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IS THE WORLD READY FOR THE NEXT GENERATION?

Our 2018 freshman class represents a significant generational transition. This is the last class of students born in the previous century. Is this transition meaningful to organizations today? Absolutely.

Businesses have spent the last decade talking about and preparing their workplaces for the Millennial generation, although the past few years we have welcomed Generation Z into the workforce—a generation that is expected to comprise 40 percent of all consumers by the year 2020. This will force businesses to once again pivot their practices to meet the expectations of the newest generation.

Gen Z'ers have been described as the most ethnically diverse of all generations and the most accepting of that diversity. While sometimes described as anti-social, they are highly connected through technology, never knowing a world without an iPhone®. They have internalized #MakeADifference (our 2017 UNIBiz magazine focus), and their social consciousness is revealed through their social media engagement in political, gender and LG-BT-related topics.

As I watch my twin Gen Z'ers begin their final year of college, I am hopeful that this generation can overcome the gender biases that negatively impact women. As a mother of five girls, I am very sensitive to the issues that face women in the workplace, especially the wage gap that has resulted in women being twice as likely to live in poverty at retirement. Is that their future?

Recent data provides some evidence that the current wage gap, approximately 78 cents for each dollar earned by a man, is being addressed. But at its current rate of change, the gap for Caucasian women won't disappear until 2059. For women of color, look to the next century....or the next.



One contributor to the wage gap is occupational segregation. Middle-skill jobs primarily performed by women earn only 66 percent of what workers earn in male-dominated fields for the same skill level. Many business fields, including accounting, finance, IT, operations and others, are avenues for women to increase their earning power. This is a message I want to share.

Today only 35 percent of our business students are women. How do we help prospective female students envision their own career and life success through a business education?

Our Women in Business student organization has undertaken an initiative to highlight those UNIBusiness alumnae who paved the way for them. This past spring the College inducted its first group of women into the Women of UNIBusiness Hall of Fame. These early business graduates, all from the class of 1975 or earlier, are examples of women who achieved success despite significant workplace biases. We are seeking nominations for the next group to be inducted spring 2019. If you know of an alumna whose career success can serve as an example, reach out to me. I would love to hear and share her story.

Leslie K. Wilson

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🐦 [@LeslieWilsonUNI](https://twitter.com/LeslieWilsonUNI)

MOVE OVER MILLENNIALZ

THERE'Z A NEW KID IN TOWN

Jamal White (Marketing & Management '18) has faced the stereotypes before.

White, who started working at Procter & Gamble in July, is part of Generation Z, a cohort of individuals born between approximately 1995 and 2010.

While at school, on internships and in the workplace, White noticed that his superiors and peers associated him with Millennials, the generation directly before Generation Z, and all of the stereotypes that come with them.

“Some people have a preconceived notion of how I should behave because of my age,” said White, who served as the UNI student body president during the 2017-18 academic year. “I’ve experienced it. People expect a bit less. They feel they have to micromanage you more because that trust is lacking and there is that stereotype. I think it’s an adjustment to make in organizations. I’ve faced quite a bit of it, even if it has been more implicit.”

While people from Generation Z share many traits with Millennials, they do hold some different values. Gen Z’ers are driven by the greater good and are more independent workers. They like flexibility and knowing the work they do makes a difference.

“We value things differently than other generations,” said **Julie Van Ee** (Marketing), who interned at Principal Financial Group in Des Moines last summer. “I’m looking for something that’s going to provide me with skills and something I can do to help

people. I want to be able to actually know that my work is providing benefit to more than just me.”

Van Ee’s passion for the greater good is just one defining characteristic of Gen Z, which grew up with information at their fingertips through computers and smartphones. Their lives have been hyper-customized and connected, molding their view of the world and the workplace.

A shift in outlook

While the majority of Gen Z’ers are still in college or high school, they account for a large chunk of the population. About 25 percent of the United States is made up of this generation, making it larger than either Millennials and Baby Boomers, according to the U.S. Census Bureau. Estimates have credited Generation Z with 61 million people.

Gen Z’ers don’t know a world without the internet, and it has shaped many of their skills and beliefs. They are the most connected generation, which has fueled their need for

THE GENERATIONAL DIVIDE

Here are some of the key differences in workplace expectations between generations and their percentage in the workforce.

Source: The Nielsen Total Audience Report: Q1 2017

GENERATION Z

(Born 1997-2010)

Independence
Customization
Ability to make a difference
Career growth opportunities
Mentorship

26%

MILLENNIALS

(Born 1980-1997)

Teamwork
Collaboration
Comfortable with change
Expect ideas to be heard
Flexibility

22%

social experiences and customization in the workplace and their careers.

According to a Robert Half study, 64 percent of Generation Z survey respondents cited the importance of career opportunities in selecting a job. Fifty-six percent of Gen Z'ers want to write their own job descriptions and 62 percent want to customize their own career path, according to a study by generational expert David Stillman, who wrote the book, *GenZ @ Work*.

Generation Z is competitive, and because of that, it values individualization—more so than Millennials, who are notoriously collaborative in their approach. Gen Z'ers also desire and seek chances to let their skills shine, like managing projects or taking a lead role on a new initiative.

People from Generation Z typically don't like to be micromanaged and prefer to work on their own.

"I have always been an independent worker," White said. "If I need to, I'm the one who can figure things out on my own, develop things and then come back to you whenever I

"I think work for me is so much more than a paycheck. It's more about what I can give back and how I can serve or how I can better someone's experience."

need something. I don't like to have someone hovering over me, feeling like they have a magnifying glass over the work that I do."

Because of hyper-customization, Generation Z expects the workplace to deliver in the same fashion and be flexible. In a 2015 study, 40 percent of Generation Z students cited "work-life balance" as one of their career goals, which isn't a drastic change from Millennials, who have pushed for a better work-life balance in their own careers.

Many companies have turned to more lenient work hours and allow employees to work remotely.

"I really value work-life balance," said Van Ee, who said she enjoyed Principal Financial Group's unlimited



Jamal White
(Marketing & Management '18)

GENERATION X

(Born 1965-1980)

Work/life balance
Self-reliance
Continuous learning
Desire feedback

20%

BABY BOOMERS

(Born 1946-1964)

Experience leads to success
Collaboration
Job security
Personal gratification

24%

TRADITIONALISTS

(Born 1922-1945)

Secure source of income
Discipline
Hierarchical structures
Consistency
Uniformity

25%

“We’ve educated our employees that Generation Z is not the same as Millennials. They are not the same generation. It’s important to make that distinction because they are different. We need to make sure that we treat them as a separate group and give their demographic the due research, time and understanding so they can transition well into the workplace.”



Chloe Basa
(Management & MIS '15)

paid time off policy. “As long as you are getting your work done and you are communicating, you can have some time off. Yes, we are passionate about our jobs, but I don’t want it to be all-consuming.”

One of the biggest traits of Generation Z is the desire to effect change, like many of the people featured in our previous issue of *UNIBiz* Magazine, which focused on *UNIBusiness* alumni who #MakeADifference.

According to a recent study by cultural research firm Sparks and Honey, 26 percent of Gen Z’ers between 16 and 19 years old are already volunteering. This generation views the workplace as a vehicle to give back and serve a greater cause.

“I think work for me is so much more than a paycheck,” White said. “It’s more so about what I can give back and how I can serve or how I can better someone’s experience. I get that fulfillment from helping others or making other people’s jobs easier. I’ve always thought my role is to make someone’s life, business or job better than how I found it.”

Recruit and retain

While the tendencies and work habits of Millennials have been extensively studied by companies all over the world—it’s considered the most

researched generation to date—Generation Z is knocking on the door, and in some instances they are already in the workplace.

Over the past few years, some of the first few groups of Generation Z have entered the workforce.

Chloe Basa (Management & MIS '15) leads the multicultural Employee Network Group (ENG) for the Iowa offices of RSM. She also leads the Generations ENG for the North Central region. These ENGs are part of the culture diversity and inclusion initiative at RSM, with a mission “to help leverage the benefits of a diverse and inclusive workforce to achieve corporate goals and objectives, and drive superior results.”

In her role with the Generations ENG, Basa leads a team of eight local leaders in the North Central region of RSM. The group’s goal is to bridge cross-generational community gaps while also understanding some of Generation Z’s preferences from an employer and workplace.

“We’ve educated our employees that Generation Z is not the same as Millennials,” Basa said. “They are not the same generation. It’s important to make that distinction because they are different. We need to make sure that we treat them as a separate group and give their demographic the due research, time and understanding so they can transition well into the workplace.”

When recruiting potential employees, Basa said RSM has placed a larger focus on displaying the organization’s passion for diversity and inclusion.

“Culture and diversity wasn’t something that I heard about when recruiters came to UNI and told us about RSM,” Basa said. “That’s something that we have been working on with our recruiting teams.”

Basa and RSM aren’t alone.

Companies around the nation are researching and finding ways to recruit and retain Generation Z, and diversity is a key issue.

“Baby Boomers and Generation X were fairly homogeneous, with mostly men,” said Atul Mitra, professor of management. “As time passed, there was increasing diversity in the workforce. Current research suggests Generation Z is the most diverse in who they grew up with, and that might make them more comfortable to accept diversity in the workplace.”

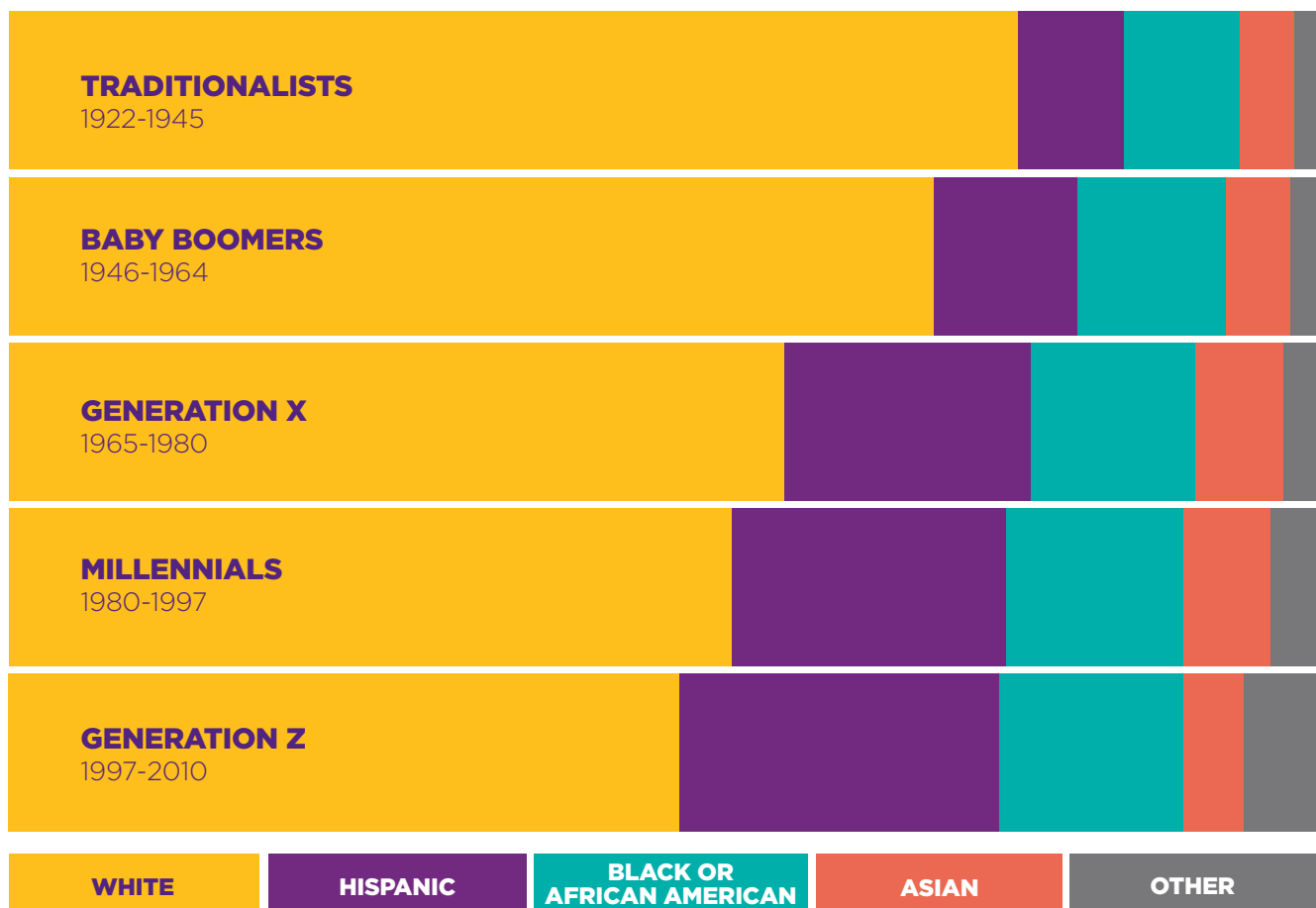
Since Gen Z’ers are reliant on the

internet and social media, employers have been shifting their recruiting efforts online. Meeting potential employees where they are is the key, and that’s why job sites like Indeed and LinkedIn have become more popular in the last few years.

It’s important for companies to maintain their brands online, as Generation Z is proficient at researching on the internet. About 52 percent of Gen Z’ers use social media as a research tool.

“Targeting potential employees through Facebook and other means

GENERATION Z IS THE MOST DIVERSE GENERATION IN U.S. HISTORY



Source: Census Bureau

is one way to look at recruiting and selection,” Mitra said. “They get their news in different ways. Their attention spans are different. They respond to different stimuli than previous generations, so workplaces can use that to get to them and hire them.”

Companies should also be aware of social responsibility and creating volunteer opportunities for employees. Research by Campus Intelligence suggests that Generation Z strives to solve a problem rather than fill a need. Gen Z’ers look at the bigger picture.

When deciding on an internship and full-time job, White said he looked for a company that displayed a positive culture and valued corporate and social responsibility.

“I love serving underprivileged areas,” White said. “That’s always been a big passion of mine. A big perk of working with Procter & Gamble is they have a lot of connections with underprivileged youth in Cincinnati, where I am based. I have the opportunity to do some work with that and collaborate with their community programs.”

Skylar Mayberry-Mayes (Finance '12), a business operations specialist for Midwest Region Community Outreach at Nationwide, isn’t a Gen Z’er, but he does have a deep passion for making a difference in his community. He knows firsthand how organizations can help people from Generation Z live out their desire to make an impact.

Mayberry-Mayes, who is also on the Young Alumni Advisory Board at *UNIBusiness*, said companies should be flexible when it comes to employees volunteering. He used to volunteer during lunch breaks, and while Nationwide is a big proponent of community service, other companies may not have the same outlook.

He also believes companies should

sponsor and promote volunteer events, to give employees easier access to community involvement.

“Be willing and open to letting them do more than their jobs,” Mayberry-Mayes said. “They’re going to want to do well at their jobs and definitely take the time to make sure of that, but don’t be afraid to step out and do more. The ability to balance what you’re good at and what you’re passionate about does exist. They aren’t mutually exclusive.”

Training Gen Z at UNIBusiness

Colleges around the nation are now serving Generation Z students, and *UNIBusiness* has already taken the initiative to give its Gen Z’ers a leg up through a variety of experiences.

The Professional Readiness Program® (PRP) has been at the forefront of this educational shift. The program teaches the soft and hard skills needed in the real-world workplace. PRP has four levels, and the first two are required to graduate.

Since Generation Z values customization, PRP has focused on creating multiple training tracks to give students options.

“The way that we’ve structured level three in our program is to give students a variety of ways to enroll based on the topics they are interested in and how they want the material delivered,” said Katie Hillyer, director of PRP. “They can focus on personal development, hard and soft skills or learn about important, overarching topics like diversity and inclusion. It really gives them some flexibility and the ability to customize how they see fit.”

PRP has also taken the initiative to teach students about differences in generations.

In a required level-two class, trainers take students through world

events that shaped the lives and outlook of each generation, whether that be the Vietnam War for Baby Boomers or 9/11 for Millennials.

Students are also educated on some of the stereotypes older generations have of both Millennials and Generation Z, since some may not be aware of the difference.

This training is part of a wider effort by UNIBusiness to educate students on some of the nuances in the real-life workplace.

"I think UNI has done a great job," White said. "They teach a lot about integration with other generations and how you all can bridge that gap. They also do a great job of engaging students in that conversation, and I think that's important: having a conversation about expectations in the workplace."

