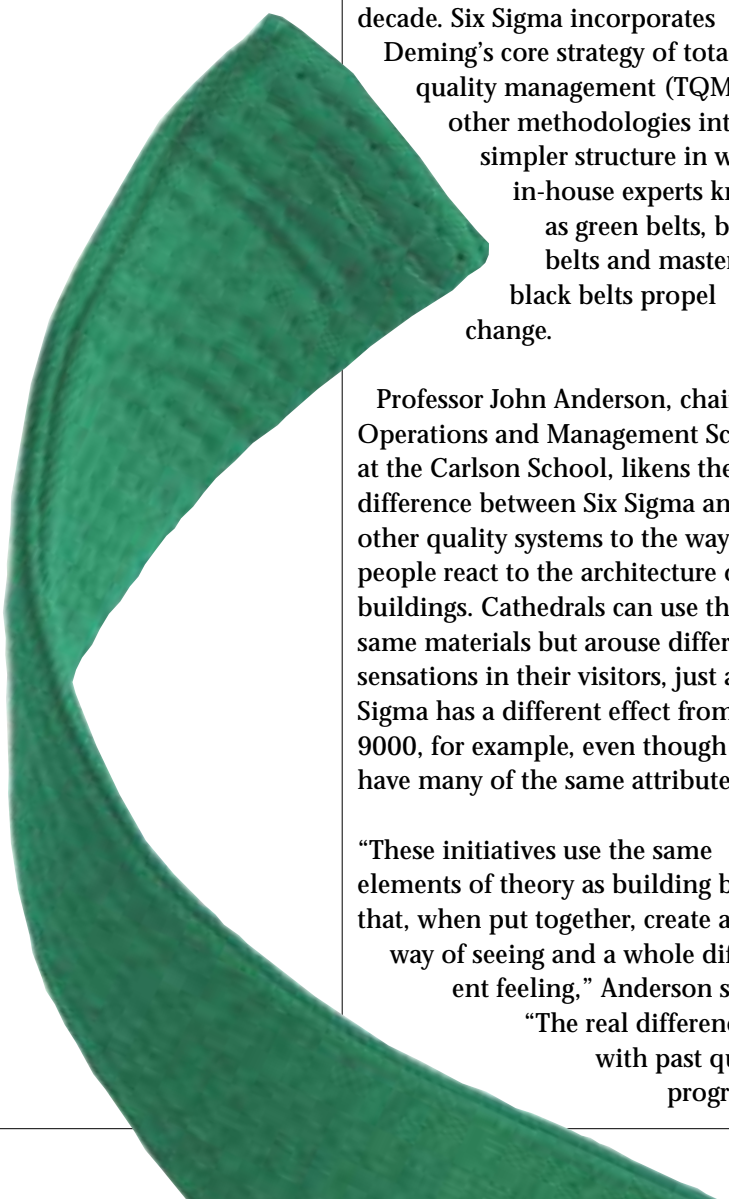
The other difference is that Six Sigma introduces new players into the continuous improvement process. Previously, executives and managers were expected to lead the charge. Under Six Sigma, a specially trained cadre of “black belts” analyze quality problems and provide strategies for improvement. Selected for their talent, skills and ambition, black belts receive several weeks of training before being placed in the field, where they work with different departments on a rotating basis and play ideas off employees and one another.



Scott Martens

Scott Martens, director of Six Sigma Quality & Performance Measurement at American Express Financial Advisors (AEFA) and an instructor at the Carlson School, calls Six Sigma more “an evolution than a revolution.” It hinges on three general principles: a metric specifying a maximum failure rate, a methodology for improvement, and a philosophy of striving for perfection.

Six Sigma strategies at AEFA involve listening to customers, improving processes and managing those processes more wisely. For example, Martens asks: how well does



American Express do handling address changes? If it gets one in five wrong, can that be improved? How often do call centers get wrong the number of securities a customer wants to buy or sell? Every Six Sigma project is data, says Martens, leading to his department's slogan: "In God we trust; all others must bring data."

Former General Electric Chairman Jack Welch, one of the champions of quality in the 1990s, wove Six Sigma into every component of the enormous company while vocally championing the system to other business leaders. While Six Sigma is often applied to manufacturing and services, at GE it also has underpinned several e-commerce projects. Lev Buslovich, '98 MBA, fleet management solutions manager at GE Capital Fleet Services in Eden Prairie, Minnesota, says Six Sigma helped his division complete two Web-based projects that shortened from days to minutes the time it took to order automobiles and obtain credit information and quotes. Six Sigma offered "the steps, processes and analysis to provide us with a more methodological approach to imple-



Lev Buslovich, '98 MBA

menting these systems," Buslovich says. "In one instance we considered creating a cross-functional team for an aspect of the project, but by going through the Six Sigma process we decided against it. The data told us it



Charles Donly

was better to consolidate decision making into one department."

GE Capital Fleet enjoyed so much success that it went global with Six Sigma. Sukyul Suh, '00 MBA, a Six Sigma black belt in GE Capital Fleet's Minneapolis office, spent part of last year in Melbourne introducing a new e-business process management system and a new computer operating system for the company's Australian vehicle leasing operation. Suh used Six Sigma methods and metrics to guide the Melbourne office through what became a dramatic change.

Other global companies are immersed in their own Six Sigma efforts. Charles Donly, '02 CEMBA, is one of 35 Six Sigma black belts at Seagate Technology's Minnesota operations, and has worked on a number of quality projects during the past three years. His projects resulted in the doubled efficiency of a machine in one of the company's "clean rooms" and in the creation of a worldwide internal communications structure for disk drive production that speeds learning and, ultimately, efficiency.

Selecting what to improve is a key element of Six Sigma. "Quality initiatives are a great idea, but the question is on which processes do you focus first?" says Donly. "We have to focus on what gives us the biggest

PRINCIPLES OF QUALITY

- Continuous Improvement and Learning
- Ethics and Responsibility
- External Focus
- Fact-based Decisions
- Fast Response
- Involvement of People
- Leadership
- Long-range View of the Future
- Prevention Orientation
- Results Orientation
- Systems Approach
- Waste Reduction

“Tough economic circumstances can sometime force quality efforts on businesses... Such unplanned efforts occur when managers and executives... study data and begin managing by fact, rather than intuition.”

**Suzanne Holter, '00 MBA
Consultant,
Arthur Andersen LLP**

strategic impact, which is usually measured at the bottom line.” Clearly, Seagate is choosing the appropriate focus because, as Donly notes, since 1998 the Six Sigma program has saved the company hundreds of millions of dollars.

Still, quality is not simply about money, says Donly. “Quality is a necessary element for every company in this industry. Quality may or may not gain a price premium over the competition, but without a quality product we won’t play in the hard disk (drive) industry.”

Other Quality Efforts

Not all quality programs carry the Six Sigma moniker. Frederick Coyne, quality manager at Gage Marketing Services Consumer Fulfillment division, uses ISO 9000 as “our organized approach” to quality.

The company handles product rebates and fulfillment for several corporations, among them General Mills, Kraft and Walgreen’s Drug Stores. “We had such an excellent experience in achieving ISO 9000 that we’re true believers now,” says Coyne, who serves as an undergraduate mentor at the Carlson School.

ISO 9000 is strongly associated with manufacturing, but it also applies well to service and fulfillment companies such as Gage. Coyne says ISO 9000 certification offers significant quality improvement and a crucial marketing advantage when competing against other firms, especially those that are not certified. Certification also led to increased

pride in workmanship among employees, who knew the process required a cultural change and everyone’s involvement, and who accepted the change “much more quickly than we anticipated,” he says.

To Coyne’s surprise, the ISO designation advertised on the exterior of each of Gage’s six plants and offices “meant more to people inside the building than outside it.” The initiative has improved internal and customer satisfaction measures in areas such as error reduction and order fulfillment more than 50 percent.

Quality efforts are not always as well planned as Six Sigma or ISO 9000. Tough economic circumstances can sometimes force quality efforts on businesses, says Suzanne Holter, '00 MBA, a consultant with Arthur Andersen LLP and the former associate program director of the Carlson School’s Juran Center. Such unplanned efforts occur when managers and executives, forced to streamline their divisions and downsize employees, study data and begin “managing by fact, rather than intuition,” says Holter.

In essence, the cruel reality of downsizing forces a company to analyze how it could handle business processes more efficiently and with fewer people. No one calls rightsizing initiatives “quality” programs, Holter says, but they use data and input from employees to make important changes. “They may not even be cognizant these tools are usually part of quality initiatives, but they’re using them effectively for the same purpose,” adds Holter.

The health care industry has undertaken quality initiatives for years to improve care and administration. Ridgeview Medical Center’s Rob Welch, M.D., director of clinical effectiveness, uses no particular quality model but rather “a toolbox of techniques” to produce “incremental

improvements” that reduce errors in care and billing while reducing waste. “We’re changing small, localized processes while periodically reassessing the entire system,” he says. “We’re not involved in process redesign or re-engineering, which require a different set of skills and tools.”

With that modest goal, the medical center has made great strides decreasing both paperwork and billing delays. Patient care has benefited, too. An extensive examination of birthing data involving vacuum extractors, which are used to assist delivery when the final phase of birth stalls, resulted in improved data collection, new guidelines and training that reduced problems associated with the procedure.