UNIBusiness has also kept up with Generation Z's reliance on technology. A new classroom named the Transamerica® Business Intelligence and Analytics lab is a state-of-the-art, technology-driven, collaborative classroom. It's designed for the next generation of students.

Students sit in tables of four to five, each with their own laptop. There's a central area of the classroom where students can collaborate. The walls are covered in whiteboards for students to work on as teams.

Everything is connected. Instructors can see what students are doing on their laptops and can even pull up a student's screen on a larger, centralized display to demonstrate something to the class.

"We have never had a technology-designed room around teamwork," said Lisa Jepsen, associate dean and professor of economics. "It's a workspace that spurs creativity."

Matthew Wilson, an instructor in marketing, uses the room for his advanced digital advertising courses.

"We have a broader perspective on things. I want to be at the table for important discussions, and I want to understand how my role affects the whole company and the community around me."

His classes focus on real-world expectations, and he needed a space that was flexible and conducive to students moving around the room.

"I try to put them in charge of their own learning because that's what Generation Z wants," Wilson said. "This puts them in power. I give them all the tools, let them work, and I serve as the guide. It's like a breath of fresh air for some students."



Julie Van Ee
(Marketing)

The change is coming

Generation Z is still a new concept. The name itself wasn't settled until recently. The forefront of Generation Z is just entering the workforce, and the youngest Gen Z'ers aren't even in high school yet.

While research has uncovered some trends, there are still some unknowns in Generation Z. How will any drastic future events shape the younger part of the generation? Just how different are Gen Z'ers from their Millennial predecessors?

However it shakes out, it appears that Generation Z is motivated and driven to make a difference in the workplace and beyond.

"We know we have a broad array of skills, and we want to participate in the conversation," Van Ee said. "Some people don't like that, but we have a broader perspective on things. I want to be at the table for important discussions, and I want to understand how my role affects the whole company and the community around me." **Z**

THE GENDER GAMES



**WOMEN ARE STILL FIGHTING FOR
EQUALITY IN THE WORKPLACE**

Jean Trainor (Accounting '75) entered the world of business during a different time, when many women weren't treated equally in the workplace.

After graduating from UNI in 1975 as one of just a handful of women in accounting, Trainor encountered barriers as she transitioned into professional life. At her accounting firm, she was one of two certified public accountants. It was a small firm, and Trainor didn't see a future because of her gender.

Despite her early tribulations, Trainor considers herself one of the lucky ones. She found a job as a controller at John Deere Community Credit Union, now Veridian Credit Union, and didn't encounter the same discrimination. She eventually became the CEO in 1982.

"I was fortunate enough to join the credit union," Trainor said. "I didn't encounter the barriers that a lot of women have to face. As women in business, we all have the experience of being in a meeting and being treated like we're invisible. That's kind of a common experience for women, not only in business, but in other fields as well."

"I've had that experience. But overall, I was very fortunate because not a lot of women at that time had those opportunities."



Women are also typically penalized in their careers for having children. According to a *Harvard Business Review* study in 2013, mothers were offered \$11,000 less in salary, on average, than childless women applying for the same job. Fathers weren't penalized at all.

Good, but not good enough

Business and inclusion have changed since Trainor entered the workforce in the 1970s. Women are being put in senior roles at an increasing rate, but the discrepancy is still there.

On the 2018 *Fortune 500* list, there were just 24 women in CEO positions—4.8 percent. The number is actually down from the 2017 *Fortune 500* list, which saw a record-breaking 32 women CEOs.

In the boardroom, there are still 12 *Fortune 500* companies that haven't added a single female board member, according to a 2018 study from Equilar and CNBC. In salary terms, former Mattel CEO Margaret Georgiadis was the highest-compensated female CEO in 2017 at \$31.3 million, which is just one-third of what the highest-paid male CEO made in 2017—\$103.2 million by Broadcom's Hock Tan.

The UNIBusiness school's gender disparity isn't as wide, but there is still a gap—about 37 percent of the student population is female.

"Being in a field that is more dominated by men, you feel like you can't be there," said **Mushaun Miller** (Organizational Leadership and Psychology), who interned at Enterprise in Bloomington, Minn., in sales and management last summer. "Sometimes you feel like your opinion may not be taken as seriously."

Inclusion, specifically in business, is a topic that is near and dear to Miller's heart.

She entered college as a psychology major, with a specific interest in human

behavior in the workplace. Because Miller's interests closely aligned with the UNIBusiness management track, she joined the UNI Women in Business club to learn more about the business side of her psychology courses.

What ultimately convinced Miller to add a major in business were the gender statistics.

"It just opened my eyes," Miller said "We talked about how women are under-represented in a lot of different industries, not just business. It's full of men who have the power, and they are in all of the CEO positions. There are only a few women who are on the boards of these giant corporations. It's always been interesting to me. Why is that the case?"

Those reasons vary. A quick Google search of the reason women aren't included in leadership positions brings up millions of results, and each study or article presents a different problem.

There isn't one, clear-cut consensus.

"Everyone has their own theories and reasons," Miller said. "Personally, I don't think it's answered, and I don't think there is one right answer. I think it's a combination of reasons, and that journey is personal for every woman."

Most of the reasons revolve around traditional gender roles, with men being the most likely to be in a position of power.

Women typically receive different treatment through implicit bias upper management, not only in everyday interactions, but in managerial decisions as well. Since men make

up the majority of decision-makers in companies, women are 15 percent less likely to be considered for management positions, according to a 2017 study by LeanIn and McKinsey.

It creates a cycle. When women aren't in decision-making positions, other women are less likely to be promoted, which continues to fuel the gap.

"It's difficult to change that in a short amount of time because the de-

cision-makers are the decision-makers that we've always had," Trainor said. "So in order for a change to occur, you need to have the leadership recognize the value of inclusion."

Women are also typically penalized in their careers for having children. According to a *Harvard Business Review* study in 2013, mothers were offered \$11,000 less in salary, on average, than childless women

applying for the same job. Fathers weren't penalized at all. The study found that "the raters, displaying a clear form of status-based discrimination, revealed that they assumed the mothers to be inherently less competent and less committed."

And since there is a disparity in women in leadership roles, many school-aged girls are not being exposed to potential career paths in

DIVERSITY PAYS\$

A 2017 study by McKinsey and Company found a positive correlation between gender diversity on executive teams and financial performance. Their latest report examined 366 public companies across a range of industries in Canada, Latin America, the United Kingdom and the United States. They studied metrics such as financial results and the composition of top management and boards. What they found was that top-quartile companies on executive-level gender diversity worldwide had a 21 percent likelihood of outperforming their fourth-quartile industry peers on earnings before interest and taxes (EBIT). They also had a 27 percent likelihood of outperforming fourth-quartile peers on longer-term value creation, as measured using an economic-profit margin.

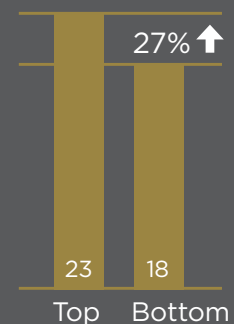
Likelihood of financial performance above national industry median (%)

Gender diversity of executive team by quartile¹

EBIT margin²



Economic-profit margin



¹Results are statistically significant at p-value <0.05

²Average earnings-before-interest-and-taxes (EBIT) margin

Source: McKinsey and Company, *Delivering through Diversity*, January 2018

business. That affects how they view their future as they grow up.

"We are hit by these messages at a very early age," said Leslie Wilson, Dean of UNIBusiness. "How do you overcome the messages you receive from the movies you watch? The princess who is always saved by the prince? The lack of female heroes in our movies? We're hit by this all the time. So how do we change the message?"

"That is very, very difficult, and I don't have an answer. It's just something we need to recognize. These messages create the unconscious biases that we have, and we all have them."

"It just opened my eyes..There are only a few women who are on the boards of these giant corporations. It's always been interesting to me. Why is that the case?"

Raising the bottom line

Placing women in leadership positions isn't just a "feel good" initiative; there is a real benefit to having more diversity among decision-makers. It improves the bottom line. And, multiple studies back that up.

A 2017 report by the Peterson Group, which examined more than 21,000 companies in 91 countries, found that companies with more than 30 percent female leadership can expect an improvement to their net margin of up to 6 percent.

A recent McKinsey study found that gender diversity is correlated with "profitability and value creation." In 2017, companies in the top quartile of executive-level gender diversity were 21 percent more likely to experience above-average profitability,

an improvement over the 15 percent found by the same study in 2014.

From a marketing standpoint, businesses typically target both women and men, so having more women in decision-making roles brings an important perspective for the target audience for the specific product or service.

"Most companies' target customers include males and females, so it is necessary for those companies to have a gender balanced group of employees because females can bring special expertise to the company and contribute to the understanding of target customers, firm strategy and management," said Ronnie Chen, assistant professor of finance.

Awareness of these benefits is key in helping companies make a more conscious effort to hire with diversity in mind.

"In the past, it's been perceived that including women was just a nice thing to do," Trainor said. "However, there is a strong business case there. We need to have the conversation that diversity is just good business. Hopefully more businesses will see the value and start to change more than they have historically."

Creating opportunities for school-aged girls is important in making a difference as well. Miller didn't see business as a viable option until she got involved with the UNI Women in Business club early in her collegiate life. In high school, there were business classes she could have enrolled in, but she didn't receive encouragement to join.

Going forward, Miller wants more female role models talking to students to show that there are many women who have seen success in business.

"I think one of the solutions is to have more women be role models," Miller said. "I wish I had more business class opportunities in high school.

We just need to educate that this is a growing and viable field. It isn't a man thing. We can do just as well, and we can be just as successful in this field."

A passion at UNIBusiness

One of UNIBusiness Dean Leslie Wilson's key goals is to close the enrollment disparity between men and women inside the school and in the professional world. Her goal is to bring the student population to a 50-50 ratio.

"We need diversity in the classroom to combat feelings of isolation, whether it be gender diversity, ethnic diversity, cultural diversity, sexual orientation diversity—all these different types of diversity," Wilson said. "That is the business environment today, and we need to create that in the classroom to better prepare students for it and to provide the diversity of employees that employers are seeking."

The UNI Women in Business student organization, created spring 2015, is just one of the school's efforts in reaching that goal. The club provides an environment for women in business to discuss and connect with like-minded individuals.

It also focuses on providing role models for women in business by bringing in professionals to speak to students in all areas of business.

This spring, the UNI Women in Business club held the first-ever Women of UNIBusiness Hall of Fame induction event (see page 46). The inaugural class included nine women, recognizing some of the trailblazers in the business world.

"It was an honor," said Trainor, who was a part of the class. "When I was in school, I was one of a handful of women in accounting at the time, so to recognize other women who have found success was amazing to see."

Miller, who is the vice president of membership development for

"We need diversity in the classroom to combat feelings of isolation, whether it be gender diversity, ethnic diversity, cultural diversity, sexual orientation diversity. That is the business environment today, and we need to create that in the classroom."

the club, hopes to include younger students into the group in the future, to help shape their view and expectations for their own careers.

"I want people of all ages to be included," Miller said. "I want to bring in speakers. I want to bring in alumni. I want to bring in stories. These things are really important and can really open their eyes. Awareness is important, and we want to highlight women who are doing spectacular things."

Voices for all

More women are stepping into leadership positions every year, but there is still work to be done.

Creating an environment for women to succeed in the workplace, whether that be through mentorship opportunities, advancement opportunities or decision-making power, will be important in creating more equality within companies.

Including a more diverse set of voices at the decision-making table will benefit a company, not just ethically, but financially as well.

"There is something so wonderful and beautiful about bringing in people of all different perspectives and backgrounds to make decisions," Miller said. "Ultimately, that's what we want to do. I think it's very beneficial for businesses to have many different perspectives before making a decision, and that includes women, yes, but also race, religion and other types of diversity." 🙌

UNDER ATTACK

The image features a dramatic sunset or sunrise scene with a warm orange and yellow glow. In the foreground, two graduates in black gowns and caps stand in a trench, silhouetted against the bright light. The graduate on the left is holding binoculars to their eyes, while the one on the right holds a diploma. The trench is filled with barbed wire and wooden posts. In the background, the large, semi-transparent text "UNDER ATTACK" is superimposed over the sky.

WILL HIGHER ED PREVAIL?

Higher education in the United States has long bridged the gap for high school students and a successful, long-term career. And it's clear that many Americans recognize that value.

According to recent Bureau of Labor Statistics numbers, 66.7 percent of 2017 high school graduates aged 18 to 24 were enrolled in a college or university by October 2017. The number of college graduates has increased by about 6.7 million students since 2000, about a 28 percent rise.

While enrollment has leveled off and declined in recent years—mostly attributed to lowered birth rates, decreasing high school graduate numbers, and decreasing unemployment—there are 14.8 million students in public universities and 5.13 million in private colleges in 2018, according to Statistica.

There are stories from many schools, including *UNIBusiness*, of how higher education has helped them forge a path to a successful career.

But despite the benefits of higher education, four-year institutions have been under increased scrutiny in recent years. Higher costs have led some to question whether higher education is really worth the investment.

A college degree is usually a ticket to higher earnings—those with bachelor’s degrees earn on average \$300 per week more than those with an associate’s degree or lower, according to the Bureau of Labor Statistics.

An investment in the future

After graduating from *UNIBusiness* in 1993 with a business management degree, emphasis in human resources, **Deanna Dunn** felt she was more than ready for the workforce. She started working at the staffing and management firm Adecco right out of college as a recruiting and on-site manager.

About 25 years later, Dunn still works for Adecco. She’s now a senior branch manager. Beyond the bachelor’s degree she earned at *UNIBusiness*, Dunn hasn’t had any other formal education.

“My education extent is the bachelor’s degree, but I’ve always been a lifelong learner,” Dunn said. “From an education standpoint, there’s the area of professional development and training that your company provides.”

Like many across the country, Dunn says higher education was one of the building blocks for her success. In her role at a staffing firm and with her human resources background, Dunn sees some of the benefits higher education can provide.

A four-year degree stands out to employers because of the commitment and dedication it takes to achieve it,” Dunn said. Students learn critical thinking and problem-solving skills, which apply to any industry.

“We know what kind of work goes into getting that degree,” Dunn said. “It’s not just the coursework, it’s the projects you work through to get the degree. Working through the completion of tasks and managing four to five different classes at once

is not that different from the working world.”

Over the past decade, higher education, and four-year institutions especially, have come under fire. Costs of higher education have more than doubled since the 1980s. Student debt has dramatically risen and has reached more than \$1 trillion nationwide.

But while the costs have increased, so have the benefits. Lifetime earnings for a college graduate have grown by 75 percent in the last 30 years, according to the Hamilton Project, an economic policy initiative at the Brookings Institution.

It comes down to the investment component for college students—how much they spend on a degree versus how much they expect to earn.

“The short answer is yes, higher education is worth it, but I think you want to be very career-minded,” Dunn said. “If you are pursuing a degree, be mindful of your investment and seek a career that will give you a quality return on your investment.”

While return on investment is a common term in business classes, it may not be for families of high schoolers looking at colleges. A college degree is usually a ticket to higher earnings—those with bachelor’s degrees earn on average \$300 per week more than those with an associate’s degree or lower, according to the Bureau of Labor Statistics—but students have to be mindful of what school they attend and the costs.

For example, the cost of tuition and fees at Ivy League schools are

around \$50,000 per school year. And the average cost at a private college is \$34,740, according to the College Board, a nonprofit higher education organization. This is compared to the average cost at public universities, which are \$25,620 for out-of-state students and \$9,970 for in-state students.

Despite the large disparity in tuition costs, the lifetime wage earnings between the elite colleges and public universities aren't that much different. Stacy Dale, mathematician at Mathematica Policy Research, and Alan Krueger, an economist at Princeton University, studied a group of students who attended college in the 1970s and another from the early 1990s.

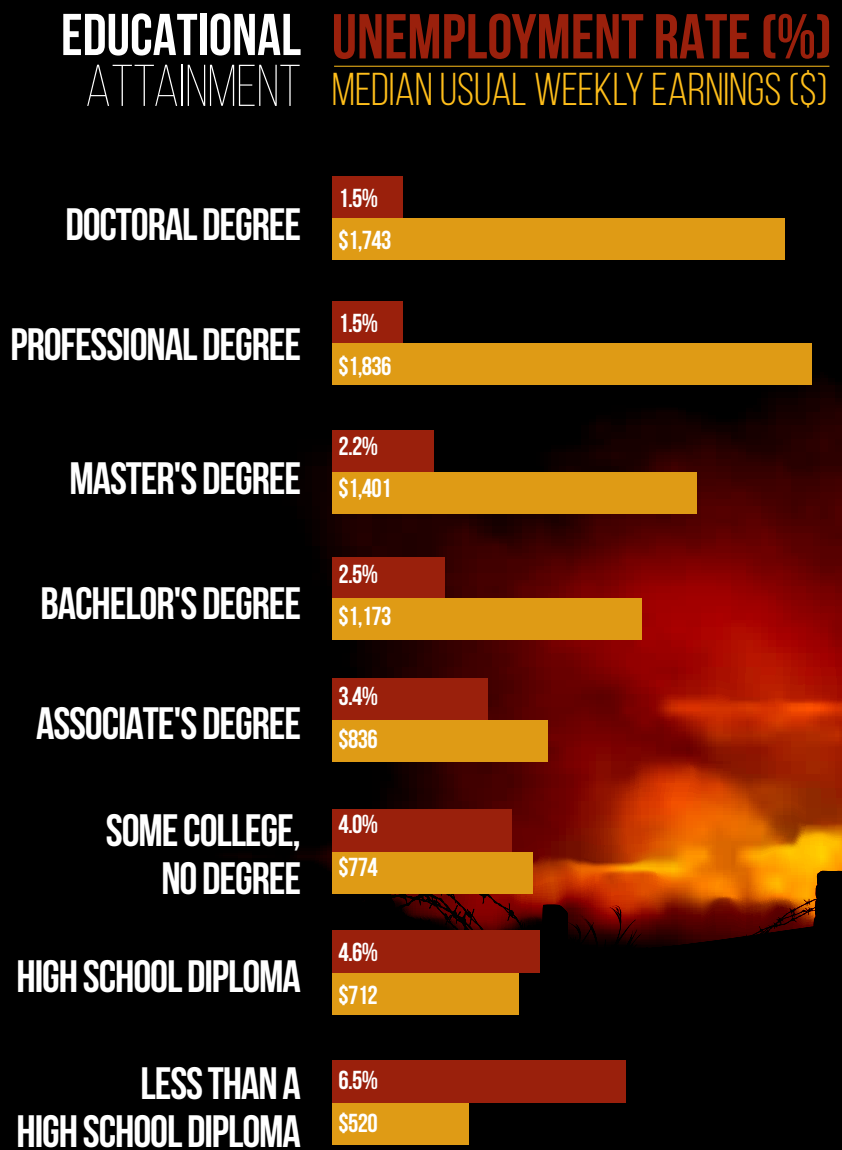
They analyzed whether graduates from the most elite colleges earned more money in their 30s, 40s and 50s than students who were rejected from those colleges despite similar SAT scores.

The study concluded that the earnings between students from different colleges, "are generally indistinguishable from zero."

Going to a less restrictive school such as a public university, which admits applicants at a higher rate, may be a good way to save up front while still enjoying the benefits of a four-year degree.

A college degree provides the opportunity for a stable, long-term career. According to the Bureau of Labor Statistics, only 2.5 percent of college graduates are unemployed, which equates to about 1 in 40 people. That is about half the unemployment rate for those with high school degrees and one-third the rate for those without a high school degree.

The unemployment rate holds during economic downturns, like during the 2008-09 financial crisis. **Joshua Dahle** (Economics and Human Re-



Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.

Source: U.S. Bureau of Labor and Statistics, Current Population Survey

sources '13), a compensation analyst at UnityPoint Health in Des Moines, regularly studies the labor market. From his time studying economics at *UNIBusiness* during the recession, Dahle remembers a number that has stuck with him all these years.

"In the height of the recession, the unemployment rate reached a high of about 10 percent," Dahle said. "If you dig a little deeper into the data, the highest unemployment rate for those with a bachelor's degree was 4.9 percent. That's less than half of the national rate."

"I think that's still true today, even though unemployment is significantly lower and even lower for those with higher education. It acts as an insurance for a bad economy."

In terms of earnings, graduates with a college education see benefits, even when saddled with student debt. According to 2016 research by the Pew Research Center, graduates between the ages of 25 and 39 with a bachelor's degree and some outstanding student debt have higher family incomes than those lacking a

bachelor's degree.

While the aforementioned statistics provide insight into the many benefits higher education can provide, students can get an even higher return on investment by studying in areas that lead to opportunities in higher-paying industries.

It's important to find a passion, but being mindful of the earning potential is key.

"If I choose as career that makes \$35,000 right out college, hopefully I'm not borrowing \$70,000 to get there," said Tim Bakula, director of financial aid at UNI. "If you graduate from college, that's great. But if you do so for a career that's not going to allow you pay off the debt that you have, that's going to leave a bad taste in your mouth."

Combating the problem

The importance of understanding higher education as an investment comes from the rising level of student debt. In 2016, the Pew Research Center found the median student debt for graduates with a bachelor's degree was \$25,000, and other research organizations found that number to be even higher.

As the debt continues to rise, it's becoming more important for schools to help students understand the importance of

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THAT NUMBER HAS BEEN
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their education and loan choices.

UNI set out to combat the rising student loan problem through two means: educating students and their families about student loans and offering a quality education at an affordable cost.

In 2008, UNI students took out \$15.3 million in private loans. That number has been dramatically reduced to just \$4.6 million in 2017. The shift can be partially attributed to the school's private loan counseling program, which started during the 2007-08 school year. If students take out private education loans, they are required to meet one-on-one with a financial aid counselor.

"We say that we need to meet and talk about whether the amount of loans you're taking out is necessary," Bakula said. "When you start to hear the horror stories that the media portrays—\$100,000 in debt, no job, can't make payments—those are virtually nonexistent here. Those are really aberrations for most colleges, but it's what grabs headlines. We didn't want to be a part of those statistics."

UNI also offers a three-week, non-credit course called "Live Like a Student." The course teaches students about responsible financial decisions while attending college. Students can learn about budgeting and student loans, receive one-on-one counseling and gain other financial tips through the various lessons. At the end of the course, three students are randomly selected to win \$500 scholarships.

Transfer students, a group that is sometimes lost in the shuffle at universities, have the option to take


UNI is one of the most affordable four-year institutions in the state, with tuition and fees for in-state students at \$7,665 per school year and \$18,207 for out-of-state students.

Transfer Financial Success Counseling. In the 2016-17 school year, nearly 80 percent of transfer students completed the counseling.

"We want to give the students a reset on their financial aid, no matter where they've been," Bakula said. "So often students will borrow for a year or a semester at any school, then forget about it or they never paid attention to begin with. We want to help those students understand: here's where you are at so far, let's get a reset on it, and what does the remainder of your time at UNI look like?"

Creating an affordable four-year option gives students a better chance of improving their return on investment. UNI is one of the most affordable four-year institutions in the state, with tuition and fees for in-state students at \$7,665 per school year and \$18,207 for out-of-state students.

The level of debt of UNI's graduates has decreased by 13.1 percent decrease since 2010 and is currently at \$22,373.

"That may seem like a lot to some people, and it is. It's nothing to think lightly of, but in terms of national averages and where we see other students, that average is actually very good and below the national average," Bakula said. "We're doing all we can to decrease the debt and keep UNI as affordable as possible, but we still want to be better." 



MILLENNIALS ARE SO LAST CENTURY

LATEST TRENDS DRIVING THE NEWEST
GENERATION OF CONSUMERS



MATTHEW WILSON
Instructor of Marketing

Hardly a day goes by without hearing a marketing expert discussing how important it is to learn how to market to Millennials.

I've been hearing this for a good twenty years now—ever since working with an early mobile group texting client in 1999 who wished to promote their service to Gen Y, as Millennials were then called.

As marketers have furiously worked to adjust to the millennial generation, a new generation of consumers is quietly coming of age with a whole new attitude and identity. They have been named Generation Z.

While Millennials grew up surrounded by digital technology and earned the moniker digital natives, Gen Z is the first generation to grow up fully immersed in mobile and social technology. They are the first generation where social media and online connectivity everywhere is a given.

The whole practice of defining characteristics of an entire generation can be scattershot. It is bound to be quite wrong for certain exceptional outliers. However, identifying key trends that drive consumer behaviors and habits can be useful to marketers attempting to connect and create relationships with a new generation of consumers—and Gen Z is currently poised to rapidly become the most sought-after consumers on the planet.

Gaming Rules

While Millennials have seen a real maturation of professional sports franchises like the NFL and NBA in their lifetimes, Gen Z has come of age as the franchise sports world is seeing some stagnation of interest. Whether due to scandal, controversy or fan fatigue—the big sports leagues just aren't holding as much interest for Gen Z.

With sophisticated gaming consoles that also operate as digital media centers that allow them to use streaming platforms such as Netflix, a rising portion of Gen Z'ers are cutting the cord from traditional cable TV altogether and not looking back. Why watch a football game on television when you can play NFL football with your friends any day of the year on your gaming console?

In the era of Twitch and YouTube, eSports gamers play online and compete in live tournaments that are watched by millions. In June of this year, E3's Fortnite Battle Royale Pro-AM Tournament boasted over 2 million live viewers—one of the most watched competitive eSports events in the western world.

With the IOC even deliberating adding eSports to the Olympics, the eSports tipping point is rapidly being reached.





Big brands are taking note, with Red Bull signing a growing number of eSports figures such as the popular gamer Ninja. With over 15 million subscribers on YouTube, Ninja offers exclusive access to the coveted Gen Z demographic—access that traditional media simply can't deliver.

Look for more big brands to find ways to sponsor, advertise and co-promote eSports and gaming events as a means to connect with Gen Z.

Social Experiences Are Key

To a generation that has been immersed in social media since they were brand new little nodes on their parents' social graph, everything Gen Z does has a social component.

But brands who think that ads on Instagram are a slam dunk should beware—Gen Z is the ad-blocking generation—and advertising must adapt.

Social channels offer brands an opportunity—but Gen Z needs engaging content to attract their attention. The experience they have with your brand will largely determine whether you can connect with them or not.

Fast food chain Wendy's partnered with Kansas City agency VML to create a more engaging and experiential social media presence. With sassy responses to haters on Twitter, the viral #nuggsforcarter retweeting campaign, and the infamous We Beef-in? Mixtape, Wendy's has managed to both increase engagement and sales.

Gen Z Influencers Are All On YouTube

Brands who wish to connect with Gen Z have increasingly found that partnering with influencers can be a way to authentically connect with this media savvy audience.

Ask anyone under the age of 18 to name some celebrities they idolize, and you won't hear a typical list of Hollywood celebrities or musical artists. YouTubers like DanTDM, ElRubiusOMG, and Pat and Jen of PopularMMOs are the new A-Listers.

These savvy YouTubers are already proving that YouTube success can be a springboard to real brand-building. British YouTuber DanTDM, aka Daniel Middleton, has created thousands of videos that have been viewed billions of times by his millions of subscribers. He's also written a *N.Y. Times* best selling children's book and performed a live show on a 97 stop global tour that played to sold out Gen Z audiences at ticket prices rivaling those usually reserved for top echelon musical talent.

Much is yet to be written about the evolving tastes, habits and preferences of Gen Z—but one thing is for sure: They are destined to become a significant market that will hold tremendous opportunity for the brands that understand and connect with them.

CREDIT: DanTDM



ETHICS IN THE NEWS

DAVID SURDAM
Professor of Economics



AIRBNBS FLAUNT REGULATIONS

Popular Airbnbs are raising hackles among legislators and the hospitality industry in many cities (*Portland Tribune*, August 14, 2018, 1-2). Critics of Airbnbs cite lack of oversight with regard to safety and quality.

Established lodging firms face a plethora of regulations. Compliance often means added expense. A new entrant that is exempt from or evades the regulations can operate at a distinct advantage over incumbent firms.

Although many Airbnb operators may not consider themselves “businesspeople,” they are, in essence such. These operators may be subscribing to a tradition of “regulation is good...for the other person.” The ethical issue is whether Airbnbs should operate without observing the rules that incumbents face remains unresolved.

PRIVATE PRISONS AND LOBBYING

Escalating costs have spurred legislators to find cheaper alternatives to government-run prisons. Private entrepreneurs theoretically could find ways to provide prison services more efficiently. Legislators grasped this possibility and approved such entities.

Many state legislatures did not anticipate unintended consequences of their rather inept contracts with for-profit prisons. In order to make for-profit prisons work, government authorities needed to draw up contracts that aligned prison operators' incentives with that of the state and citizens.

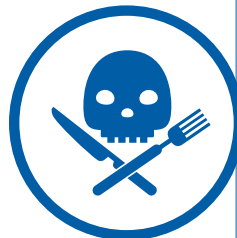
For-profit prison operators have organized into a powerful lobby. Given the stakes involved, however, it is fascinating to see how little money it takes to influence legislators with lobbyists spending a few million and their employers reaping billions.

CHIPOTLE SEEKS CHIMERA

Chipotle has endured recurring bouts of food poisoning. The company's CEO recently vowed to completely eliminate such incidents (*USA Today*, August 17, 2018, B1).

The casual reader probably applauds this endeavor, but is a “zero-tolerance” policy desirable? Driving the probability of tainted food to zero will incur great expense for limited benefits. It might be better to spend the money on improving safety in another context.

Chipotle's CEO is astute enough to realize that in terms of public relations, the press will excoriate any firm making a marginal benefit/marginal cost argument regarding safety. Chipotle's pragmatic policy pursues a chimeric goal at inordinate cost.



DEALING WITH ALZHEIMER'S IN THE WORKPLACE

A woman recently recounted her experiences with early onset Alzheimer's (*New York Times*, September 8, 2018, A21). Her boss immediately assumed she would stop working in a few months. Her co-workers, instead, rallied around and figured out ways to keep her productive and with dignity.

Employers, whether driven by laws or by humanity, face challenges with workers. Afflicted workers retain skills and often loyalty to their companies. Some workers' health conditions will make them costly to employ, but how management responds to their situations sends powerful messages to workers and customers.

Employers will find such workers an opportunity to demonstrate wisdom, compassion and loyalty, but not without difficulties.

TRUE OR FALSE?

LESLIE K. WILSON

Dean, UNIBusiness

A recent *Time* magazine article, “The Real Fake News Crisis,” takes a hard look at the disinformation spread during the 2016 election cycle. Data reveals that six out of ten links get forwarded without the “sender” reading anything besides someone else's summary. Adding to the problem, false stories appear to travel six times as fast as true stories. And, sensational news is more difficult to dismiss and forget! As we seek to lay the responsibility for combating disinformation on the social media providers, such as Facebook and Twitter, maybe we need to consider our own ethical lapses associated with forwarding links that we have not truly reviewed to determine if true. Maybe the maxim, “too good to be true” needs to be changed to, “too surprising/disgusting/alarming to be true” and used as a warning that this may be the real “fake news.”



Fight
4
what's
right!

WILL
WORK
FOR A
CAUSE!

Help
the
poor!

NO!

WE WILL
NOT
CONFORM!

NEW GENERATION
SAME GRIT



DAVID SURDAM
Professor of Economics

Today's college students appear much less enamored with "big business as usual" than their immediate predecessors. Students today are faced with a job market requiring nimbleness, as large corporations no longer offer lifetime employment that Americans of the past experienced.

Perhaps because their interests are no longer as aligned with large corporations, today's students appear more critical of such business entities' intimacy with politicians. Bernie Sanders always struck me as a bizarre piper for today's youth; aside from the promise of "free stuff," I think his message of repudiating Wall Street's power (a power that is likely an exaggeration to some degree) resonated more with young people than older people. Certainly candidates Clinton and Trump's profound ties to big business raised hackles among younger people.

From a business ethics aspect, crony capitalism raises troubling issues. Should corporations influence powerful legislators to enact legislation that is strictly favorable to corporations' interests, and the public be darned? If today's youth push back against such an ethical quandary, these efforts are probably an advance over previous generations.

Today's young people's fascination with "socialism" may be a result of poor understanding of history, although Venezuela's sad experiment with socialism is not yet even history. Young people may be mixing the desire for everyone to share America's gigantic economic pie with the practical difficulties in implementing such egalitarianism. The fascination with socialism is not novel; the

Baby Boomers flirted with socialism (among other "isms") during the 1960s. Boomers also denigrated "working for the man" back in the 1960s; the "man" was typically some business executive.