Rob Welch, M.D.

At Polaris Industries Inc. a manufacturer of snowmobiles and other recreational vehicles, a push for quality from the shop floor to the sales and service staff propelled cost savings and provided a better experience for customers and dealers alike, says Brad Smith, '99 MBA, manager of sales and service quality. The company's recently created National Service Center answers questions from dealers who formerly had to deal with as many as seven departments when calling for information. “Dealers now see a single face of Polaris, as opposed to the many faces

Joseph Juran: Father of Quality



Dr. Joseph M. Juran

Born in Romania in 1904, Dr. Joseph Juran's family emigrated to Minneapolis in 1912. Juran advanced quickly through his schooling and graduated from the University of Minnesota in 1924 with a degree in electrical engineering.

Juran's distinguished career began in the Inspections Division of Western Electric's Hawthorne Works in Chicago, where he worked for 18 years. At the beginning of World War II, acting under a presidential directive to clear up the logjam of goods meant for England and the Soviet Union, the government asked for Juran's assistance. Working for the Office of Lend-Lease Administration in Washington, D.C., Juran headed up an early demonstration of the benefits of quality processes. He assembled a team from the involved agencies that cut through the logjam of paperwork and sped the flow of supplies to America's allies.

In 1945, Juran left Washington, D.C. to devote the rest of his life to quality management. He was soon in high demand around the world as a lecturer and consultant. Juran's work—beginning with 1951's “Quality Control Handbook,” his 1954 Japan lectures,

and the 1964 book “Managerial Breakthrough”—set the stage for broad changes that occurred in American workplaces and around the world.

“I spent a lot of time in Japan early on, studying and participating in their quality revolution,” said Juran. “At the time, Japan was known as a producer of junk. An emphasis on quality turned that country into a leader in manufactured goods.” American companies were slower to participate in the quality wave. “The United States had a huge pent-up demand and income,” Juran said. “American companies could sell anything.” It was not until those companies began losing market share that quality assumed greater importance in this country, and the United States has since “made great strides in catching up,” he said.

Quality has become increasingly ascendant in the manufacture and delivery of goods, a trend that will continue in the new century, according to Juran. “Quality has worked its way up to the top levels of an organization — it's no longer delegated. Business goals now include quality standards and the means to measure them.

“The industrial revolution magnified the scale of quality failures and put them center stage,” Juran said. “Think of Chernobyl, Bhopal or even Firestone tires. Organizations can't afford to ignore quality.”

Juran's work has earned him many admirers. In 1992, Juran received the National Medal of Technology from President George Bush to commemorate his lifetime of work in quality and its benefits to American business. He has received the Japanese Order of the Sacred Treasure, Second Class (the highest class non-Japanese can receive). And according to Peter Drucker, “Whatever advances American manufacturing has made in the last 30 to 40 years, we owe to Joe Juran and to his untiring, patient, self-effacing work.”



Brad Smith, '99 MBA

they saw less than a year ago,” says Smith. “A great byproduct of this quality effort was a substantial decrease in overhead costs.”

The Cultural Change

Six Sigma black belts function best when a company embraces quality as a primary goal and employees accept new ways to do business. Since black belts arrive as outsiders, employees and managers are often wary of a newcomer who professes to understand their needs and plans changes in the near future.

However, employees today are more accustomed to an environment of constant change and continuous improvement, says Seagate’s Donly. Once he was established as a black belt, employees came by his office to suggest various quality improvement projects and ask his assistance. If companies advertise the results and thank employees for their input, quality will be seen less as a burden and more as a point of pride, adds Coyne, echoing one of Deming’s main themes of “take pride in your work.”

Quality programs are not without limitations. While it’s hard to argue against quality, companies still have to figure whether an investment will have a return, argues Dan Ruemping,

an evening Carlson MBA student and Six Sigma black belt at Honeywell, Inc.’s building and control division. At other firms, he has worked on quality projects with good results that did not add measurably to the bottom line. Sometimes “improvements would cost so much it would be cost-prohibitive to introduce them,” Ruemping says.

Suppliers are another potential glitch in any quality program. As the Firestone-Ford tire debacle showed, a bad supplier can become a nightmare for a company. Honeywell and other large companies rely on dozens of suppliers who create different parts of their products. How hard is it to demand they improve quality? It depends, says Ruemping, on whether the company accepts outside advice and believes the threat of its contract being pulled is real. Some companies have told Ruemping their manufacturing process is proprietary information.

The supplier-company relationship does not always have to impede quality. Requiring ISO 9000 certification among suppliers, although not a quality guarantee, enhances any quality initiatives. Suppliers also ask their clients for clearer product specifications, leading Honeywell and other companies to design products that can be manufactured more easily with quality, in essence, already built-in.

Quality and the Carlson School

The Carlson School is not only a national leader in quality research and instruction, but also a practitioner. John Anderson led the charge in 2000 that led to 19 different improvements in such diverse areas as class scheduling, parking, dining services, the school’s e-mail system and its graduation ceremony. During the process, Anderson says his “door opened and never closed” as depart-

“Businesses follow fads. We’ve still got a lot of companies and professors who say ‘We’re done with that, let’s move on to something else.’ We don’t want that to happen. We want this to be an enduring part of our programs and a distinct focus of our school.”

*Roger Schroeder,
Co-director of the Juran Center*

ment chairs came by to discuss ideas for quality improvements and report their progress. Anderson since became the school's associate dean of administration and continues to oversee quality efforts at the Carlson School. He calls the months of planning and seeing through the initial quality project "among the best times for me at the Carlson School."

The Juran Center

The quality movement at the Carlson School goes beyond the classroom and into the real world of business (see sidebar on "The Summit"). Jim Buckman, co-director of the Carlson School's Juran Center for Leadership in Quality, reports faculty and students have worked with eight companies on quality issues, among them the Carlson Companies and Lutheran Midelfort Hospital and Clinic, a part of Mayo Health System, in Eau Claire, Wisconsin. At Midelfort, Buckman and his team of students—who were paid \$25 an hour—worked directly with hospital staff to improve billing and other issues. The hospital saved more than \$80,000 within a year and expects the overall savings to exceed \$750,000.

The Juran Center has been a leader in quality research and teaching nearly since its inception in 1993. In fact, from 1995 to 2000 the National



Jim Buckman

Science Foundation gave the Carlson School nearly \$2.5 million in grants for quality research, almost three times as much as its closest competitor, the Massachusetts Institute of Technology (MIT). "The grants helped us look more deeply into quality issues and to create a community of scholars who really understand the issue," says Buckman. "They helped us move toward Dr. Juran's goal, and ours, of creating the nation's leading intellectual center for quality."



Roger Schroeder

Maintaining quality as a strength at the Carlson School and in the business world will be tested in the future since business, like culture, runs in cycles.

"There's a question of sustainability of quality in business," says Roger Schroeder, co-director of the Juran Center. "Businesses follow fads. We've still got a lot of companies and professors who say 'We're done with that, let's move on to something else.' We don't want that to happen. We want this to be an enduring part of our programs and a distinct focus of our school." 🌟

"The Summit" with Dr. Joseph M. Juran

The Carlson School is calling together national leaders in quality for a first-ever event. "The Summit" with Dr. Joseph M. Juran, will be held at the school June 25-26. It will include topics such as Six Sigma, leadership initiatives in healthcare and the challenge of sustaining quality over generations.

Featured speakers include Six Sigma originator and former Motorola CEO Bob Galvin, 3M chief executive officer James McNerney, and Carlson Companies, Inc. CEO Marilyn Carlson Nelson. Morning sessions will include keynote addresses and panel discussions. Breakout groups will form around topics such as senior leadership, strategy, process management, human resources, information systems, and customer focus.

"The conference will investigate how senior executives can lead a Six Sigma transformation," said Jim Buckman, director of the Juran Center for Leadership in Quality at the Carlson School. "Participants will study what leadership is required for executives to accomplish the goals of a Six Sigma program. Conversely, it will look at what happens when a CEO who championed quality leaves—does the new executive continue the quality push or move on? If he or she does not, can quality continue to be a focus even if it is not the new person's focus?"

"The Summit" with Dr. Joseph M. Juran is an invitation-only event, assisted by corporate sponsorship. For more information contact Kathryn Langkamp at the Carlson School of Management at 612-626-2097.

Investing in People

Kopp Scholarships Have Ripple Effect for Students, Families and Community

This year, they brought the scholars to him. Lee Kopp, '55 BSB, Carlson School leader and benefactor, sat back and listened as the 2001 Kopp Scholars gathered for a celebration at his firm and described what the scholarships had meant to them, their families and the community.

"The afternoon when the letter came I immediately ran into my dad's room where he was sleeping and gave him the biggest hug, saying, 'I can afford to go to school next year!'" said Kopp Scholar Nicole Dupre.

"My father has worked in a factory for 25 years... The Kopp Scholarship meant that maybe my father can take a few days off, and I can support myself through college."

This year, Lee and Barbara Kopp provided 30 Carlson School students with scholarships of \$1,000 - \$1,500 through the Kopp Investment Advisors Emerging Leadership Scholarship Program. The scholarships are based on merit and community service, and Kopp Scholars invest up to 70 hours in community service, leadership, diversity and professional development. Since the program began in 1996, 150 undergraduate students at the Carlson School have received scholarships.