Young people may not recognize a couple of the benefits of large corporations. First, business in America, including agribusiness, for all of its faults, has created a cornucopia of goods. Food consumes a small proportion of the average modern family's budget as compared with American families of 1900. Of course, "average" masks a range of outcomes. Families with very low incomes or very many mouths to feed may find that they need to devote a much larger share of their income to food and other basics, whereas a family of two professionals devote an almost trivial proportion of their budget to food. To be sure, agribusiness has some drawbacks (almost every human endeavor does), but it has helped provide America with a huge economic pie to divide into slices.

Second, the forcible redistribution of resources can create unintended and adverse consequences. Americans are notorious for resisting authority—a proud legacy for which today's youth can be grateful to previous generations. Persuading billionaires to voluntarily fund programs to help the poor would seem a more civil approach than trying to expropriate their wealth. On the other hand, many people believe that individuals have a right to food, shelter, health care and other items. People holding such beliefs may pay scant attention to the ethical implications of forced redistribution, and, in fact, may not be troubled by such.

If stated as a "right to keep what

you earn," then the producers who earned their wealth by providing goods and services that consumers desired should have the right to disburse the wealth in the manner they see fit. This would complement a "stewardship" approach to wealth. Business ethicists of the past often emphasized stewardship.

Wealthy creative people may believe they are more capable than the average person in distributing resources to help the poor. Stewardship and voluntary giving may inspire people to use their skills, experiences and resources in creative and novel ways to mitigate poverty. Some industrialists of the nineteenth century, for instance, hired experts to help them disburse funds. For young business students, exposure to alumni's experiences may inculcate recognition, compassion and willingness to tackle poverty.

Reasonable people can disagree with the desirability and even the ethics of these different approaches. They may differ on the goals, on the approaches' efficacy in alleviating poverty and on the unintended consequences of such different approaches.

These are basic issues facing all societies across time and place. The fact that there is no unanimity with respect to which approach is "best" (if there is, indeed, a "best" approach) ought to inspire humility in all of us. People have struggled for millennium to create an optimal society. So far, we have failed.

The young generation may be more attuned to the plight of the less fortunate, and perhaps they will create a legacy of mitigating poverty and distress to a greater degree than previous generations. They, at least, appear more inclined to do so. ●

GROWING THE PURPLE CIRCLE



Thank you, *UNIBusiness* alumni and friends for your enthusiasm and loyalty to UNI and current students. As we travel across Iowa and the United States, we appreciate how passionate you are about your educational experience and the relationships you've built along the way. Our gratitude is endless for your generosity and continued support to *UNIBusiness* and its students.

President Mark Nook has a vision and goal to "expand the purple circle." It is our responsibility to share the tremendous educational opportunities available to students, and the successes of our alumni to all of Iowa and the rest of the country. The education that many of you have received has enabled you to be competitive and thrive in your industry, no matter where you are located.

One way that we are expanding the "purple circle" is through our Live Purple, Give Gold initiative. This past April, the UNI Alumni Association set a goal of reaching 1,000 donors during the one day fundraising push. We are excited to announce that we surpassed that goal by 29 gifts. 270 of those came from *UNIBusiness* alumni, friends, faculty and students, surpassing our 2017 total by more than 100 donations! We saw gifts come in from 24 different states, plus Washington DC, and Vietnam. It was very exciting to see Panthers from across the globe come together to make a tremendous impact. One of the core values that we teach students at UNI is the importance of giving back, and it was incredible to witness nearly 100 current students make contributions throughout the day.

Contributions made during the Live Purple, Give Gold day of giving helped support the Dean's Fund for Excellence, scholarships and department programs, which help provide opportunities to students like studying abroad, attending national conferences and competitions, pursuing professional certifications and gaining valuable experience through internships.

Because passionate alumni like you are so giving of their time, talents and treasure, our students have access to a great education and opportunities to grow that can only be found at UNI. As we continue into the future, we are counting on *UNIBusiness* alumni to help our students by serving as role models and professional mentors. Even after graduation, you are a very important part of the UNI family. We have the pleasure of experiencing our beautiful campus every day, and we invite you to come back to campus and visit any time. We love to have Panthers come home!

Thank you for your commitment to *UNIBusiness* and our students. To learn more about how you can make an impact, don't hesitate to contact us.

With Panther Pride,

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UNIBusiness recognizes alumni and friends who made financial gifts to the College during the 2018 fiscal year, which runs July 1, 2017 to June 30, 2018. Your support is greatly appreciated.

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EVERY DOLLAR COUNTS

**399 alumni and friends
gave gifts ranging from
\$1 to \$99 in the 2017-2018
academic year, a 9 percent
increase from 2017!**

**270 donations were made
by CBA alumni and friends
on the 2018 Day of Giving,
making UNIBusiness the
winner of the Day of Giving
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UNIBusiness THANKS

all alumni, faculty and friends
for a successful year.



THE DEAN'S FUND FOR EXCELLENCE

How donors made an impact on students, faculty and the community in fiscal year 2017-2018

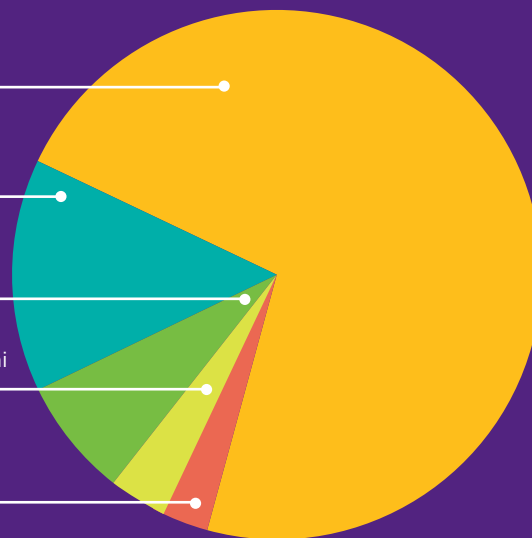
70% **Student Professional Development**
Example: 70+ Travel Abroad Scholarships

15% **Faculty Development & Support**
Example: Cultural Integration Event

8% **Alumni Relations**
Example: Homecoming Activities

5% **Academic Partner Relations**
Example: Partnership meeting in Shanghai

2% **Corporate/Community Relations**
Example: *Business Record* 90 Ideas in 90 Minutes sponsorship



DEAN'S FUND LEADERSHIP CIRCLE

UNIBusiness recognizes those who have made the Dean's Fund for Excellence a focus of their giving with a donation of \$1,000 or more. As seen above, this unrestricted fund primarily supports **UNIBusiness** students who invest time and effort in building a professional edge that will be of immediate, marketable value upon graduation.

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DONATE TODAY AT [BUSINESS.UNI.EDU/DEANSFUND](https://business.uni.edu/deansfund)

KEEPING THE TRADITION OF GIVING ALIVE

The University of Northern Iowa has been an integral part of the Cuddeback family.

Jim Cuddeback, who graduated from UNI in 1970 with a degree in science, met his wife, Jane (Education '70), at the school. Their children, **Jeff** (Finance '97) and **Jared** (Finance '99), received finance degrees in 1997 and 1999, respectively. Jared met his wife, Elizabeth at UNI as well.

UNI also provided the family with successful and satisfying careers. Jim worked in teaching for four years before

farming with his father. Jane taught for 25 years. Jeff and Jared both work in the real estate industry.

"The school has been very good to our family," Jim said. "It provided two generations with good education that prepared us for our careers. We feel that was quite important and quite helpful for us."

Over the years, Jim and Jane made smaller, annual contributions to UNI but now they are in the process of setting up a scholarship in the family name.

Both Jim and Jane lived and worked in

the Washington, Iowa, area, so the money will be aimed toward students from the area pursuing a career in teaching.

It's the least the Cuddeback family feels it can do for as much as the school has done for the family.

"We feel like if we can afford to help out a little bit, we'd like to do that," Jim said. "I'm 70 years old, so it's time for me to think about giving back. Our family has been fortunate, and life has treated us well—UNI has treated us well—so we're hoping to help some by giving to other people." ♥

UNIBusinessTHANKS the Cuddeback family for your generous contributions to the University of Northern Iowa and the College of Business Administration.

THOMAS AND CARLINE PHILLIPS PAY IT FORWARD

Thomas and Carline Phillips have always felt the need to give back to the community.

Both are graduates of East High School in Waterloo, Iowa, and are now in the school's hall of fame. Thomas spent his career as an executive with some of the biggest international food companies, and Carline spent hers as an adjunct professor at Drake University.

They always knew they wanted to give back.

"We were able to pay our mortgage and eat and so on, and being Christian, now is the time to give back to people that are less fortunate," Thomas said.

Thomas, a member of the Iowa African American Hall of Fame, graduated from State College of Iowa, now the University of Northern Iowa, in 1966 with a degree in business administration. He and Carline met at State College of Iowa and married in August 1966.

Thomas said he and Carline are big proponents of endowed scholarships, which are scholarship funds that go toward paying a student's tuition or any other fees for school. The Phillipses have endowed several scholarships through the Community Foundation of Northeast Iowa, which administers charitable funds. They also have endowed several scholarships through the University of Northern Iowa, including the Dr. Carline Phillips Endowed Education Opportunity Fund.

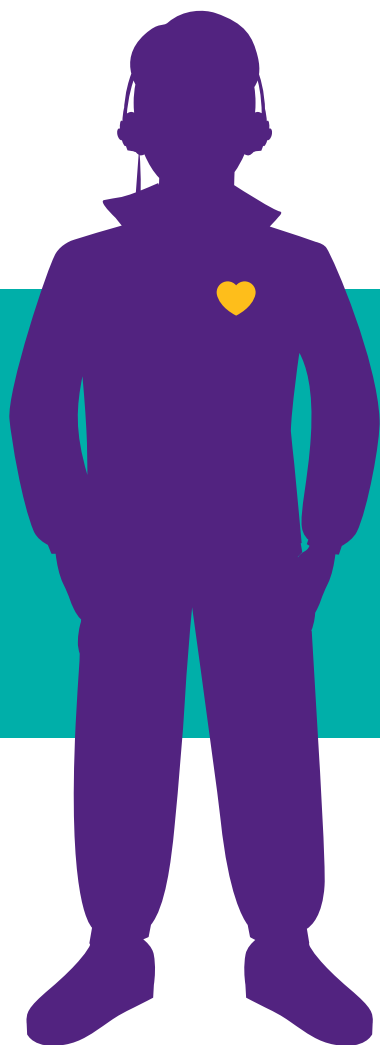


A lot went into the decision to give back, but a big part was Thomas and Carline's Christian faith. Thomas also had some financial help when he attended school in the mid-1960s.

"We're pleased to do whatever we can do, and we believe whatever we can do is very helpful," Thomas said. "[The gift I received in college] was significant. That was huge. I think that convinced us, if that's the right word, that a small amount or what might sound like a small amount, can make a difference." ♥

UNIBusinessTHANKS

Thomas and Carline Phillips for your generous contributions to the University of Northern Iowa.



GENERATIONS OF **GENEROSITY**





"I think people just see scholarship money as just money from the school, but it went a long way for me. It was great to see everyone working together and helping me get across that finish line."



Allie Hodson
(Finance and Actuarial
Science '16)

According to research by Blackbaud, a leading philanthropic research institute, the majority of Millennials, Generation X'ers, Baby Boomers and Traditionalists give back. And early research on Generation Z suggests making a difference—philanthropically or otherwise—is essential in their lives and careers.

At UNIBusiness, there is a rich history of giving back. And regardless of what generation each donor comes from, their contributions go a long way toward UNIBusiness' main mission of ensuring student success in the classroom and the workplace.

A quick turnaround

Allie Hodson (Finance and Actuarial Science '16) knows not to take money for granted.

Hodson, an actuarial assistant at Allstate Insurance, graduated from UNI in 2016 with a degree in finance and actuarial science. Because of scholarships—she was one of the few who received UNI's Presidential Scholarship—and a fund her grandfather left for her, Hodson graduated without debt.

She still worked a job while in school, but that was because she wanted to boost her work ethic and have some extra spending money.

"It made me appreciate the money given to me," Hodson said. "I think people just see scholarship money as just money from the school, but it went a long way for me. It was great to see everyone working together and helping me get across that finish line."

Now Hodson, despite being just a couple of years out of school, is giving

back to help others cross that finish line. Hodson has made two contributions in the past two years, and each dollar was matched by her employer, Allstate.

Hodson said she can't contribute much more at the moment—she's still only 24 and saving up for a house—but her plan is to start a scholarship fund for women who go the science, technology, engineering and mathematics (STEM) route like she did.

"I just want women to know that they are welcome in that field, and they do fit in," Hodson said. "I think having some financial support behind them will help a lot."

When she first donated, Hodson said she received an influx of emails from the school surprised that she donated at such a young age. But she feels it's the least she can do to help students get through college with a little less stress.

"It doesn't have to be hundreds of dollars," Hodson said. "UNI will take any gift you give them. It all adds up, and once you start giving and see the impact it has on students, you can work your way up to make a bigger difference by granting someone a scholarship."

"Everything helps, and I don't think that can be overstated."

An easy decision

Stewart Carter (MBA '09) didn't really have a hard decision on his hands when he was asked by UNIBusiness Dean Leslie Wilson to be a part of the Dean's Executive Advisory Board three years ago. He was interested in finding opportunities to give back long before Wilson's inquiry.

"I had been trying to get more engaged and give back," said Carter, who is from the Cedar Falls/Waterloo area but received his undergraduate degree at Southern University in Louisiana. "That

was an easy thing to say yes to, and an easy place to offer my viewpoints on issues. It's been a good match."

Carter, a logistics manager for John Deere, saw his role on the board as two-fold: to help shape students for opportunities in the workplace, including John Deere, and to mold the UNI curriculum and mission for a brighter future.

Carter, who is on the board of the National Society of Black Engineers, believes he can add some valuable input regarding diversity and inclusion in particular.

"Being a person of color, I can talk about some of those challenges to ensure UNI is doing all the right things," he said.

Carter, who is 54, touches on a point that can be forgotten when thinking about giving back: time. Carter and his wife, Chelsea, give annual financial gifts to the university and have a goal of creating a scholarship in the future, but they believe time is their most important resource to give back.

"Sometimes universities need your time," Carter said. "We've consciously and intentionally figured out ways to give more of our time in addition to the financial support. My advice to other folks is to think of the gift of time as one of the most precious and valuable things you can do.

"There is so much power in giving, and in today's society that can be the key thing in helping the university be successful and students be successful."

All in all, as Carter reaches retirement age, he wants to influence the lives of the new generation while creating a legacy that remains for many years to come.

"Leaving a legacy is not saying that we're giving up on life," Carter said with a laugh. "As you get older, giving back is more important and those things—time and money—are more impactful for a longer period of time. We love being able to do that."

Helping the next generation

Craig McCollam (Accounting '82) was always a saver, so his high school jobs went a long way toward paying off his college education. But that doesn't mean he didn't experience some of the hardships of paying his way through college.

That's why McCollam and his wife, Sharon, who attended college through night school, try to make it a point of emphasis in their household to give back.

"We knew how difficult it was to go through college with tough finances," McCollam said. "We were very fortunate in our careers and things have gone well for us, so we thought we should give back and help other people who don't have the means to go to college otherwise."

McCollam, 58, is retired now, but he most recently worked at a private company called Aurora Networks as chief financial officer. While he and Sharon gave smaller gifts in the past, they set up an endowed scholarship three years ago. They've also given back to Sharon's alma mater, the University of Central Oklahoma. Sharon was a successful chief financial officer for a number of organizations, including Best Buy.

For Craig, it's important to give back to help those who may not have any other way to go to college. And that means the world to him. He especially enjoys receiving feedback from students he's helped.

"It's a great feeling to know you can help the students that are not fortunate enough to go to school otherwise," McCollam said. "It's important we help them do that. I think it helps the generation that's going to college now be better, and that's better for all of us in the long run." ♥

UNIBusiness THANKS
donors of all generations.

"There is so much power in giving, and in today's society that can be the key thing in helping the university be successful and students be successful."



Stewart Carter
(MBA '09)

A DECADE OF READINESS

The Professional Readiness Program
Celebrates Ten Years

The beginnings of what became the Professional Readiness Program® (PRP) were prompted by a pointed question.

Kevin Steere (Accounting '67), then on the Dean's Executive Advisory Board, and then UNIBusiness Dean Farzad Moussavi decided to meet for lunch in Seattle, near where Steere worked at the time, to discuss matters related to the college.

Moussavi cut right to the chase.

"He asked me, 'What did UNI not deliver to you when you were in school?' " Steere said. "And then we chatted a little bit about it."

Steere had much in mind. While the education at UNIBusiness was integral to his success, Steere believed there was a missing link between the classroom and the real world of business. After graduating from UNI, Steere, a Cedar Falls native, moved to Chicago to start his first job at what was then the accounting firm Price Waterhouse. It was a culture shock, to say the least.

"It was quite the transition for me," Steere said. "There were 90 individuals in my training class when I started, and they came from all different cultures and nationalities. I had never dealt with such a wide range of diversity. Some exposure as a student would've been wonderful."

Steere and Moussavi also discussed the importance of students learning letter writing and business communication for networking events. These were crucial career skills students weren't being exposed to in the traditional classroom.

The deficit in soft skills was evident in the professional world, too. When following up with companies regarding interns, the leadership at UNIBusiness discovered its students seemed afraid to speak up in meetings, but when they did, their input was valuable.

All of this fueled the discussion between Steere and Moussavi in

2007. Near the end of lunch, Steere gave Moussavi a pointed statement of his own.

"I just told Farzad, 'Let's start this program,'" Steere said.

Finding success

In 2008, with modest funding and goals, UNIBusiness started the pilot program under the name of the Professional Skills Initiative. The courses weren't required, as they are now, and about 60 volunteer students signed up.

One of the first events was a business etiquette class.

"It had all the silverware and all of the glasses, and instructors told us what glasses to use, what silverware to use," Steere said. "A lot of the students hadn't been exposed to that."

During those early years, the leadership of the college sought constant feedback on the program and what to include. Steere called it a "trial and error period." It continued to grow, and in 2010 UNIBusiness launched it as a full program with a new name—the Professional Readiness Program.

All students were required to take classes to graduate. While that wasn't very popular at first, students eventually warmed up to the idea.

"I'm most proud that students now see the value in the program," said Katie Hillyer, the current director of PRP.

"When it was first launched, it was viewed as a zero credit program that they were forced to do. I think we've made tremendous strides in students' opinions of the program and showing them that PRP adds value to their marketability and professional readiness."

Hillyer was first involved with the program as member of the Presidents' Council student group when the Professional Skills Initiative launched in 2008.

In 2010, when the program took a big step and became PRP, Hillyer

“Everywhere I go, PRP is the model program. It’s the link between a business school and organizations that are looking for fresh job candidates. PRP does that beautifully, and it could be a model for how we add value for both the students and the organizations looking to hire our students.”

was working in corporate relations at *UNIBusiness*. Her job was to find alumni and professionals to speak during the workshops. In 2013, she was promoted to director.

She has led the growth and expansion of the program.

Now PRP offers four levels, the first two of which are required. Level one focuses on the basics: starting a career, identifying personal strengths and kick-starting collegiate life right. Level two dives into more specific topics for skill and career development: innovative and collaborative thinking, emotional intelligence and communicating with confidence. In level three, students choose the topic they feel is most beneficial—from how to manage in a multicultural, multi-generational environment to preparing for the Microsoft Excel Specialist & Expert certification. In level four, students work with an alumni mentor to further define the steps and skills necessary to meet their personal and professional goals.

The success of PRP is evident ten years later, as the program has become an asset for the thousands of *UNIBusiness* graduates. Many students cite their PRP skills on résumés and during job interviews.

“I am blown away at the success of it,” Steere said. “There has been a lot of work and a lot of thought put into it, but I’m very pleased that it’s gotten this large and popular. It exceeds my expectations.”

Into the spotlight

Ross Mecham, director of organizational development at Virginia Tech, has worked with PRP for a number of years and has a unique perspective on the program, given his work with many different institutions across the nation. He said other universities are taking notice.

It’s not just Mecham saying that. PRP was named a “best practice in business education” by the Association to Advance Collegiate Schools of Business (AACSB) in the college’s most recent accreditation review.

“Everywhere I go, PRP is the model program,” Mecham said. “It’s the link between a business school and organizations that are looking for fresh job candidates. PRP does that beautifully, and it could be a model for how we add value for both the students and the organizations looking to hire our students.”

It’s not hard to see some of the results of PRP through the alumni and instructors who have experienced it.

Jessie Cruise (Marketing ’15) went through PRP, served as a peer mentor as a student and is now returning to the program as a trainer. Cruise, who works in human resources at Principal Financial Group, said those courses were unique and invaluable to her career.

“I thought the content was very useful,” Cruise said. “I really liked the energy there, and I liked that there were different speakers every week. I would say that my experience was really, really positive, and it was unique to have those classes to teach me those skills.”

PRP was also recognized in the fall issue of *BizEd* magazine, a leading business school publication. Sarah Noll Wilson (Theater Performance and Education ’03) contributed to the *BizEd* coverage and teaches a PRP workshop about innovation and how to create an innovative culture within teams.

For Noll Wilson, the soft skills paired with the ability to network and meet actual professionals makes PRP unique.

“I think it’s powerful to give students additional exposure to people

who are practitioners in the field,” Noll Wilson said. “It’s not just from an academic perspective, which is really important, but the ability to talk with those who have real-life experiences.”

Even though PRP has gained a spotlight on the national stage, there are plans for even more growth.

Hillyer is continually increasing the topics available at level three to give students more choices and more incentive to taking the optional levels. In level four, mentors are essential for the success of the program. Hillyer encourages alumni to reach out and see how they can help.

Hillyer’s goal is for at least 50 percent of UNIBusiness graduates to complete all four levels of PRP. But to do that, students must recognize the value of the optional levels.

“I learned early on that one of the most important factors in getting students to actually learn in this zero credit environment is to show them the relevance of the training to their professional development,” Hillyer said. “There isn’t a stick attached to PRP’s courses in the form of a grade, so we need to intrinsically motivate the students with career carrots.”

Over the course of PRP’s life, it has changed to meet the needs of students, and the future looks just as bright for a program that was just an idea a decade ago.

“PRP truly lives up to its name,” Mecham said. “Those students are ready to interview, ready to impress recruits and ready to work with a skill set others don’t have.”

“The most impressive thing is that it’s still relevant today. Sometimes you put something in place, and ten years later it’s no longer relevant. PRP continues to evolve, continues to stay relevant, and I think that’s important for students.” **10**

Spinutech Preps Students for Digital Marketing Future

The future of marketing is digital. Spinutech, Inc., a web design and digital marketing company, and UNI’s College of Business Administration, are making sure today’s business students are ready for it.

Spinutech was founded by three University of Northern Iowa alumni and has recently partnered with its alma mater to recruit prospective business students and engage existing students through digital marketing.

Through the partnership, Spinutech will serve as a supporting sponsor of the Digital Media Emphasis in the Department of Marketing, and provide digital marketing exposure through the College’s Professional Readiness Program.

“Our partnership with Spinutech is crucial to ensure that our digital media graduates are career-ready and immediately productive on the job. Especially in the digital marketing space, changes are occurring so fast that it is hard for those in the industry to keep up. Not only does this partnership help those students who are engaged, but the examples they bring into the classroom influences our curriculum as well,” says Leslie K. Wilson, dean of UNIBusiness.

“As UNI graduates, we want to give back to the school that prepared us for success by helping prepare the next generation of business students for real-world jobs in digital marketing,” says **Marc Reifenrath** (Marketing ’01) founder and president of Spinutech and UNIBusiness marketing advisory board member.

In addition to digital marketing education, Spinutech provides career opportunities to UNI alumni, especially in the Cedar Valley. The company employs 23 former Panthers—nearly 40 percent of its workforce—as digital strategists, web designers and web developers. The partnership with UNIBusiness ensures students have the education and training to succeed in the rapidly-changing digital marketing landscape, both at Spinutech and in the business world as a whole.



Founded in 2000, Spinutech, Inc., is a web design and digital marketing company based in Cedar Falls, Iowa, with additional locations in Chicago, Ill., and Des Moines, Iowa. Spinutech specializes in creating great website experiences and research-based digital marketing strategy for healthcare organizations, manufacturing companies, dealer and franchise networks, financial institutions and other businesses all over the United States.



Inaugural Hall of Fame Event Honors Influential UNIBusiness Women Graduates

While women have the motivation, determination and smarts for success in business, they often don't have the role models needed to see future success in themselves, especially in traditionally male dominated fields. As a step toward providing such role models to UNIBusiness students and honoring those first women who studied business at UNI, the UNI Women in Business (WiB) student organization has established the Women of UNIBusiness Hall of Fame.

"The purpose of the Women of UNIBusiness Hall of Fame is to honor the women who came before us and made the initial cracks in the glass ceiling," said previous WiB president **Hailey Popp** (Supply Chain Management '18). "It's a wonderful reminder of the strength of women and an inspiration as to the impact we can make in business."

As the WiB team reviewed information available to them about alumnae, they were keen to recognize early graduates in the first class of inductees. UNI's history as a normal school meant that early commerce courses, the precursor to business courses, were focused on developing teachers to teach these subjects in high school. In the early to mid-part of the 20th century, a high school education was all that was needed for a man, and sometimes a woman, to

start a job, since very few attended college. It wasn't until sometime into the 1960's that a few pioneering women began to choose a business degree with a non-teaching track.

For the WiB team who chose the nine 2018 inductees, these are women who were "firsts" in some way. While some graduated as business teachers, their careers eventually shifted in a different direction, establishing careers in areas that are still dominated by men today. Many balanced work and family, unusual for the day, when a woman was expected to stay home with her children. Many found themselves the only female in the classroom as they studied accounting and pursued a CPA designation.

"It was very difficult for women to even break into business, let alone be so successful at that time," said **Kate English** (Management '18), former vice president of events for WiB. "It's great to see these women who really made a mark."

Eight of the nine women attended an April event where they were inducted into the Women of UNIBusiness Hall of Fame. As the inductees gathered in discussion, many remarked how they graduated in a time when women weren't seen as equal to men in the workplace. They had to push for progress and work hard to be recognized. However, WiB members recognized a common characteristic among them all.

"The students were amazed at how unremarkable the women felt they were," said Katie Hillyer, WiB advisor. "The inductees achieved tremendous success in their lives, personally and professionally, but to them, they were just living their lives."

The inductees' stories inspired those in attendance to make their own impact.

"Each individual had her own story and own journey of making an impact. I was lucky to be able to network and talk to these trailblazers, and I hope I can make a fraction of an impact as they have," said **Lauren Tielbur** (Management '18), vice president of marketing for WiB.

WiB plans to annually honor women connected with the College who can serve as role models to current and prospective business students for their career success. An interactive display housing a virtual Hall of Fame is in development, to be installed in the Curris Business Building and eventually available through the College's website. The College is also working in partnership with Rod Library to interview the inductees and archive their oral histories. WiB is seeking nominations for the next group to be honored in the spring and encourages alumni to consider classmates or colleagues who deserve recognition. Send nominations to Katie.Hillyer@uni.edu



Current gender research continues to uncover how difficult it is for women to reach the highest levels of organizations, especially traditional business organizations. The 2018 Women of UNIBusiness Hall of Fame inductees are examples of those who helped insert cracks, if not full holes, into the glass ceilings of their respective organizations. It is with great pride that the UNIBusiness Women in Business student organization shares the stories of these nine women.



BRENDA CLANCY (1975)

Brenda Clancy (Accounting '75) began her career as an entry-level accountant with Transamerica. She rose through the ranks of the organization, holding several leadership positions including controller, Executive Vice President of Information and Finance, Treasurer and Chief Operating Officer. She was involved in numerous acquisitions, business integrations and reorganizations, and worked closely with the Dutch parent company, Aegon NV. She served as the Global Chief Technology Officer for Aegon during the last three years of her career. Brenda is now retired but also continues to use her experience and education in business by serving as a member of the Board of Directors for United Fire Group and UnityPoint Health in addition to other volunteer activities.



PATRICIA FICKESS (1971)

Patricia Fickess (Business Teaching '71) grew up in a family supportive of women and was often told there was nothing she couldn't do. Her success has proven it true. In addition to raising her own children, she took in her sister's children when her sister passed away of breast cancer. With six children at home, Patricia attended UNI on a full scholarship, balancing a full load of classes each semester and an overload of 24 credits in her final semester. According to Patricia, until the day of her graduation, no one at UNI knew she was the mother of six.

After several years teaching business courses in the Waterloo schools, Patricia entered the pump industry, working for Viking Pump. In 1986, she purchased her own pump distribution company, located outside Pittsburgh, Pennsylvania. Today, her company is the largest female-owned pump distributor in the United States.



LAURA HUISMAN (1969)

Laura Huisman (Accounting '69) was one of the first female, non-teaching, accounting graduates. A leader from a young age, Laura served as president of the Associated Women Students organization while at UNI. She recalls the many job rejections she received as she embarked on her accounting career. Undaunted, she landed her first accounting job, earned her CPA designation and an MBA. She built a successful career in corporate, non-profit and government accounting, finally retiring as Director of Finance and Controller for L-3 Communications.



LOIS ISEMINGER (1971)

Lois Iseminger (Accounting '71) earned her CPA designation followed by an MBA from the University of Chicago. She built a career in public accounting in auditing, taxation and quality control. She also established Iseminger & Associates, specializing in bookkeeping for small businesses and not-for-profit organizations in Chicago. Through her work as an accountant, she discovered a love of art, acquiring art objects and building an impressive collection. In 2010, Lois donated her significant collection to the UNI Permanent Art Collection. Lois is recognized as an early entrepreneur from the College and proof that accountants are anything but boring.

UNIBusiness THANKS

Peter and Lynda Goulet for making this event a reality through the Lynda Goulet Women in Business Endowment.



GLADYS MEIER (1954)

Gladys Meier earned a business teaching degree in 1954. She taught in Traer, Decorah and Burlington before venturing west to teach in Colton, California. Returning to Iowa, her career took a new direction as she accepted a position with Equitable of Iowa where her strong math skills were quickly put to use. Shortly after starting, Gladys was given an aptitude test to determine her potential for a new role: programming. Her career changed again. Gladys' programming career spanned vast changes in technology and development of many new systems. She retired in 1990 as a Senior Programmer, still with Equitable of Iowa. We speculate, although do not have any solid proof, that Gladys was one of the first, if not the first, female UNIBusiness graduate to enter the programming field.



MARY PECH (1972)

Mary Pech remembers clearly being referred to as an "office girl" early in her career—and being paid accordingly. Having already earned a BA in Management from UNI in 1972, she returned to UNI to earn her MBA in 1979. She went on to have a successful 26-year career with AEGON USA Investment Management, the investment subsidiary of AEGON USA, retiring as a Vice President in 2009. Mary remains active in retirement, volunteering her finance expertise to many organizations, including the CFA Institute as a member of the examination team.



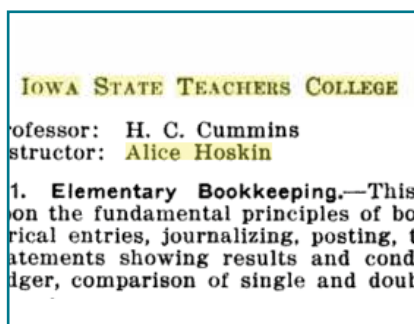
PATRICIA RAUSENBERGER (1964)

Patricia Rausenberger earned a bachelor's degree from UNI in 1964 and her Master's in 1968, while working as an analyst for a large insurance company in Fulton, Illinois. When that company moved to Chicago, Patricia was moved into the role of training new staff in the Chicago office. An early telecommuter and working mom, Patricia juggled family and career, spending weekdays in Chicago and returning home for the weekend. She attributes the need for her work in training and development to the high turnover rate that resulted from women being asked to leave the company once they became pregnant. Eventually Patricia dropped her commuting and focused on managing Rausenberger real estate investments with her husband, where she remains active.



JEAN TRAINOR (1975)

Jean Trainor (Accounting '75) like many of her classmates, started her career in public accounting before moving into other industries. For Jean, this was with John Deere Community Credit Union, now known as Veridian Credit Union. She moved into many leadership roles, eventually serving as CEO for more than two decades. Under her leadership, Veridian grew to be the largest credit union in the state, expanding its membership by 333%. Jean also became a champion for inclusion, a cornerstone of Veridian's culture, and continues to work with business leaders in the Cedar Valley and beyond to help them implement inclusive practices. Jean stepped down as CEO in 2015 to become Chief Inclusion Officer for Inclusion Connection, the not-for-profit organization she established with her son. Together they promote inclusive communities that live, learn, work and play together.