Lee and Barbara have dedicated themselves to helping students receive an education. Appreciative for the role

Alumni and friends who have designated the Carlson School as a beneficiary in their will may want to be recognized through membership in the University's Heritage Society. Contact Chris Mayr at 612-624-4193 or cmayr@csom.umn.edu.

education played in their success, they make Kopp Scholarships possible and contribute to a variety of education and community programs.

"Education is critical to the community and to mankind," Lee Kopp said when asked about the scholarships. "The letters from recipients are enduring and emotional and help you see that you do change lives in some small way."



Lee Kopp surrounded by the 2001 Kopp Scholars. Students honored their benefactor at a reception hosted by the school at Kopp's investment firm.

Growing up under difficult circumstances in Minneapolis, Lee hadn't planned on going to college until his senior year when teacher Vern Wobig of Patrick Henry High School, also a neighbor, encouraged him. He also received two \$200 scholarships, which provided him with additional incentive. Four years later, he graduated with distinction with a bachelor's degree in business administration.

As he said during the commencement speech he gave to the Carlson School class of 2000: "Ultimately in life we must heed the advice of Henry James: 'Three things in human life are important: The first is to be kind, the second is to be kind, and the third is to be kind.'"

Lee and Barbara Kopp prove everyday that they have taken this advice to heart. 🌻

and Programs



CAMPAIGN MINNESOTA
UNIVERSITY OF MINNESOTA

McNamara Legacy Helps Other Women Pursue Business Degrees

Doris Erstad McNamara, '28 BBA, was an exception as one of the few female business students of her day. She excelled in many of the classes traditionally occupied by men, including finance, accounting and management.



Doris Erstad McNamara

"I think my decision to go to business school was the most fortunate decision I ever made," Doris said.

And during her years in business school, she devoted many of her efforts to helping other women follow in her footsteps, serving as a leader of the University's YWCA and founder of the Women's Business School Club.

Upon her graduation, Doris became a business and community leader, moving up the ranks at Powers department store in Minneapolis. After her marriage to James McNamara in 1939, she became active in public affairs, serving on the board of the Women's Club of Minneapolis and as president of the Minneapolis League of Women Voters.

A long-time volunteer in the art department at Stanford University, McNamara provided research funds for that department and Stanford's Graduate School of Business. She also established fellowships for women business students. "I decided that I would like to help some of today's young women interested in business have the same opportunities I had for a lively and challenging life," she said. "Funding fellowships seemed an obvious way to start."

Upon her passing in May 2000, Doris left a gift of nearly \$1.3 million to the Carlson School to establish the Doris McNamara Fellowship Endowment for Women. The gift will attract top women students to the school's graduate programs and help them develop leadership skills through participation in student activities.

"Doris's gift was an expression of her love for the University," said her brother Woody Erstad. 🌻

John and Nancy Lindahl Create Endowed Professorship for Excellence in Business Education

John and Nancy Lindahl, passionate University supporters, outdid themselves this year with the establishment of the John and Nancy Lindahl Professorship for Excellence in Business Education. The endowed professorship will attract outstanding new faculty to the school and help junior faculty develop their careers. It is part of the couple's overall gift of \$1 million to the University.



University enthusiasts John and Nancy Lindahl, pictured with daughter Megan and son Peter, want to help the school maintain its edge with top faculty and programs.

The Lindahl's contributions over the years have been significant. John, '68 BSB, counts as chief among his accomplishments the leveraging of major financial support from Norwest Equity, where he works as an investment banker, for start-up of the school's New Business Development Enterprise (see page 2). The gift inspired additional financial support from 3M which helped launch the enterprise in September.

Nancy has championed several University causes over the years, including children's cancer research and women's athletics. In 1999, she represented the University as president of the National Alumni Association. In September, she was recognized with an Outstanding Achievement Award—the highest non-degree award conferred upon distinguished alumni—by the University of Minnesota.

"Nance's Dad was a professor for 30 years and her mother also taught there," said John Lindahl. "My mother was also affiliated with the University. We're proud of the progress the school has made over the past 10 years and don't want it to lose momentum. The school gets better and better and we want to be sure it attracts the professors it needs."

The Lindahl's gift will go a long way toward ensuring this happens. Hats off to them once again for their generosity and unwavering support. 🌻

Faculty Focus

School Names Term Professors for First Time

Dean Larry Benveniste has named 12 term professors at the Carlson School for their outstanding research, teaching and service. It marks the first time the school has awarded the term professorships, which are funded through the Industrial Relations Land Grant, Hamilton, Pillsbury, Carolyn Anderson and Carlson endowments. The term professorships will play an important role in helping the school retain its competitive edge in faculty excellence.

The term professors are the first of a distinguished group of faculty to receive this distinction based on their extraordinary achievements. They will retain the title for three years and receive supplemental funds to support their teaching, research and service activities.

For further information about the expertise and accomplishments of each term professor, visit www.CarlsonSchool.umn.edu and click on "News and Events."

Dennis Ahlburg

Professor, Human Resources and Industrial Relations
Associate Dean for Faculty and Research

John Anderson

Professor and Department Chair, Operations and Management Science
Associate Dean for Administration

James Begun

Professor and Department Chair, Healthcare Management

Mark Bergen

Associate Professor, Marketing and Logistics Management

John Budd

Associate Professor, Human Resources and Industrial Relations



The new term professors are (Left front): Akshay Rao, Sri Zaheer, K.K. Sinha, James Begun. (Left back): John Budd, Christopher Nachtsheim, Aks Zaheer, Stephanie Lenway, Mark Bergen. Not pictured: Judy Rayburn, Dennis Ahlburg.

Stephanie Lenway

Professor and Department Chair, Strategic Management and Organization

Christopher Nachtsheim

Professor, Operations and Management Science

Akshay Rao

Associate Professor, Marketing and Logistics Management

Judy Rayburn

Professor and Department Chair, Accounting

K.K. Sinha

Associate Professor, Operations and Management Science

Aks Zaheer

Associate Professor, Strategic Management and Organization

Sri Zaheer

Associate Professor, Strategic Management and Organization



Alumni Heroes

Tom Burnett Jr. and Other Alumni Play a Key Role in Events Surrounding September 11

The tragic events of last September 11 had a profound impact on everyone at the Carlson School, as they did on everyone across the country. The effect, involvement and response varied by individual, but the incredible impact of this event was felt universally.



Tom Burnett Jr., '86 BSB

Prominent among the heroes of Sept. 11 was Carlson School alumnus Tom Burnett Jr., '86 BSB. Burnett was one of the passengers on United Airlines Flight 93, traveling from New Jersey to California. The COO of a medical device company, Burnett was returning home to his wife and three children after a business trip on the East Coast when the plane he was on was hijacked.

Burnett was one of the passengers who spoke to family and friends by phone during the ordeal. With knowledge of what had happened to the other hijacked planes, Burnett and two other passengers were “determined to do something,” as he told his wife Deena in their last conversation. It is believed that their efforts caused the plane to go down in a field outside Pittsburgh rather than at its intended Washington, D.C. target.

“Tom was a guy with high standards and a strong sense of right and wrong,” said Jeff Swanson, '85 BSB, a former classmate of Burnett's and member of the Alpha Kappa Psi fraternity of which Burnett was president. “That was evident at one of the first fraternity business meetings Tom attended, just a few weeks after his initiation. A new officer position was created, and the fraternity president was going

to simply appoint someone. Tom spoke up, saying ‘Wait a minute; I think we need to vote.’ I remember thinking it took a lot of guts for someone so new to speak up for what was right. But that's the kind of guy Tom was.”

Upon learning Burnett was on Flight 93, Swanson said he knew what took place aboard the plane. “When I heard how the flight came down and that Tom was on it, I realized he must have been involved in bringing down the plane before even more people could get hurt,” said Swanson. “Tom was a man of action and conviction. Just as he'd done at that fraternity meeting and numerous times since, I knew Tom would have taken the right action. And he did.

“I think we all need to learn from Tom's actions—in both his life and his death—and do what is right. Whatever it means to us, we should do something.”

The University of Minnesota has established the Thomas E. Burnett Memorial Fund in Tom's memory. The fund will be used to benefit University of Minnesota students whose character and leadership emulates that of Tom Burnett. To make a gift to the fund, visit www.campaign.umn.edu and designate your gift to the Burnett Memorial Fund.

Burnett made the ultimate sacrifice in fighting terrorism, an effort against which most other efforts pale in comparison. Many other Carlson School alumni did, however, contribute where they could to the recovery effort. In addition to numerous individual gifts, some arranged for donations from their companies.

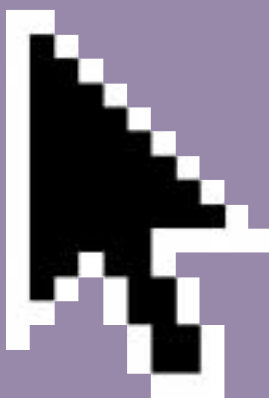
Steve Goldberg, '75 BSB, donated five percent of three-week's sales at his five restaurants—one in California, one in Colorado and three in the Twin Cities—to the World Trade Center Relief Fund. Goldberg's \$20,000 donation was further added upon by many servers in those restaurants, who donated a percentage of their tips during the same period.

At least two alumni answered the call for supplies issued by the recovery team immediately after September 11. Red Wing Shoes, headed up by President Bill Sweasy, '76 BSB, shipped hundreds of steel-toed boots for recovery workers. Bob Kierlin, '64 MBA and CEO of Fastenal Co., sent tools and equipment needed by the rescue teams. 🌟

Alumni Connection

Looking for ways to connect with other Carlson School grads? Check out Alumni Online!

The Carlson School recently launched Alumni Online, the Carlson School's new online alumni directory. This secure online community contains a schoolwide alumni directory that can help graduates reconnect with former classmates and network with other Carlson School alums. The directory is continuously updated, making it the most current alumni information available.



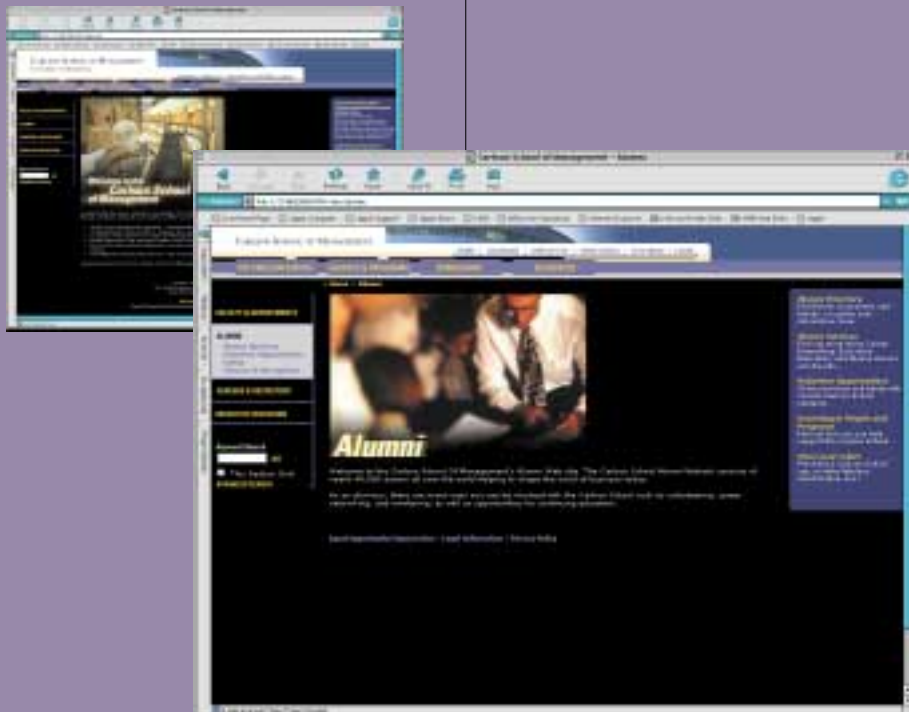
What can Alumni Online do?

Through Alumni Online, you can:

- Locate Carlson School friends and classmates
- Search the directory by name, graduation year and degree, geographic location, class year, company, industry and job function
- Update your contact information
- Update your employment information
- Mark your information "private" or call us to do so.

How do I use Alumni Online ?

All Carlson School alumni will receive instructions by mail on how



to activate their user name and password and log onto the directory. To access the directory, visit the school's Web site at www.CarlsonSchool.umn.edu and follow the "Alumni" link to the directory. Once there, follow the login instructions sent to you for activating your account. If you have trouble logging onto the site, using the directory functions or did not receive your mailed instructions, contact alumnidirectory@csom.umn.edu. or call 612-624-4509.

Alumni privacy

The privacy and security of alumni information is our primary concern. Alumni Online uses a stringent authentication system that ensures only Carlson School alumni have access to the data. The information in

your personal profile cannot be changed without your private username and password.

The name, graduation year, and degree of all Carlson School alumni is listed in the directory, but contact information is **not** displayed unless you choose to display it. You can choose varying levels of privacy by logging onto your personal profile.

Bookmark the Carlson School Alumni Web site and visit frequently to stay connected with alumni programs and services. The site includes a calendar of events, class notes, alumni volunteer opportunities, feature stories about award-winning alumni and online giving opportunities. ☀

Snapshots



Jon Campbell, '77 BSB, Wells Fargo Minnesota president, greets fellow alumni and friends after presenting "The Five Myths of Banking" to a packed First Tuesday audience.



Dean Larry Benveniste with several MBA alumni gathered for the October(fest) First Friday in Northeast Minneapolis.

Veteran entrepreneur Barbara Mowry, '75 MBA, made her "Confessions of a Serial Entrepreneur" at the October First Tuesday. In her talk, Mowry said entrepreneurs should set out to achieve what is realistic through hard work, perseverance and creativity.



The 3M Auditorium was filled on September 20 with alumni, business and community leaders who discussed challenges to leadership following the September 11 attacks, at a forum hosted by the Carlson School and the Hubert H. Humphrey School of Public Affairs. Former Vice President Walter Mondale led the discussion.



Carlson Companies Inc., CEO Marilyn Carlson Nelson presents former Dean David Kidwell with the prestigious Carlson Fellows Award at his farewell celebration. At the event, Kidwell recounted highlights of his 10-year career as dean and thanked those who helped him build the Carlson School into a top-ranked business school. The celebration was attended by more than 350 business and community leaders, alumni, faculty and friends.



Several Carlson Advantage Scholarship Program (CASP) scholars with benefactor Jeff Scott, '68 BSB. Several donors make it possible each year to provide 30 students with CASP merit scholarships.

Class Notes

1940s

Gerald Paulsen, '49 BSB, is the chief executive officer of Jerry's Enterprises Inc., which was recently ranked #64 on CityBusiness' list of Top 100 Employers in Minnesota. Paulsen lives in Edina, Minnesota.

1950s

Charles A. Dickinson, '51 MBA, joined the Board of JMAR Technologies Inc. He lives in Williamstown, Vermont.

James Bakken, '57 BSB, was awarded a Distinguished Life Membership in the Medical Group Management Association and named a Distinguished Fellow in the American College of Medical Practice Executives. James lives in Georgetown, Texas.

Gerald John, '58 BBA, recently published "A Father's Love" a book that follows the journey of healing John began after the accidental death of his son, Eric. The book uses prayer and journaling to try to help other parents after the death of a child. Jerry is retired and lives in Woodstock, Virginia.

1960s

James R. Campbell, '64 BSB, is the chief executive officer and executive vice president of Wells Fargo & Company, which was recently listed by CityBusiness as #10 among the Top 100 Employers in Minnesota. Campbell lives in Edina and currently serves as chair of the Carlson School's Board of Overseers.

James Miller, '68 BSB, is the owner of Award Staffing, which was recently listed #47 on CityBusiness' Top 100 Employers in Minnesota and #7 on CityBusiness' Top 25 Temporary Employment Firms in Minnesota. Miller lives in Minnetonka, Minnesota.

Michael F. Mee, '68 MBA, was elected to the board of directors of Lincoln National Corporation, which is the parent corporation of the Lincoln Financial Group companies. Mee lives in Massachusetts and serves on the school's Board of Overseers.

1970s



C. David Jones, '70 MBA and '61 BSB (left), receives the University of Minnesota Hats Off Award. Presenting the award are (center) UMAA National President Bruce Nelson and (right) UMAA Executive Director Margaret Carlson.

C. David Jones, '70 MBA and '61 BSB, was recently awarded a University of Minnesota Alumni Association (UMAA) Hats Off Award for his many years of service to the UMAA National Alumni Board. He has also been a member of the Carlson School Alumni Advisory Board for many of years. While with the UMAA board, he served as programs committee chair and assisted in the growth of numerous new alumni programs and activities. Jones served on the UMAA Board for six years. He is the vice president of Personnel Decisions Inc.

Roland Barrett, '71 MBA and '69 BSB, is the founder of Homeworx Partners, Inc., a custom-home builder and contractor with offices in Minnesota and Michigan. Barrett lives in Minneapolis, Minnesota.

Patrick Hopf, '71 BSB, was featured in CityBusiness as president of St. Paul Venture Capital, which was named the #2 Venture Capital Firm in the Minneapolis-St. Paul area.



James Dagnon, '74 BSB, was recently inducted as a fellow into the National Academy of Human Resources. The Academy recognized his career contributions to the theory and practices of human resources management. Dagnon worked in human resources for thirty years, most recently as the senior vice president of human resources at the Boeing Company. With Boeing, he has been involved in a series of mergers and acquisitions and has helped oversee the development and launch of the Boeing Leadership Center, where business and leadership skills training is provided for managers and executives. He serves on several boards, including the board of directors for the Seattle Children's Home Society of Washington. Dagnon lives in Medina, Washington, with his wife Sandy.

Michael J. Doty, '72 BSB, was recently appointed to the position of senior vice president and chief financial officer of QLT Inc. He lives and works in Vancouver, British Columbia.

Esperanza Guerrer-Anderson, '73 MBA, was featured in CityBusiness as the president and chief executive officer of Milestone Growth Fund Inc., which was named the #23 Venture Capital Firm in the Minneapolis-St. Paul area.

Gregory C. Anderson, '74 BSB, is the vice president of finance for North America of Banta Global Turnkey in Houston.