POSTHUMOUS HONOREE

Long before the College of Business Administration was established, UNI offered courses in Commercial Education, the precursor to the Department of Business Education. **Alice Hoskin Salter**, a 1915 graduate of Iowa State Teachers College, was hired as the first female instructor in Commercial Education, and taught primarily shorthand and typing during the 1916-1917 academic year. Alice Hoskin Salter would later lead the Commercial Department at Baltimore High School, before earning a Ph.D. from Cornell University in New York in 1939. She taught sociology at Coe College before retiring in 1955. Alice is honored posthumously as the first female faculty member teaching business courses.

NEW FACULTY AND STAFF



JENNIFER ANDERSON **Business Teaching Program Coordinator**

Jennifer obtained her degree in AgBusiness from Iowa State University and later received her M.Ed. from Temple University. She worked as a business teacher in a large, urban school in Pennsylvania and, more recently, at Treynor, Iowa. Jennifer is active in Association for Career and Technical Education and currently serves on the National Business Education Policy Committee.



YI CHENG **International Advisor & SDJU Liaison**

Yi has a bachelor's degree in Human Resource Management from Guangdong University of Foreign Studies in Guangzhou, China. She also earned a master's degree from Lancaster University in Human Resource and Knowledge Management. Yi was previously an Adjunct Instructor of Management in 2013, teaching Organizational Management.



JENNY CONNOLLY **Academic Advising Manager**

Jenny completed her undergraduate degree in Social Science Education and later earned her Master of Arts in Education: Post-secondary Education: Student Affairs from the University of Northern Iowa. She's previously held positions in the Department of Residence and Office of Admissions at UNI.



LINDA DEBARTHE **Instructor of Accounting**

Linda earned her Ph.D. from the University of Iowa, her M.P.A. from the University of Texas-Austin and her B.A. from Graceland University. She has spent most of her career teaching a variety of accounting and business classes. Her research interests are personal finance and social entrepreneurship.



MARY FRIEDRICH **Secretary of Marketing & Office for Professional Distinction**

Mary has worked on campus in many capacities, spending time in the Department of Mathematics, Information Technology Services and the Department of Residence, before joining the College of Business Administration. In her role at UNIBusiness, Mary works in the Office for Professional Distinction and the Department of Marketing.



DENITA GADSON **Student Diversity Programs Coordinator**

Academic success is imprinted in Denita's DNA. She began her career in academia—teaching at two Historically Black Colleges and Universities and the University of Iowa, where she earned her Ph.D. The first among her 15 siblings to graduate from college, Denita enjoys empowering students as an Academic Advisor and challenging them to consider the value-add proposition of their decisions on their personal and civic life and professional development.



MATTHEW HAMPTON **Assistant Professor of Economics**

Matt earned his Ph.D. in Economics from the University of Alabama and his B.S. from Middle Tennessee State University. He researches in the areas of health economics, labor economics and economic demography. One focus of his research is on the rapid rise in ADHD prevalence across time and its link with educational policy.



JUSTIN LALLEMAND, PH.D., CFA
Assistant Professor of Finance

Justin's professional background is largely in commercial banking where he worked as a Credit Officer for Arvest Bank in Bentonville, Arkansas before pursuing his Ph.D. Prior to joining the UNI faculty, Justin was an Assistant Professor of Finance at the University of Denver.



AMY LIEKWEG
Secretary of Finance

Amy received her bachelor's degree in human services from Upper Iowa University. Amy started as a secretary for the University of Northern Iowa in the School of Applied Human Sciences in June 2014. After three years of service, she transferred to the Department of Finance.



SAM MATTHEWS, PH.D.
Assistant Professor of Management

Sam Matthews joins the Management Department in the Human Resource Management area. He completed his doctoral degree from the University of Oklahoma. Prior to studying at Oklahoma, he received his MAcc from Brigham Young University and subsequently worked as an external auditor for Deloitte.



COLENE SASSMAN
MBA Program Assistant

Colene provides support to students as they enter the MBA program and throughout their educational careers. In addition to overseeing the application process, Colene monitors student progress, communicates with students on program requirements and supports the operations of the MBA program in both Hong Kong and Shanghai.



STEVE YERKES
Instructor of Finance

Steve is currently an Associate Wealth Management Advisor with Northwestern Mutual. Steve is part of a team practice with Mark Funk, where he takes the role of lead advisor specifically with retirement planning and investment clients. Steve started teaching at UNI January 2015 as an adjunct faculty member and now teaches full time in addition to working at Northwestern Mutual.



GUNWOO YOON, PH.D.
Assistant Professor of Marketing

Gunwoo received a Ph.D. in 2015 from University of Illinois at Urbana-Champaign. Prior to joining UNI, he served as an Assistant Professor of Advertising at University of Miami. Gunwoo studies the impacts of new information technologies on digital/social media marketing strategies.

RETIRED FACULTY AND STAFF

A. GERALD SMITH
 Professor of Accounting

L. RICK CHRIST
 Associate Professor of Accounting

NANCY HOFFMAN
 MBA Program Assistant

MICHAEL KLASSEN
 Associate Professor of Marketing

A. FRANK THOMPSON
 Professor of Finance

SUSAN WURTZ
 Associate Professor of Management



IN MEMORIAM



Rex Karsten, MIS Professor, passed away surrounded by loved ones on December 11, 2017 in Cedar Falls, Iowa.

Rex earned a bachelor's degree from Michigan State University and a master's degree from Central Michigan University, both in psychology. At age 40, and with the unwavering support of his wife, Laurie, he left Cheyenne and moved his family to Lincoln, Neb. to earn a Ph.D. degree at the University of Nebraska in what was then an almost unknown discipline—Management Information Systems (MIS). After receiving his Ph.D. degree, Rex began an illustrious 24-year career at the University of Northern Iowa as an MIS professor.

Over the course of his academic career, Rex taught and motivated thousands of students. Rex's ability to be an outstanding teacher, researcher and service provider resulted in his being named the first Nationwide Mutual Insurance Company Professor in UNI's College of Business Administration.

Rex is survived by his wife, Laurie; daughters Kristen (Michael) Landau, Cedar Falls, and Kali (Jared) Chappellear, Cedar Falls; grandsons Jack Francis and Edward Rex Chappellear; mother Ethel Karsten, Grandville, Mich.; brother Jeff (Rose) Karsten, Grandville, Mich.; and best friend Dennis (Pam) Schmidt, Cedar Falls. He was predeceased by his father, Ray Karsten.



GONE TOO SOON

A TRIBUTE TO REX KARSTEN

"Rex was more than one of my favorite teachers. He was a mentor, a friend and one of my favorite people. The thing I remember most about him is, of course, his humor. It was his humor that drew me in. But it was his commitment to his craft and his devotion to his students that earned my respect. I'll be forever grateful to him for teaching me, believing in me and instilling in me the confidence I would need to succeed," Kate Washut, partner and CEO of Far Reach said.

If Rex was here, he would tell us to stop. Kate's words would bring a sheepish blush. But we want to share a bit more about our beloved colleague and friend. The most important things to Rex were his family, including his dogs, his friends and his students. Rex had a thirst for life-long learning that drove him to explore the field of analytics early on. He infused his knowledge of Tableau® into the introductory MIS course and promoted business analytics in other core courses.

As a scholar, he was a sought-after co-author. He produced numerous scholarly publications, but was most proud of his work in the area of student computer self-efficacy. "Rex was not only a great co-author, but he was a mentor to me as I was adjusting to my new roles of scholar and professor," says Amy Igou, assistant professor of accounting. "He helped guide me through a pedagogical project, and he was very quick to share credit."

We can't write a proper tribute to Rex without highlighting his fun-loving spirit and great sense of humor. On his *The Pheasant Guy* blog, he included a photo of an unfortunate mishap involving a wild turkey stuck in the front grill of a truck. The title of the post? "A tale of two Dakotas ... and a 'grilled' turkey."

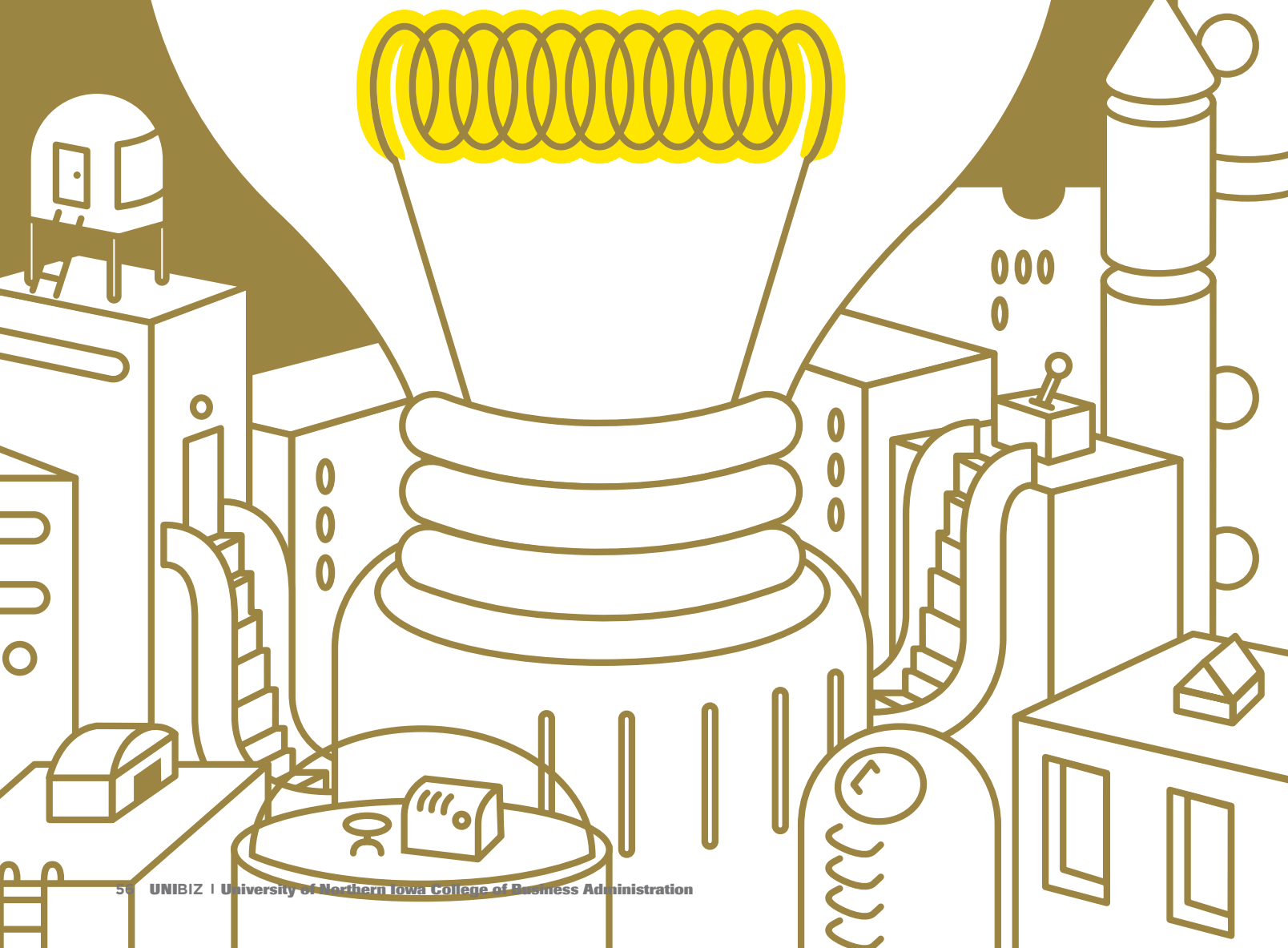
Dennis Schmidt, professor of accounting, knows all about Rex's joie de vivre. "Rex was my best friend for 47 years. We did countless fun things together," says Dennis. "What I like most about Rex was his keen sense of humor and his ability to tell a good story."

Dean Leslie Wilson remembers fondly when she first met Rex at a conference in 1993. "I returned to UNI and told my colleagues that he would be a great addition to the team. And he proved that. Rex embodied the characteristics we value—intellectual curiosity, commitment to teaching excellence and caring for our students and colleagues," says Wilson. "His great sense of humor was the cherry on top."

"Rex was more than one of my favorite teachers. He was a mentor, a friend and one of my favorite people. The thing I remember most about him is, of course, his humor. It was his humor that drew me in. But it was his commitment to his craft and his devotion to his students that earned my respect. I'll be forever grateful to him for teaching me, believing in me, and instilling in me the confidence I would need to succeed."

Kate Washut (MIS '98)
Partner and CEO, Far Reach

GROWING THE NEXT GENERATION OF ENTREPRENEURS



For over twenty years, the UNI John Pappajohn Entrepreneurial Center has provided unparalleled entrepreneurship programming and guidance to students of all ages.

From summer camps that teach 4th graders marketing and sales strategies for their charitable lemonade stands to providing incubation space and guidance to college students running their own businesses right on campus, the UNI JPEC takes great pride in providing a wealth of resources and programming.

One way the UNI JPEC assists students is through the R. J. McElroy Student Business Incubator. Incubator tenants are given office space, as well as the support and resources they need to run their business. Often these students continue their success as entrepreneurs after graduation. In fact, over 70 percent of incubator graduates are still involved in an entrepreneurial related business, a fact that can surely be attributed to the knowledgeable and supportive staff. As the UNI JPEC's associate director Laurie Watje puts it, "We provide that fertile ground for relationships to bloom."

A prime example of this at work is the story of Scott Burak (Digital Advertising, Interactive Digital Studies '17). When Scott stepped onto the UNI campus in 2015, he wasn't quite sure what he wanted to do. He and a business partner had launched a digital marketing company and were running it out of his basement and his

partner's dorm room on another campus, but then Scott took an internship with a company run by Russell Karim in the R. J. McElroy Student Business Incubator. That was all it took; he wanted to be a part of everything the UNI JPEC had to offer.

After another internship with a larger local marketing firm run by two former incubator tenants, Scott took his ever-growing skillset and moved his business into the R. J. McElroy Student Business Incubator where he started working with Brayden Sprague, a local franchisee of College Pro Painters who was involved with JPEC. Around this time, Scott began attending many networking and community events, which he had learned about through his JPEC affiliation. He participated in student pitch competitions and fine-tuned a 30-second elevator pitch about his business. He took that pitch to the Summit Agriculture Group's exclusive annual roundtable and ended up working with the group as a client.

In 2016, Scott took the opportunity to attend the Okoboji Entrepreneurial Institute (OEI), a weeklong intense entrepreneurial "boot-camp" that brings in students from the three Regent Universities, Buena Vista University and Iowa Lakes Community College. While at OEI, Scott met Bryce Bortscheller (Psychology '17) and the two started bouncing ideas off one another. Back on the UNI campus in the fall, Scott and Bryce joined forces with **Darian Jones** (Accounting '17) and Nathan Kriebs to form Iowa Chill, an apparel and lifestyle company that highlights the state of Iowa.