Joel Schleicher, '74 BSB, is the chairman and chief executive officer of Interpath Communications, located in Research Triangle Park, North Carolina.

Michael Styba, '74 BSB, recently joined Onvoy as the company's director of operations. Onvoy is recognized as Minnesota's first internet service provider. Styba, located in Minneapolis, will oversee its 2,000-mile broadband fiber optic network.

Dean Ascheman, '75 BSB, was recently elected to a three-year term as board chairman of the Minnesota 4-H Foundation. Ascheman lives in Rochester, Minnesota and works for IBM as manager of the International Technical Support Division.

John Bullion, '76 MBA, is the president and chief executive officer of Orphan Medical Inc. in Edina, Minnesota.

Timothy Doherty, '76 BSB, is the chief executive officer of Doherty Employment Group, which was recently ranked #32 on the CityBusiness list of the Top 100 Employers in Minnesota. Doherty lives in Eden Prairie, Minnesota.

Tom Pieri, '76 BSB, is the vice president of Lakewood Banks in Baxter, Minnesota.

John D. Robinson, Jr., '76 BSB, lives in Plymouth, Michigan, and works for Detroit Public Schools assisting at-risk and disabled students plan their post-secondary futures.

Joel D. Shapiro, '76 BSB, is the president of Shapco Printing Inc. in Minneapolis, Minnesota, which was recently featured in CityBusiness as one of the "Top 25 Printing Companies in



The Goldbergs on a typical weekend afternoon

Steven L. Goldberg, '75 BSB, and his wife Georgia recently moved to Rancho Santa Fe, California, to acquire more space for themselves and their Airedale dogs, Arthur and Harry. They are enjoying the expansive outdoors in Arizona and can often be seen riding bikes and walking the dogs. The Goldbergs own restaurants in California and Colorado, as well as three in the Minneapolis-St. Paul area. Recently, a portion of sales from the restaurants was donated to the World Trade Center Relief Fund (see page 13). The restaurateur and former NFL team member has also been busy with other activities. He co-authored a book in 2000 with his brother, "I'm Next: The Strange Journey of America's Most Unlikely Superhero," which was listed on the New York Times bestseller list, and enjoyed it so much that he recently began writing a book on restaurant ownership.

Minnesota." Shapco Printing Inc. also placed first in a recent National Printing Industry of America contest for quality.

Arlin B. Goldberg, '78 BA, was promoted to executive vice president of information technology at Eschelon Telecom Inc. in Minneapolis, Minnesota.

Ron Kelner, '78 BSB, was recently elected to the Minnesota-Dakotas Chapter of the Alzheimer's Association. He works for the accounting firm of Blatt Kleinbaum Summerfield & Kelner Ltd. in Minneapolis, Minnesota.

Scott M. Peterson, '78 MBA, works for SunTrust in Atlanta, as the managing director of treasury management services.

Jerry A. Tabolich, '75 BSB and '78 MBA, was recently named as chief executive officer of Marshall Miller & Schroeder Inc. in Minneapolis, Minnesota.

Vivian Callaway, '79 MBA, was featured in a CityBusiness article "Best Places to Work," about General Mills Inc. Callaway currently works there as director of diversity.

Jed Marquisee, '79 BSB, is an executive at Adecco Employment Services, which was recently ranked third on CityBusiness' list of Top 25 Temporary Employment Firms in Minnesota. Marquisee lives in Edina, Minnesota.

John Reik, '79 MBA, is the founder and president of John Reik & Associates, Business Training and Consulting in Minneapolis, Minnesota, which provides training for commercial lenders, among other specialties.

John L. Shannon, '79 MBA, was recently named chief executive officer of Incisive Surgical Inc. based in Minnetonka, Minnesota.



Karai Sukumar, '80 MBA, is the founder and president of TAJ Technologies, Inc., in Minneapolis, Minnesota, a business solutions company that was founded in 1987. According to Inc. magazine, Deloitte & Touche LLP, Twin Cities Business Monthly and CityBusiness, TAJ Technologies has grown into one of the fastest growing technology companies in the nation. CityBusiness recently ranked TAJ Technologies the #9 Minority-Owned Business on a recent Top 25 list published this fall. In 1999, Sukumar was selected by the Small Business Administration as Minnesota's Minority Small Business Person of the Year.

Sukumar says that the cultural background he brings with him to the solutions industry is part of what has made TAJ so successful. He adds, "While being a minority has given us many new opportunities, the success of TAJ Technologies comes from the fact that we remain focused on delivering the best possible IT services."

Sukumar says that the company's focus on delivering quality services is what will steer the company through a slowing economy, and offers the same advice to international students studying business. "Be cognizant of the challenges that come with mixing local and personal culture with global business practices and work consistently toward maintaining quality and ethical practices in whatever you do, and success will come."

Timothy Tongson, '79 BSB, was recently elected as a new board member to the St. Paul-based Arthritis Foundation, North Central Chapter. He lives in Edina, Minnesota, and is employed by the Allianz Insurance Company of North America as vice president of marketing.

1980s

James Hays, '80 MBA and '79 BSB, is the chief operating officer of The Hays Group Inc. The company was listed #32 on the CityBusiness list of the 50 Fastest Growing Private Companies in Minnesota. Hays lives in Long Lake, Minnesota.

Kelly Dunn, '81 MBA and '77 BSB, is the executive vice president of the First National Bank of Hudson, Wisconsin. He is currently working with the Risk Management Association to provide up-to-date training for commercial lenders.

Bill Pearson, '81 MBA, was named chairman of Completel, a European telecommunications company, and lives in Denver. He has also joined the Board of IPlan, an Argentina-based telecommunications company.

Gwen Stanley, '81 BSB, is the executive vice president of Venture Bank in Bloomington, Minnesota, which she and a colleague from Riverside Bank, another Twin Cities financial institution, opened.

Charles Jahren, '82 MBA, was appointed professor in charge of the construction engineering curriculum at Iowa State University in Ames Iowa.

Marius Janson, '82 Ph.D., is a professor of management information systems at the University of Missouri–St. Louis.

Don Keysser, '82 MBA, is the president of Hanover Ltd. a company

specializing in business financing and consulting services. Hanover Ltd., is located in Minneapolis, Minnesota.

William Spell, '82 MBA and '79 BSB, was featured in CityBusiness as the head of Spell Capital Partners, which was named the #13 Venture Capital Firm in the Minneapolis-St. Paul area.

Mark Thompson, '82 BSB, was featured in Twin Cities Business Monthly's article, "What They're Buying."

Mark Baltes, '83 MBA, was recently promoted to second vice president of technical services at Minnesota Life Insurance Company in St. Paul. He lives in Woodbury, Minnesota.

Mary Connor, '83 MBA, works as a manufacturing specialist for Minnesota Technology Inc. in Bemidji, Minnesota.

Lindsay Dingle, '83 MBA and '82 BSB, recently began working as an administrator with the Mayo Physician Alliance in the clinical trials department. She lives in Rochester, Minnesota.

Daniel MacDonald, '83 MBA, is employed as the director of information systems at Lifetouch Publishing Inc. in Eden Prairie, Minnesota.

David Ring, '83 BSB, was recently named president and chief executive officer of High Voltage Engineering Corporation's Phymetrics division. He lives in Eden Prairie, Minnesota, with his wife Margery.

Mark Sullivan, '83 MA-HRIR, is the President of Sullivan Consulting Group LLC in Edina, Minnesota.

Alan Thometz, '83 MBA and '78 BSB, was named a principal of Manchester Cos. in Minneapolis, Minnesota.

Greg Frankenfield, '84 MBA, is the chief executive officer of Magenic Technologies Inc., which was recently ranked #25 on the CityBusiness list of the 50 Fastest Growing Private Companies in Minnesota. Frankenfield resides in Excelsior, Minnesota.

John Hartmann, '84 MBA, is the chief operating officer and marketing director for EPromoBid Inc. in Brooklyn Park, Minnesota.

John A. Matel, '84 MBA, is working for the State Department in Washington, D.C., as a foreign services officer.

Charles Mooty, '84 MBA and '83 BSB, is the top executive of International Dairy Queen Inc. which was recently ranked second on the CityBusiness list of Top 25 Franchisers. Mooty lives in Edina, Minnesota.

Prashant Palvia, '84 Ph.D. and '74 MBA, is head of the Department of Information Systems and Operations Management in the Bryan School of Management and Economics at the University of North Carolina—Greensboro. He was recently named the university's Joe Rosenthal Excellence Professor.

Roger Redmond, '84 MBA, was recently appointed to the board of directors of Media 100 in Marlboro, Massachusetts.

Lisa Ferris, '85 BSB, was named chief financial officer for RBC Dain Rauscher in Minneapolis, Minnesota.

Rick Nelson, '85 MBA, is now the director of undergraduate finance programs for the Carlson School of Management in Minneapolis, Minnesota.

Cheryl Schwichtenberg, '85 MBA, founder of The Research Edge, was elected president of the American Marketing Association, Minnesota Chapter, from July 2001 to June 2002. She lives in Falcon Heights, Minnesota.

Kristen Smith Wenker, '85 MBA, was recently elected as a director to the Twin Cities Chapter of the National Investor Relations Institute's board of directors. She works for General Mills as vice president of investments.