Today, Scott continues to build on the relationships he's gained through his JPEC involvement, including taking on the role of Digital Strategy Manager with Red Lab Technologies, a web development and digital marketing company co-founded by

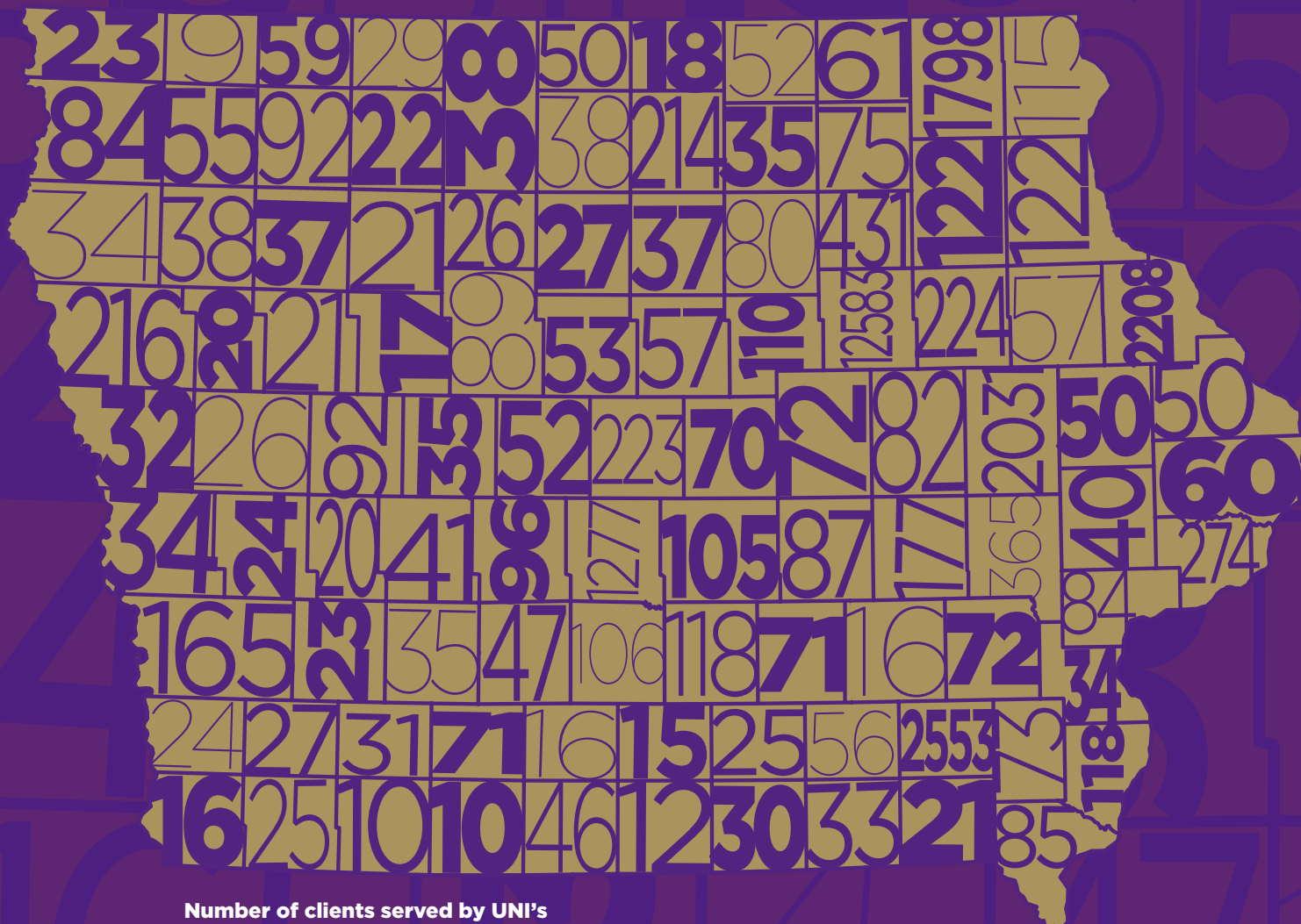
another former R. J. McElroy Student Business Incubator Tenant, Greg Jass.

Scott is just one of many students who have built a career out of the skills gained through the UNI JPEC. Students who interact with this program gain an incredible set of skills experience, all backed by the unrelenting support of the staff. The implications of this are clear: the UNI JPEC equips its students for success. ●

Over 70% of incubator graduates are still involved in an entrepreneurial related business, a fact that can surely be attributed to the knowledgeable and supportive staff.



Scott Burak



Number of clients served by UNI's
Business & Community Services in each Iowa county.

THE ECONOMIC IMPACT IS REAL

Business & Community Services (BCS) takes great pride in providing impactful programs throughout the entire state. In fact, for the 19th consecutive year, BCS programs have served clients in all of Iowa's 99 counties. Since the year 2000, BCS programs have engaged the entire university community in their outreach efforts, including faculty, staff, students and alumni—all of whom play a critical role in Building a Better Iowa.

Specific areas of service offered by BCS programs include entrepreneurship, community and economic development, market research, environmental research, sustainability, advanced manufacturing, metal casting and additive manufacturing.

With the depth and reach of its programming, it's no surprise that BCS and its programs have been recognized for their efforts over the last year.

UNI's Regional Entrepreneurship Project (IDM/JPEC/CBGI) received the Veridian Community Engagement Fellowship Award for the ReNew Waterloo Small Business Retention & Expansion project in North Waterloo.

Business and Community Services was recognized by the Greater Cedar Valley Alliance as the Partner of the Year.

UNI's Green Iowa AmeriCorps program received the Higher Education Award for Innovative Campus-Corps Partnerships and the Program Best Practices from the Service Year Alliance.

The Iowa Waste Reduction Center was recognized by the Iowa Recycling Association with the Commitment to Iowa Award for the development of the Iowa Green Brewery Certification.

The Iowa Waste Reduction Center was recognized with the Food Recovery Challenge Regional Award by the United States Environmental Protection Agency—Region 7 (Iowa, Missouri, Nebraska and Kansas).

Staff from the Metal Casting Center were awarded best technical paper on molding materials at the 2018 Metal Casting Congress.

UNI AND CEDAR FALLS TEAM UP TO EDUCATE HIGH SCHOOL STUDENTS

When the Cedar Falls Center for Advanced Professional Studies (CF CAPS) launched its Business Communication and Design program at the beginning of the 2017-18 school year, it was located in downtown Cedar Falls. The goal was to connect high school students with local Cedar Valley businesses via proximity.

But after the first year, the program was looking for a new location to spur collaboration and learning. That's when Ethan Wiechmann, lead instructor for CF CAPS, ran into Patrick Luensmann, senior program manager with UNIBusiness' Center for Business Growth and Innovation.

"I think he ended up in my office through serendipity," Luensmann said. "They were excited about the prospect of being in our building where they could have access to the same resources we use to assist local businesses."

The ensuing conversation led to a partnership between UNIBusiness and CF CAPS, specifically the Business Communication and Design program. Beginning fall 2018, the program moved into UNI's

innovation incubator, newly named 8120 SparkZone.

"These spaces allow our associates to transition out of a high school setting and into a professional setting needed for our program to be successful," Wiechmann said. "The physical space is greatly appreciated, and at the same time, it is the programs, the staff and the resources on campus which has provided the necessary supports for our student-associates as they develop professionally."

Focused on student growth

The goal of the CF CAPS program is to spark active learning. Students tackle real-world problems, projects and designs for Cedar Valley businesses. This allows students to gain valuable professional skills and knowledge, as well as insight into career opportunities, before graduating into the workforce or post-secondary schooling.

"The program strives to remain on the cutting edge of evolving workforce needs, working closely with businesses and post-secondary partners to develop work that reflects emerging trends," Wiechmann said.

The CF CAPS program began in January 2016 with one instructor, one business developer, 13 students and one program—Technology and Engineering. Positive reviews led to the addition of two new programs in 2017—Education and Business Communication & Design—growing from 13 to 75 students. With Medical and Health Services added this year, CF CAPS is now serving about 140 students throughout the Cedar Valley.

Good for all

The CF CAPS – UNIBusiness partnership provides advantages to both sides. For UNI, high school students become familiar with the range of educational opportunities at UNI, which can lead to more enrollees from the Cedar Valley area. For CF CAPS, UNI's 8120 Spark Zone ensures students have access to top-notch professionals with years of experience guiding and growing new businesses.

The biggest advantage to UNI has been the CF students themselves. They bring a fresh perspective that challenges even the most accomplished professional.



Left to right: Ethan Wiechmann, lead instructor for CF CAPS, Andy Pattee, Superintendent of Cedar Falls Schools. From UNI, Leslie K. Wilson, Dean, College of Business Administration and Jim Wohlpart, Provost and Executive Vice President for Academic Affairs.

“They bring a lot of energy to what they’re doing,” Luensmann said. “They help us look at things differently. They are a resource for the people here, and they are hustling to work on new projects. Eventually, they’ll either make awesome business owners or better employees than they would’ve been without this program.”

This partnership also benefits the Cedar Valley at large. As the students become more involved with local businesses, they create connections with potential employers. That could help when the students are considering employment opportunities in the future.

“When we launched CF CAPS, one of the main objectives was for the student-associates to work with local companies on projects,” said Nate Clayberg, head of business development for CF CAPS. “What has developed over the last three semesters is that the associates, and even their parents, get to learn more about the companies in the Cedar Valley... With CAPS, we are developing them in the Cedar Valley and hope they work in our local companies after they are done with their education.” ●

“The program strives to remain on the cutting edge of evolving workforce needs, working closely with businesses and post-secondary partners to develop work that reflects emerging trends,”

BREWERY CERTIFICATION THRIVES

The Iowa Green Brewery Certification, a program started by the Iowa Waste Reduction Center (IWRC) as a way to reward Iowa breweries for their implementation of sustainable practices and commitment to the environment, continues to thrive. This summer, the program has certified five new breweries including **Big Grove Brewery** of Iowa City, **PIVO Brewing** of Calmar, **7 Hills Brewing Company** of Dubuque, **Second State Brewing Co.** of Cedar Falls and **Court Avenue Brewing Co.** of Des Moines.

Alongside these certified breweries, 12 others have been visited by the Iowa Waste Reduction Center team in order to conduct environmental audits and provide recommendations towards achieving certification.

The IWRC also worked with the national Brewers Association to launch a summer internship program focused on sustainability within the craft brewing industry. With the introduction of this internship, the IWRC is now able to offer certified breweries the opportunity to have their brewing practices and utility usage analyzed using the Brewers Association’s Sustainability Benchmarking Toolkit. From this analysis, brewers are able to compare and contrast their sustainability efforts with other breweries of similar size and scope.

The IWRC has begun working with Dr. Alicia Rossburg from the Economics Department in the College of Business Administration. Dr. Rossburg is studying consumer willingness to pay for sustainably brewed craft beer.

Inaugural Leadership Celebration Honors Students, Faculty, Staff and Alumni

UNIBusiness held its inaugural Leadership Celebration on April 12 at the Commons Ballroom on the University of Northern Iowa campus. Previously known as the UNIBusiness Graduation Celebration, the newly formatted leadership event celebrated business student leaders and the accomplishments of high-achieving business students.

"The nominations we received for the student leadership awards were incredibly impressive," said Katie Hillyer, director of the Professional Readiness Program. "The nominations included students who are leaders in the classroom, in student organizations and through employment in the College. Students from freshmen to seniors were nominated, and nominations were submitted by faculty, staff and students."

This day-long celebration also recognized the success of key alumni who were invited to serve as Alumni in Residence. This prestigious honor is designed to bring alumni experience and expertise "back home" to connect theory to practice for current business students.

Purple & Old Gold Award Winners

Each year, students who display "meritorious scholarship or conspicuous achievement" are recognized with the Purple and Old Gold Award. The class of 2018 award winners were congratulated at the annual UNIBusiness Leadership Celebration.



Accounting
Ryan Ogden



Economics
Kaleb Luse



Finance
Nicholas Wiemers



Marketing
Brittany Sefton



Management
Marissa Heinzerling



MIS
Danielle Lorenz



Real Estate
Alex Martin



Supply Chain Management
Jennifer Ventling



STUDENT ENTREPRENEUR OF THE YEAR: KAYLA KEARNS



SERVANT LEADER
ELIZABETH LELAND



RISING LEADER: SOYEON PARK



LEADERSHIP IMPACT
ZHECHENG (CARSON) ZHOU



STUDENT ORGANIZATION OF THE YEAR: BUSINESS STUDENT AMBASSADORS

ALUMNI IN RESIDENCE 2018

ACCOUNTING**Kevin Zaugg (Accounting '96)***Partner, EY*

Kevin is a Partner in the EY Des Moines office. In addition to advising clients on their insurance needs, he is the EY Americas Insurance Assurance Chief Operation Officer, leads the Financial Services Office based in Kansas City and leads the recruiting efforts for the Des Moines office.

**ECONOMICS****Corey Lorenzen (Economics '99)***Assistant VP/Business Development Officer, Farmers State Bank*

Corey graduated from the University of Iowa College of Law in 2002 and practiced commercial and probate litigation law in the Waterloo, Iowa area for 13 years. He is currently a Vice President and Business Development Officer at Farmers State Bank in Waterloo.

**FINANCE****Scott Breon (Finance & Economics '12)***Finance Manager-Walt Disney World Financial Planning
The Walt Disney Company*

Scott leads financial strategy for Walt Disney World, the most visited vacation destination in the world. Prior to Disney, Scott started his career in Iowa with positions at Mediacom Communications as a financial analyst and Principal Financial Group as an investment analyst focusing fixed income valuation.

**MANAGEMENT****John J. Liston (Management '81)***Area Sr. VP, Arthur J. Gallagher & Co.*

As Area Senior Vice President for Arthur J. Gallagher & Co. in Tampa, Florida, John has 35 years of insurance and brokerage experience. His client portfolio includes global chemical, broadcast and insurance companies. John has been quoted in national insurance publications and has moderated and participated in many industry panels.

**MARKETING****Robyn Leibold Bucknam (Marketing '93)***Owner/President, Adair Promotions, Inc.*

Adair Promotions, Inc. specializes in sports event marketing, with an emphasis in motorsports. Robyn has worked with DEWALT Tools and its motorsports program since 1995, assisting with all forms of their event and sports marketing efforts, including Professional Bull Riding, NASCAR and Major League Baseball.

**MBA****Ryan Risetter (MBA '07)***Executive Vice President for Private Banking, Farmers State Bank*

Ryan started his career at Wells Fargo Bank in Minneapolis. He and his wife, Holly, moved to Waterloo in 2004 to start a family, and Ryan joined Farmers State Bank as a commercial lender. Ryan has had a deep passion for giving back. He has participated in the Waterloo School Foundation, the local Rotary Club, the Cedar Valley Jaycees, Build our Ballpark, Boy Scouts, Westminster Presbyterian Church and numerous coaching opportunities with youth athletics.

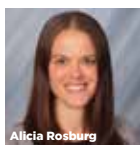
**EXECUTIVE IN RESIDENCE****Joyce Pingel (Information Systems, '87)***Vice President of IT
Kum & Go*

Joyce leads the IT function for Kum & Go and the Krause Holding Inc. (KHI) companies, supporting over 400 retail stores across eleven states with over 5,000 associates. She is known as a forwarding-thinking, energetic and passionate leader with expertise in IT, operations, HR, strategy and business transformation.

Joyce has worked domestically and internationally in financial services/investments IT for 24 years. She was appointed to Iowa Governor's STEM Board in 2017. She is a member of the UNIBusiness Dean's Executive Advisory Board, the Technology Association of Iowa Board and United Way of Central Iowa Board.



FACULTY & STAFF AWARDS



DISTINGUISHED TEACHING
Alicia Rosburg
Associate Professor of Economics



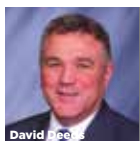
DISTINGUISHED SCHOLARSHIP
Mohammed Rawwas
Professor of Marketing



DISTINGUISHED SERVICE
Brett Olsen
Associate Professor of Finance



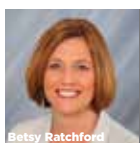
EXCEPTIONAL IMPACT
Tim Lindquist
PricewaterhouseCoopers Professor of Accounting



DISTINGUISHED INSTRUCTOR
David Deeds
T. Wayne Davis Entrepreneur-in-Residence
Instructor of Accounting



INNOVATION IN TEACHING
Dan Bumblauskas
Associate Professor of Management
Hamilton ESP International Fellow for Supply Chain



SPECIAL RECOGNITION
Betsy Ratchford
Instructor of Management Information Systems
CBA Webmaster



Robby Roth
Associate Professor of Management Information Systems



Elisabeth Soliz
Senior Academic Advisor

Bret Jacobsen (not pictured)
Information Technology Support Coordinator

Steve Claude (not pictured)
Information Technology Specialist

2018 STUDENT LEADER AWARD NOMINEES

Mustafa Akbar
Reagan Brown
Marissa Heinzerling
Julie Hendrickson
Cassie Hendrix
Trevor Hilkin
Regan Hodina
Isaac Hoffman
Kevin Kiesel
Destiny Leitz
Cole Malcolm
Allison Noggle
Griffin Scott
Lauren Tielbur
Jacob Vollmar
Jamal White

2018 LEADERSHIP CELEBRATION EVENT & AWARD SPONSORS



Jill Hemphill
Tim Williams (in memory and honor of LaVerne Andressen)
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KPMG
Gaylen & Glenna Miller
Wells Fargo
Pat & Traci Hellman
Jeff Provost / Deloitte
Adam Baumgartner
Jeff Scudder
Gladys Meier

MBA INTERNATIONAL CELEBRATES GRADUATES



The University of Northern Iowa conferred degrees on 51 MBA candidates during the most recent UNIMBA International graduation ceremony held in July. UNI President Mark A. Nook made his first visit to the UNIMBA sites in Hong Kong and Shanghai and presided at the ceremony. Graduates included MBA students who took courses delivered in Hong Kong, Nanhai and Shanghai, China.

"The MBA programs in Hong Kong and China allow us to add to our international profile by sending our faculty overseas and exposing them to international practitioners," said UNIBusiness Dean, Leslie Wilson.

A commencement celebration is held every two years to celebrate the completion of UNIMBA International students, and the program has now graduated more than 300 alumni who join a network of business professionals across the globe.