John Lawson, '86 BSB, was recently promoted to shareholder at the Minneapolis, Minnesota, accounting firm of Schechter Dokken Kanter Andrews & Selcer Ltd.



David Seidel

David Seidel, '86 BSB, was recently promoted to national sales director at Securian Financial Network in St. Paul, Minnesota. Prior to this promotion, Seidel was the director of corporate relations for the company. He is a fellow in the Society of Actuaries and a member of the American Academy of Actuaries. Seidel lives in Eagan, Minnesota.

Monica Vogel, '86 MBA, is working as an information technology manager at Cargill Inc. She lives in Eden Prairie, Minnesota.

Rich Landa, '87 BSB, was featured in Twin Cities Business Monthly's article "Hot Dots." Landa is the founder of Four51 Inc. in Minneapolis, Minnesota.

Web Site Link

Send Class Notes to the school and update your directory information by visiting the new Carlson School Web site at www.carlsonSchool.umn.edu. Follow the "Alumni" path.



Joni Meilahn and husband Jon Gregor

Joni Meilahn, '80 BSB, senior vice president and director of financial services at Miller Johnson Steichen Kinnard in Minneapolis, Minnesota, was recently named one of the "Top Women in Finance" by Finance and Commerce magazine. She is one of the first women to be honored with this new award. "...I feel that as a woman I have a different point of view to bring to the business world," she said.

Meilahn has held the position of vice president since 1994 and has worked for the company since 1980. She is a certified financial planner and belongs to the Financial Planners Association. She also sits on the board of directors for the Executive Women's Golf Association. Involvement in these organizations are only a few of the things that led to her recent award.

Meilahn is also interested in the changing role of technology, especially the Internet. She says the Internet has changed the landscape of her job, allowing for easier access to vendor information for financial firms, instantaneous communication between brokers and clients and better overall service for clients. "I find that my primary job is to sift through information and find what is most useful for those around me. It's more important than ever to focus on education and advancement, and the Internet provides countless ways to do that."

John Stavig, '87 BSB, is now the chief financial officer of Verizon Avenue Corp. in Wadsworth, Ill.

Rajiv Tandon, '87 Ph.D. and '71 MBA, is the chief executive officer of LearningByte International, which was recently ranked #26 on the CityBusiness list of the 50 Fastest Growing Private Companies in Minnesota. Tandon lives in Bloomington, Minnesota.

Jeffrey Cave, '88 MBA, recently earned the designation of Certified Investment Management Analyst (CIMA), which is awarded after extensive coursework



Susanne Heimbuch, '81 BSB, was recently promoted to in-house investor relations manager for Advanced Aerodynamics & Structures, in Los Angeles, California. Heimbuch has been in the investing field for more than fifteen years. She was most recently employed by Mercury Air Group, Inc. in Los Angeles, as its director of Investor and Public Relations, serving as liaison to its worldwide investors and several aviation authorities including the FAA and the Los Angeles World Airports. Heimbuch also worked in investor and public relations for a savings bank, a biotech and a Web company during her career. Prior to her investor relations career, Heimbuch was a Series 7 stockbroker. She taught investment analysis for six years for the National Investors Association Corporation. She serves on numerous volunteer boards of directors where she enjoys fund raising.

at the Management Consultants Association (IMCA) and the Wharton School. He is employed at Merrill Lynch in Morristown, New Jersey.

Kathy Hollenhorst, '88 MBA, was named executive vice president of relationship management at Carlson Consumer Group. She lives in Becker, Minnesota.

Tom Hymanson, '88 MBA, is chief executive officer for RZ Solutions, which was recently ranked #28 on the CityBusiness list of the 50 Fastest Growing Private Companies in Minnesota. Hymanson lives in Minnetonka, Minnesota.

Scott Kotnour, '88 BSB, is a senior systems lead analyst for the Federal Reserve Bank of Minneapolis.

Colleen Kulhanek, '88 BSB, was recently named to the Minnesota Technology Enterprise Board by Governor Jesse Ventura. She is also vice president of marketing for Datakey Inc. in Burnsville, Minnesota.

Ed Mathie, '88 MBA, has been named managing director of Duffy, a Fallon Inc. company located in Minneapolis, Minnesota.

Brian McIntee, '88 MBA, is the director of marketing for Edwards Lifesciences in Irvine, California. He lives in Trabuco Canyon, California.

Michael McPartland, '88 MBA and '76 BSB, joined General Litho Services in Brooklyn Park, Minnesota, as chief financial officer.

Howard Sackson, '88 MBA, is the managing director for Charles Schwab. He lives in San Francisco, California.

James Slinger, '88 MBA, was elected president of BOR-SON Construction Inc. in Minneapolis, Minnesota.

Linda Wolter, '88 BSB, is employed at Bristol-Meyers Squibb in Plainsboro, New Jersey, as a senior territory business manager.

Charles Perl, '89 BSB, was recently promoted to budget manager for the City of Palo Alto, California.

Gene Neshek, '89 MBA, is a senior project engineer for United Defense in Minneapolis.

Dean Niehus, '89 MBA, was promoted to vice president-controller at Merrill Corporation. He lives in St. Paul, Minnesota.

Tony LeFebvre, '89 BSB, is the senior manager of business development for ADC Telecommunications in Minnetonka, Minnesota.

David Katkov, '89 MBA and '79 BSB, was recently promoted to the position of executive vice president of product development, pricing and portfolio management of PMI Mortgage Insurance Co. which is headquartered in San Francisco. He has been with PMI since 1992 and was senior vice president in that same area.

Joel Kennedy, '89 MBA, is employed by Alliance Computer Solutions Inc. which is ranked #16 on the CityBusiness list of Top 25 Minority-Owned Businesses. Joel lives in St. Paul, Minnesota.

Jim Westerman, '89 MBA, is an account executive for Microsoft in Minneapolis, Minnesota.

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Tom Niemann, '89 BSB, is a managing partner of Blue Devil Ventures in Durham, North Carolina.

Michael Sorenson, '89 MBA, is a senior sales analyst for PLATO Learning Inc. in Bloomington, Minnesota.

1990s

James Hamel, '90 BSB, was named associate portfolio manager of Artisan Mid Cap Fund. Hamel lives in Milwaukee, Wisconsin.

Nancy J. Johnson, '90 MBA, is associate dean of the School of Business at Capella University in Minneapolis, Minnesota. She edited a recently published book, "Telecommuting and Virtual Offices: Issues & Opportunities."

Andrew Moller, '90 MBA and '81 BSB, lives in Eden Prairie, Minnesota, and is the senior vice president and chief financial officer at Christopher & Banks Corporation.

Maridee Nelson, '90 BSB, is a project marketing manager for MusicMatters in Minneapolis, Minnesota.

Christopher Swanson, '90 BSB, was named a partner at Arthur Andersen LLP in Minneapolis. He lives in Plymouth, Minnesota.

Patrick Thuecks, '91 BSB, was appointed managing partner of the Minneapolis office of Boston-based New England Financial. He lives in Wayzata, Minnesota.

Craig Buchanan, '92 MBA, is the president of Cogniza, a Minneapolis-based firm that provides business intelligence solutions.

Todd Hostager, '92 Ph.D., has been promoted to full professor of strategic management at the University of Wisconsin, Eau Claire.

Terry Mason Moore, '92 MBA, is an attorney with Moore Law Office in Fairfax, Oklahoma.

Sandra Sedo, '92 MBA, a partner with Dorsey & Whitney, was elected president of the Minnesota State Bar Association's computer law section.

Dan Tveite, '92 MBA, is a contract analyst for Wells Fargo Services Company in Minneapolis, Minnesota.

Michael Wybo, '92 Ph.D., was recently appointed vice president of Fasturn, a company that specializes in financial solutions for the apparel industry. Wybo lives and works in Los Angeles, California.

Gregory E. Allen, '93 BSB, was promoted to controller at the Minnesota Children's Museum and serves on the board of directors of the Twin Cities Gay Men's Chorus.

David J. Schweer, '93 MBA and '91 MHA, married Cheryl Lloyd in June at Lake Tahoe and now lives in Reno, Nevada. He works as a business information manager at Washoe Health System in Reno.

Kou Vang, '93 BSB, was elected treasurer of the Midway Chamber of Commerce in St. Paul, Minnesota.

Barbara Wagner, '93 BSB, was recently promoted to senior accountant for the St. Paul, Minnesota, accounting firm of Mahoney Ibrich.

Marie Elwood, '94 MBA, is the president of AVALAUNCHE, a product-marketing and branding firm based in Minneapolis, Minnesota. She recently wrote an article for BrandWeek magazine on the events of September 11, and their impact on marketing strategies.

Paul Gam, '94 MBA and '84 BSB, has been named director of global assurance for Medtronic Inc. in

Fridley, Minnesota. He lives in St. Paul, Minnesota.

Linda DeWitte Gordon, '94 MBA and '87 BSB, recently moved to Connecticut with husband Tim and gave birth to the couple's second child, Andrew. She is now a full time homemaker.

Derek Ernst, '95 BSB, is pursuing an MBA degree at the Kellogg School of Management at Northwestern University. He lives in Evanston, Illinois.

Peter Gazelka, '94 MBA, is the chief executive officer of Timber Creek Consulting Group Inc. in Minneapolis, Minnesota.



Jean Taylor, '88 MBA, has been named president of Taylor Corporation, one of the nation's largest printing, electronic commerce and marketing companies.

Taylor joined Taylor Corporation in 1994 as vice president of development, leading efforts in the area of leadership and technology development. She became the company's executive vice president in 1999. Prior to that, Jean was senior vice president of E.W. Blanch Company (now Benfield Blanch), a global reinsurance company.

She received an MBA from the Carlson School and a B.A. in business administration from Augsburg College in Minneapolis. She is a trustee of the Glen A. Taylor Foundation.

Dale Kabat, '94 MBA, is a trader and market analyst for Cooperative Business International Inc. in Columbus, Ohio.

Christine Larson, '94 BSB, is a business consultant for Pharmedica, which is based in London, England.

Elizabeth Midtlien, '94 MA, is a producer for Acordia Wells Fargo Insurance in Bloomington, Minnesota.



Ken Uehara, '93 MBA, is working in Tokyo, Japan, for the Central Japan Railway Company (JRC) in the technical research and development division. He is currently working on the development of the first-ever high-speed railroad in Taiwan that will begin operation in 2006. Uehara was chosen to work on this project because of his international experience and many years of railroad operation experience. In many cases, the only common language spoken between the Taiwanese and the Japanese is English, which many employees from both countries do not speak fluently. Uehara's fluency in English has helped him greatly with this project. Uehara has been at JRC since 1989 and received a scholarship from the company to attend the Carlson School. He lives in Yokohama and commutes to Tokyo using bullet trains.

Debra Nickelson, '94 MBA, works as a product manager for Schering-Plough Animal Health and lives in Atlantic Highlands, New Jersey.

John Peshorn, '94 MBA, is employed by UnitedHealth Group, which was recently featured in a CityBusiness article, "Best Places to Work."

Avery Scheib (Duffy), '94 MBA, is now the director of marketing for Wavecrest Corporation in Eden Prairie, Minnesota.

Jonathan Burkhart, '95 BSB, is employed at Dynamic Information Systems in Minneapolis, Minnesota, as a senior consultant.

Daniel Paul Floom, '95 MBA, is working in Denver as a senior business analyst for American Management Systems Inc.

Katsunori Nomura, '95 BSB, is a sales division manager for Marutaka Co. Ltd., Osaka Branch, in Chuo-ku, Osaka, Japan.

Randall Olson, '95 MBA, was named "Small Business Advocate of the Year" by the Greater Minneapolis and Bloomington Chambers of Commerce. Olson is the executive director of Minnesota Project Innovation in Minneapolis.

Ryan Schafer, '95 BSB, is working for Synchronesh in Minnetonka as a project manager. He lives in Chanhassen, Minnesota.

Warren Shoen, '95 MBA, was promoted to vice president of commercial lending at Farm Credit Services Commercial Finance Group. He lives in Plymouth, Minnesota.

Christopher M. Theirl, '95 MBA, is now working for Innovative Fleet Management Inc. in Chanhassen, Minnesota.

Don VandeWalle, '95 Ph.D., has been awarded tenure and promoted to associate professor at Southern Methodist University in Dallas, Texas.

Ross Hartzell, '96 MBA, is a financial analyst for Honeywell in Minneapolis, Minnesota.

Clark Kerndt, '96 MBA, is working for Personnel Decisions International as a sales and marketing analyst. He lives in Apple Valley, Minnesota.

Kun Lee, '96 MBA, is an associate at Global Capital Finance Americas in New York City.

Steve Lowe, '96 MBA, is a senior securities analyst for Lutheran Brotherhood in Minneapolis, Minnesota.

Jennifer Poddig, '96 MBA, is a global product research and development project manager for Abbott Labs in Abbot Park, Illinois.

Peter Russano, '96 MBA, is the group manager of supply planning for Sensormatic Electronics in Atlanta, Georgia.

Michael Thelen, '96 MBA, is working for Deloitte Consulting in Chicago, Illinois.

Elizabeth Anderson, '97 BSB, was recently hired as an associate with Maslon Edelman Borman & Brand in Minneapolis, Minnesota.

Marc Ballbach, '97 MBA, is the manager of software development at HealthNexus in St. Louis Park, Minnesota.

William Chiu, '97 BSB, is working in Hong Kong for Citibank, N.A. Hong Kong, as a treasury planning and support manager.

Mesude Cingilli, '97 MBA, is a senior financial analyst for Marshall Field's in Minneapolis, Minnesota.

Josh Foster, '97 MBA, is a project manager for HNC Software in San Diego, California.

Kevin R. Keys, '97 MBA, is the manager of finance for GE Capital Card Services in Atlanta, Georgia.

Brian Long, '97 MBA, was promoted to executive vice president of Dolan Media Co. in Minneapolis. He remains president of the firm's national group.

Jennifer Miller, '97 MBA, is a market analyst for Williams Communications in Tulsa, Oklahoma.

Marcin Praglowski, '97 MBA, is a commercial finance manager for Shell Polska in Warsaw, Poland.

Sandra Schreur Jones, '97 MBA, was recently hired as an attorney by the law firm of Robins, Kaplan, Miller & Ciresi in Minneapolis. She practices in securities, corporate law and mergers and acquisitions.

Gustavo Stenzel, '97 MBA, is the vice president of Templeton Asset Management in Rio de Janeiro, Brazil.

Gregory Testa, '97 MBA, is a senior associate at PricewaterhouseCoopers LLP in Los Angeles. He lives in Redondo Beach, California.

Dacey Arashiba, '98 MBA, is a market manager for Cummins Power Generation – Onan in Minneapolis.

Theo Black, '98 MBA, is a senior systems analyst for Carlson Shared Services, a division of Carlson Companies Inc. in Plymouth, Minnesota. He lives in Minnetonka, Minnesota.

Carl Chang, '98 MBA, has been named manager of finance planning and analysis for SimonDelivers.com in Minneapolis, Minnesota.

Agustin Gonzalez, '98 MA-HRIR, is a human resources generalist for the Jel Sert Company in Chicago, Illinois.

Fred Heitkamp, '98 BSB, is now working at Town & Country Exteriors in Annandale, Minnesota.

Stephan Kalmer, '98 MBA, is now working for Marshall & Ilsley Bank in Milwaukee. He is the assistant vice president of the M&I Capital Markets group. He lives in Brookfield, Wisconsin.

Michael Kroll, '98 BSB, is an attorney with Dorsey & Whitney LLP in Minneapolis, Minnesota.

Ines Sira, '98 MBA, is a new business development coordinator with 3M. She works at the 3M Center in St. Paul, Minnesota.

Florence Laverny-Rafter, '98 MBA, is employed at Arthur Andersen LLP in Vienna, Virginia, as a business consultant.

Kenneth Mayer, '98 BSB, is now working in the customs quantitative strategies group of Marshall & Ilsley Investment Management Corporation in Milwaukee, Wisconsin.

Christopher Meldrum, '98 MBA, is a partnering and business strategy manager for Paradigm Genetics Inc. in Research Triangle Park, North Carolina.

Melanie Mitchell, '98 BSB, is now working in the institutional marketing department of Credit Suisse Asset Management LLC in New York City.

Greg Naccarato, '98 MBA, is the manager of in-flight analysis for Continental Airlines. He lives and works in Houston, Texas.

Richard Shannon, '98 MBA, is a research analyst for UBS Warburg LLC in San Francisco, California.

Muhammad Siddiqui, '98 BSB, is now working as an accountant at Wells Fargo and Company in Minneapolis, Minnesota.

Jeff Cleath, '99 MBA, is the vice president of consulting services for Inetium Inc. in Chanhassen, Minnesota.

Jessica Ellickson, '99 BSB, is a research associate for Custom Research in Minneapolis, Minnesota.

Tony Krizan, '99 MBA, is a product manager for Applied Psychology Research. He lives and works in London, England.

Elizabeth Henderson, '99 MBA, is a financial advisor for Waddell & Reed in Edina, Minnesota.

David Jost, '99 MBA, is working in Detroit for Times-Shamrock Inc. as the publisher of the Metro Times, Detroit's news, arts and culture weekly newspaper. He and his wife Cindy reside in Grosse Pointe, Michigan. They are expecting their first child in March 2002.

Molly H. Lopez, '99 MBA, is the proud mother of her first child, Anthony, who was born in August. Molly is an operations manager for PFPC Inc. in Bloomington, Minnesota.



Future alum Anthony Lopez

David Merriweather, '99 MBA, is now the director of quality assurance and technology service at Cargill Salt in Minneapolis, Minnesota.

Steven Nelson, '99 BSB, is a senior consultant in risk management for Ernst & Young LLP in New York City.

Mikhail Pevzner, '99 BSB, works in the audit division of McGladrey & Pullen LLP in New York City.

Eric Schroeder, '99 BSB, is a sales manager with DeLite Outdoor Advertising in Eagan, Minnesota.

Sean Schumacher, '99 BSB, was recently promoted to senior accountant in the St. Paul, Minnesota, office of the Larson Allen Group.

Clement Sciammas, '99 MBA, is the vice president of network services for Citadon Inc. in San Francisco, California.

Eric Smith, '99 MBA, is a financial analyst for Northwest Airlines. He lives in St. Paul, Minnesota.

Katie Smith, '99 MBA, is a marketing manager at Carlson Companies in Plymouth, Minnesota.

Alex Vicanovic, '99 BSB, is a consultant with PricewaterhouseCoopers LLP in Chicago, Illinois.

Kihoon Park, '99 MBA, is a software engineer for Panasonic Semiconductor in Cupertino, California.

2000s

Sarah Afshar, '00 BSB, is a second lieutenant in the United States Marine Corps. She is stationed in Kaneohe Bay, Hawaii.

Lisa Burt, '00 MBA, is employed by General Mills Inc. in Minneapolis, Minnesota. She does marketing research in the consumer insight division.

Grace Connolly, '00 MBA, is an associate marketing manager for the Pillsbury Company in Minneapolis, Minnesota.

Charles Crossin, '00 MAIR, now lives in Winnipeg, Manitoba.

Suzanne Holter, '00 MBA, is a business consultant with Arthur Andersen LLP in Minneapolis, Minnesota.

Dereck Jaros, '00 MBA, is a consultant with PWC Consulting in Chicago, Illinois.

Bjorn Larson, '00 BSB, is working as a consultant for KPMG Consulting in Minneapolis, Minnesota.

Shambhu Nath, '00 MBA, is the director of felt technology for the CertainTeed Corporation in Shakopee, Minnesota.

Sarah Richardson, '00 BSB, is now a business analyst for Deloitte Consulting in Minneapolis, Minnesota.

Kristen Rodacker, '00 BSB, is now working for the Ford Motor Company in Edina, Minnesota.

Jeremy Tong, '00 MBA, is a business manager with Intel Corporation in Santa Clara, California, and lives in San Jose.

Anthony Albanese, '01 BSB, now lives in Chicago and works as an associate at Boston Consulting Group.

John Barghini, '01 MBT, was recently promoted to partner with Hansen, Jergenson, Nergaard & Co. in Bloomington, Minnesota.

Jeffrey Butwinick, '01 MBA, is an attorney for Foley and Lardner in San Francisco, California.

Ginger Cantor, '01 MBA, is now working as a senior regulatory affairs associate for 3M Pharmaceuticals in St. Paul, Minnesota.

Yihuei (Shanton) Chan, '01 MBA, is a consultant for IBM in Singapore.

Nina Cornwell, '01 MBA, is the assistant marketing manager at General Mills in Minneapolis, Minnesota.

Chris Fischer, '01 MBA, is working for U.S. Bancorp as a financial analyst. He lives in Minneapolis, Minnesota.

Benjamin Friswold, '01 MBA, is the proud father of a new daughter, Althea Mae, born in November 2001.

Nitesh Gupta, '01 MBA, is a business consultant for Ecolab in St. Paul, Minnesota.

Carrie Kirby, '01 BSB, is working as a human resources coordinator at Larson, Allen, Weishair, & Co LLP in Minneapolis, Minnesota.

Derek Martinez, '01 BSB, is a financial advisor with American Express Financial Advisors in New Brighton, Minnesota.

Jennifer Meyer, '01 BSB, is a business analyst with Deloitte Consulting in Minneapolis, Minnesota.

Bruce Rader, '01 MBA, is now the divisional director of development and analysis for the Musicland Stores division of Best Buy. He lives in Plymouth, Minnesota.

Kyle Van Sluys, '01 BSB, is employed as a financial analyst at the Unitirin Company in Milwaukee, Wisconsin.

Jintu Wang, '01 MBA, is now employed as an analyst at Wells Fargo in Minneapolis, Minnesota.

Sanjay Zaveri, '01 BSB, is an associate with Bristol-Meyers Squibb, and lives in Lawrenceville, New Jersey.

Deceased

Col. (Retired) Paul Edward Arneson, '30 BSB, passed away at age 94 on September 9, 2001. Col. Arneson was born in Montevideo, Minnesota. After graduating from college, he enlisted in the United States Army. Col. Arneson first served as an administrator for a Civilian Conservation Corps camp in Minnesota and later as an Army intelligence officer in London on the staff of General Dwight D. Eisenhower during World War II. Col. Arneson was decorated with the Bronze Star and, after World War II, he helped to organize the CIA. He served the CIA in a civilian capacity until 1966, when he retired to Florida.

Harold L. Holden, '31 BSB, passed away September 23, 2001 at age 95. Holden was born and raised in Aitkin, Minnesota. After graduating from the University of Minnesota in 1931, he went to Connecticut to work for General Electric, where he gained skills in advertising and sales. He came back to Minnesota one year later and took over a printing company in serious financial condition. He satisfied the obligations of the company in 1940 and it was re-named Holden Printing Company, which now operates in multiple states and employs more than 900 people.

Want to be included in Class Notes?

Use the enclosed form and fax it to 612-624-6374, or send your news items and photos in the envelope provided.

You also may contact Lori Bush, director of alumni relations by e-mail at lbush@csom.umn.edu, by phone at 612-625-1556, or visit the Web site at www.CarlsonSchool.umn.edu.

Charles W. Miller, '52 Ph.D. and '50 MA, passed away October 24, 2001 at age 93. Miller was the executive manager of United Grocers of Appleton, Wisconsin, for eight years before joining the Navy in 1943. During World War II, he served as an officer in the Supply Corps and after the war attained the rank of captain in the Naval Reserve. Miller was president of the Zinke Company, Fond du Lac, Wisconsin, and of S.C. Shannon Co. of Appleton, Wisconsin, both wholesale grocery businesses. He taught at Marquette University and served as chairman of the

marketing department. He was named professor emeritus in 1979. He served as the treasurer for the Miller Brewing Company from 1960 to 1966. He then served as chief executive officer and president from 1966 to 1970. Additionally he served on the Board of Directors of the M&I Bank, Milwaukee, W.R. Grace and Co. and many charitable boards.

EXECUTIVE DEVELOPMENT CENTER

PROGRAM PREVIEW

A Continuing Education Opportunity for Carlson School Alumni and Friends

GENERAL MANAGEMENT

Minnesota Management Academy (MMA)	March 11-15, 2002
Minnesota Management Institute (MMI)	March – May 2002
21st Century Program (executive speaker series)	March – November 2002
Minnesota Executive Program (MEP)	September – December 2002

FINANCE

Finance for Non-Financial Managers	April 8-11, 2002
Mergers & Acquisitions	May 13-14, 2002

MARKETING/SALES

Executive Sales Management	April 9-11, 2002
Strategic Marketing	May 1-3, 2002
Fundamentals of Marketing	May 6-8, 2002

TOPIC SPECIFIC

Managing High Performance Project Teams	February 27 – March 1, 2002
Decision Making: Risk Analysis and Management	March 4-6, 2002
Human Resource Executive Program	April 29 – May 2, 2002
Supply Chain Management	May 6-8 and May 20, 2002

For more information on these programs, please call 612-624-2545 or fax 612-626-9264. Information is also available on-line at www.CarlsonSchool.umn.edu/edc



Upcoming Events For Alumni & Friends

FIRST TUESDAY

March 5

Rebecca Yanisch, '81 MBA
Commissioner, Minnesota Department
of Trade and Economic Development
Radisson Hotel Metrodome
11:30 - 1 p.m.

April 2

Art Collins
President and CEO
Medtronic, Inc.
Radisson Hotel Metrodome
11:30 - 1 p.m.

RSVP: 612-626-9634

Fax: 612-624-6374

**Promotion sponsored by
Twin Cities Business Monthly**

FIRST FRIDAY

March 1 MBA First Friday

MBA Alumni & Student Networking
Happy Hour
Rathskeller, Minnesota Brewing
Company, South 7th Street, St. Paul
5:30 - 8 p.m., Call 612-625-8308

April 5 MBA First Friday

MBA Alumni & Student Networking
Happy Hour
Kieran's Irish Pub, Downtown
Minneapolis
5:30 - 7:30 p.m., Call 612-625-8308
e-mail lgieseeking@csom.umn.edu

May 3 MBA First Friday

MBA Alumni & Student Networking
Happy Hour, William's Pub & Peanut
Bar, Uptown Minneapolis
5:30 - 7:30 p.m., Call 612-625-8308

April 26 2002 IRC Annual Institute

"Organizational Health: Workforce
Wellness, Workplace Strength"
Carlson School of Management, West
Bank, University of Minnesota
Call 612-626-9748, e-mail
aberge@csom.umn.edu

**Carlson School
Alumni Reunion Weekend
May 17 and 18, 2002**

Friday, May 17

Reunion 2002 Business Conference
*"Inside the Ivory Tower:
Making Research Relevant"*
8 a.m. - 5 p.m., Carlson School of
Management
Business conference featuring sessions
led by our top ranked faculty

Dean's Soiree

5-7 p.m., Carlson School of
Management
Meet the new dean of the Carlson
School, mingle with former classmates
and faculty, and receive student-led
tours of the Carlson School and our
new enterprise labs.

Saturday, May 18

Reunion Golf Tournament followed
by a Reunion Luncheon at the The
Wilds Golf Club, Prior Lake, Minne-
sota, 6:30 a.m. - 2 p.m.

FFI: www.carlson.school.umn.edu,
follow "alumni" path to "Reunion
2002"

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