In addition to President Nook and Dean Wilson, MBA Program Director Dale Cyphert traveled to Hong Kong for the commencement ceremony. Wilson gave the welcoming address, congratulating the students on their accomplishments; Cyphert presented the graduation candidates; graduating student Latheef A. Shaikh gave the student address; and Nook conferred the degrees and closed the ceremony.

UNIBusiness has offered an international MBA program since 2001, which has grown into one of UNI's largest graduate programs. Students complete ten courses and a capstone, all taught by UNI faculty, in an executive-style weekend schedule. More than 40 UNI faculty have traveled to Asia to teach in the program, which caters to working professionals, most holding management positions or owning entrepreneurial businesses. The UNIMBA International program offers an internationally and U.S. accredited degree, enhancing students' business knowledge while allowing them to apply that knowledge in their local business communities.

UNIBusiness Supply Chain Management Students Take 3rd Place in National Competition

At the Operation Stimulus supply chain and logistics student case competition in early February 2018, members of the 19 competing teams were asked to raise their hands if they were classified as anything lower than a senior. About four or five participants raised their hands. Two of them were from the four-member UNIBusiness team.

But judging by the team's performance, age didn't seem to be a hindrance.

The team, made up of seniors Ashley Rasmussen and Brady Eversmeyer, junior Casey Harms and sophomore Kevin Kiesel, finished in third place at the case competition, beating some larger, more experienced schools.

"It was absolutely amazing," Rasmussen said. "You could tell some of the other teams had one or two members do the majority of the work. We definitely pulled it through as a team, and it turned out great."

The case competition, hosted by the Denver Transportation Club in Colorado, brings in colleges from around the nation to innovate and solve logistics problems for fictional companies in an efficient and cost-effective manner. After putting together a plan, teams present in front of a panel of judges. Five finalists are chosen and have to present again after being given a twist to the case.

This year's scenario involved a retail hardware store trying to move purchased goods from Hong Kong to its distribution center in Ohio.

"They were trying to get them from the port of Hong Kong to Ohio in the most cost-effective and the most logistically beneficial way possible," said Dan Bumblauskas, UNIBusiness associate professor of management and the advisor for the team.

While the realistic experience was invaluable for the students, the competition also provided quality networking opportunities with logistics professionals. Rasmussen was actually offered a job because of those networking events.

"The experiences, especially from a networking standpoint, provide a lot of opportunities," Bumblauskas said. "It's not just in the Denver area, either. They have a formal supply chain and logistics conference going on in conjunction with the case competition, so it's a great chance to get job opportunities from companies all over the country."

ACCOUNTING

1970s

Alan Opheim '75

Iowa City, Iowa, received the *Corridor Business Journal's* Financial Executive of the Year Award in the government/education entity category.

1980s

Mary (Beenken) Coffin '83

West Des Moines, Iowa, was named one of the 2018 Women of Influence by the Des Moines *Business Record*.

Kimberly (Pearce) Bakey '84

West Des Moines, Iowa, was named one of the 2018 Women of Influence by the Des Moines *Business Record*.

1990s

Nick Nurse '90

Carroll, Iowa, is head coach for the NBA's Toronto Raptors.

2000s

Dlowane (Meyer) Mahan '01

Kansas City, Mo., is with the Department of Defense, Marine Corp Community Services.

Sarah (Jamerson) Zimmerman '04

Cedar Rapids, Iowa, was named one of the Cedar Rapids/Iowa City area's 40 under 40 by the *Corridor Business Journal* for 2017.

Adam Tillman '05

Urbandale, Iowa, was named market leader for BerganKDV.

2010s

Zach Swalley (Accounting and Finance) '11

Kansas City, Mo., joined Remax Best Associates in 2017. He also continues to work at UMB Bank as a fixed income portfolio manager.

Dalton Boettcher '12, Macc '13

St Louis Park, Minn., is principal financial analyst for accounting policy with Allwanz Life.

Krista McKusker (Accounting and Finance) '14

Hopkins, Minn., joined Ecel Energy as a senior financial analyst.

Evan Cruise '15

Des Moines, Iowa, was promoted to IT governance, risk and compliance manager at Casey's General Stores, Inc.

Rob Landis '15

Cedar Rapids, Iowa, is a senior contract manager in government systems business with Rockwell Collins.

Michelle Temeyer '17

West Des Moines, Iowa, joined BCC Advisers as a financial analyst.

MARRIAGES

Delwyn Borntrager (Accounting '10)

married Sarah (Becker) Borntrager (Finance and Economics '15), on May 27, 2017.

DEATHS

Janet Gallagher '76, MBA '81, died on

August 4, 2016 in Waterloo, Iowa.

ECONOMICS

2010s

Adam Oleary '11

Muscatine, Iowa, is senior manager for strategic programs at The HON Company.

FINANCE/REAL ESTATE

1990s

Willowam Shepherd '92

Dublin, Ohio, is the director of enterprise learning and development with the Wendy's Company.

D Micah Fannin '95

Omaha, Neb., is a partner with Mercer and helps large retirement plan sponsors manage the governance, investment and administrative responsibilities associated with offering retirement plans to employees.

Jake Lundgren '98

Polk City, Iowa, was named executive vice president of Knapp Properties.

2000s

Jay Brown '01

St Louis Park, Minn., is wealth management partner with Boulay.

Benjamin Garrett '04

Des Moines, Iowa, was named vice president of brokerage services for Knapp Properties.

Justin Lossner '04

Norwalk, Iowa, received the Deal of the Year award in the more than \$5 million category at the 2017 Iowa Commercial Real Estate Expo. He was named one of the top office leasing brokers and Industrial brokers for 2017 by CoStar Group and was named to the 2017 Midwest Real Estate News Hall of Fame.

Tyler Dingel '05

Clive, Iowa, was promoted to senior vice president at CBRE Hubbell Commercial and was named a 2017 top broker by CoStar Group.

2010s

Troy Delagardelle '11

New York, N.Y., is with KKR & Co. as of Jan. 2018.

Zach Swalley '11

Kansas City, Mo., joined Remax Best Associates in 2017. He also continues to work at UMB bank as a fixed income portfolio manager.

Justin Weber '11

Davenport, Iowa, is a financial advisor with Edward Jones in the Quad Cities area. He relocated to his home town and is looking forward to welcoming a second child in July 2018.

Sean Biggins '12

Chicago, Ill., is a fixed income analyst with Principal Financial Group and is enrolled in the MBA program at the Kellogg School of Management at Northwestern University.

Jake Johansen '12

Algona, Iowa, is a mortgage loan originator with US Bank.

Skylar Mayberry Mayes '12

Des Moines, Iowa, is business operations specialist-Midwest region community outreach with Nationwide Mutual Insurance Company and was named Nationwide's 2018 Volunteer of the Year.

Andrew Zellmer '12

Clive, Iowa, received the 2017 Deal of the Year Award from the Rural Land Institute Iowa Chapter.

Krista McKusker '14

Hopkins, Minn., joined Ecel Energy as a senior financial analyst.

Collin Nelson '14

Urbandale, Iowa, received the Rising Star Award at the 2017 Iowa Commercial Real Estate Expo.

Sarah (Becker) Borntrager '15

Hiawatha, Iowa, was promoted to senior financial analyst in the government systems business unit at Rockwell Collins.

Megan Krogmann '15

Cuyahoga Falls, Ohio, is a commercial real estate finance analyst with Pinnacle Financial Group based in Cleveland, Ohio.

Michelle Temeyer '17

West Des Moines, Iowa, joined BCC Advisers as a financial analyst.

MARRIAGES

Linda (Danielson) Hoffman '89 married Charles Hoffman on March 30, 2017.

Delwyn Borntrager (Accounting '10) married **Sarah (Becker) Borntrager (Finance and Economics '15)**, on May 27, 2017.

Megan Krogmann '15 married **Ryan Krogmann '13**, on Sept. 3, 2017.

MANAGEMENT

1970s

Edward Blumer '71

Mesquite, Nev., moved to a Dell Webb

Sun City retirement community in Nov. 2017. He and his wife are enjoying making new friends and exploring nearby state and national parks.

Karen (Schneiter) Willlowams '72

Del Mar, Calif., retired from teaching after 32 years. She was most recently with San Diego Mesa College and previously worked 13 years in the publishing field.

Bob Roisum '75

Cedar Rapids, Iowa, retired after 50 years managing and operating restaurants in the midwest.

Ben Guenther '76

Marion, Iowa, retired after 41 years in banking throughout Iowa. He and his wife, Echo, intend to spend time in Lake of the Ozarks and with grandchildren.

1980s

Jerry Ask '80

Cedar Rapids, Iowa, was named to *Forbes* magazine's list of Best in State Wealth Advisors and was named one of Barron's America's Top 1,200 Advisors.

Joseph Otting '81

Washington, DC, was sworn in as the comptroller of the currency after being confirmed by the U.S. Senate on Nov. 16, 2017.

Don Coffin '83

West Des Moines, Iowa, was named CEO of Bankers Trust, Iowa's largest independent bank.

1990s

Angie Arthur '90

West Des Moines, Iowa, is the executive director of the Polk County Continuum of Care.

Sherri (Van Wyhe) Hotzler '90

Webster City, Iowa, is a board member at Iowa Lean Consortium.

Douglas Boysen '94

Corvallis, Ore., was named president and CEO of Samaritan Health Services in Jan. 2018.



Andy Anderson (left) accepts Meritorious Service Award for his work with veterans.

Alumnus and Professor Recognized for His Dedication to Veterans

Andy Anderson (Management '05), an assistant professor of management and John Deere Faculty Fellow, has always had a soft spot in his heart for veterans of the military.

Combining his passion for helping veterans with his love for the outdoors, Anderson works with his cousin John Anderson, who is a veteran, and the UNI Veterans Association to organize hiking and climbing trips for veterans with or at risk for PTSD.

Now Andy is being recognized for his work.

Anderson was awarded the Meritorious Service Award by the UNI Veterans Association during the UNIVA Military Ball for his ability to communicate with, provide services to and motivate student veterans.

"I was incredibly humbled to receive this recognition from such an amazing group of individuals," Anderson said. "Helping veterans thrive should be our goal as a society, not something one gets special recognition for. That said, helping foster veterans' continued success once out of the military is an important goal of mine."

Jessica Rich '98

Waukee, Iowa, is a sales operations manager at WIN IT Services, LLC.

Aaron Schurman '98

Cedar Falls, Iowa, received the CEO of the Year Award at the 2018 Prometheus Awards ceremony. In addition, his company, Phantom EFX, received the Mobile App of the Year Award.

2000s

Blake Murray '00

Saint Paul, Minn., is a senior database administrator with RSM US LLP.

Amber (Seemann) Youngblut (Management '02, MBA '05),

Jesup, Iowa, was promoted to vice president of human resources at Geater Machining and Manufacturing, Co.

2010s

Lindsay (Guenther) Hach '11

Grimes, Iowa, was promoted to compensation analyst with Kum & Go.

Craig Baier '13

West Des Moines, Iowa, is a business analyst with Global Atlantic Financial Group.

Kevin Light '13

Gowrie, Iowa, is an invoicing coordinator with Renewable Energy Group.

Cameron Stewart '13

Austin, Texas, is senior product director with the gaming company, Playstudios.

Becca Baldwin '14

Des Moines, Iowa, is a marketing production associate with Principal Global Investors.

Lee Goodlove '14

Bettendorf, Iowa, is integration services lead with John Deere Global IT.

Evan Cruise '15

Des Moines, Iowa, was promoted to IT governance, risk and compliance manager at Casey's General Stores, Inc.

Collin Cochran '16

Minneapolis, Minn., is an inventory

analyst with Target Corporation.

Courtney Wallace '16

Sonoma, Calif., is a JDE analyst with Treasury Wine Estates.

Nick Madison '17

Cedar Falls, Iowa, is a specification analyst with John Deere.

MARKETING

1980s

Craig Miller '87

Bernalillo, N.M., is campus pastor at Sagebrush Church in Rio Rancho, NM.

Susan (Christensen) Clark '89

Clive, Iowa, received the Lifetime Achievement Award at the 2017 Iowa Commercial Real Estate Expo.

1990s

Phillip Luebke '93

Bozeman, Mont., competed at the 2018 Nationwide US Masters Swimming Spring National Championship.

2000s

Lisa (Shanley) Buelna '00

Phoenix, Ariz., was promoted to director of business development with Hardison/Downey Construction.

David Gunn '01

Suwanee, Ga., following 15 years as general manager of Bally Total Fitness. He has franchised an Orangetheory Fitness in Warner Robins, Ga.

Steve Bruere '03

Norwalk, Iowa, received the 2017 Most Acres Sold Award by the Rural Land Institute Iowa Chapter.

Kari (Walkup) Cooling '03

Cedar Rapids, Iowa, became a voting shareholder of Homes Murphy.

Marcus Pitts '03

Ankeny, Iowa, received the Deal of the Year Award in the under \$5 million category at the 2017 Iowa Commercial Real Estate Expo, was promoted to managing director of the JLL office in Des Moines, received the award for the

Largest Dollar Volume Transaction in Alternative Assets/Other from the Society of Industrial and Office Realtors and was named one of the top industrial leasing brokers for 2017 by CoStar Group.

Kyle Lawler '07

Cedar Falls, Iowa, is a senior account executive/integrated marketing communications manager with Mudd Advertising.

Mark Watje '09

Cedar Falls, Iowa, along with his father, Kevin, and a group of strategic investors, purchased the assets of Wayne Industrial Holdings and formed Curbtender, Inc. The company manufactures garbage trucks and street sweepers. Mark will serve as the president of Curbtender, which employs approximately 90 people.

2010s

Collin Forst '10

Cedar Rapids, Iowa, became an employee shareholder with Holmes Murphy.

Erin Varcoe '13

Cedar Rapids, Iowa, is a digital project manager with Parallel Path, a digital marketing agency.

Becca Baldwin '14

Des Moines, Iowa, is a marketing production associate with Principal Global Investors.

Tyler Sievertsen '14

Cedar Rapids, Iowa, is working for Blackened, the new spirits brand being launched by Metallica.

Taylor Wineland '14

Omaha, Neb., was promoted to manager of supplier marketing with Travel and Transport, Inc.

Jessie (Nemesi) Cruise '15

Des Moines, Iowa, is the president-elect of Young Professional Connection.

Brandon Honeyman '15

Des Moines, Iowa, is vice president of specialty foods with Lola's Fine Sauces, LLC and is president of Provision MedIowa.

Ryan Schaben '15

Saint Louis, Mo., is the membership and marketing director at Forest Hills Country Club in Chesterfield, Mo.

Mark Floyd '17

Cedar Rapids, Iowa, is a digital marketing consultant for Mindstream Medlowa.

Jordan Lutjen '17

Omaha, Neb., is an account executive with Express Logistics.

BIRTHS

Ryan Wilson '07 and **Kayla (Sautter) Wilson '07**, Indianapolis, Ind., son Samuel born Feb 2018, joins Noah, age 5 and Emma, age 3.

DEATHS

Paul Whitmore '56, died on January 7, 2018 in Des Moines, Iowa.

Leland Griner '62, MA '69, died July 5, 2017 in Freeport, Ill.

Kenneth Brooks '67, died January 18, 2018 in Kirkland, Ill.

MBA

2000s

Amber (Seemann) Youngblut (Management '02, MBA '05),

Jesup, Iowa, was promoted to vice president of human resources at Geater Machining and Manufacturing, Co.

Jared Seliger '06

Hudson, Iowa, was named president of Allen College. He was previously the director of Allen College's nuclear medicine technology program and associate chancellor.

2010s

Benjamin Potter '15

Hudson, Iowa, is now a product manager with John Deere and credits his capstone project through the UNI MBA program for his continued success.

Austin Richardson '15

Cedar Falls, Iowa, was promoted to senior engineer and technical lead of after-treatment canning design at John Deere.

Raymond Tsang, '15

Kowloon, Hong Kong, is the business development manager with Popsand Technologies Company Ltd, which produces robots to assist children in learning English.

Cat (Weaver) Potter '16

Hudson, Iowa, is assistant controller for DK Management.

BIRTHS

Benjamin Potter '15 and **Cat (Weaver) Potter '16**, Hudson, Iowa, daughter Evelyn born July 28, 2017.

DEATHS

Janet Gallagher BA '76, MBA '81, died Aug. 4, 2016 in Waterloo, Iowa.

SO, WHAT'S NEW WITH YOU?

Let us know how you're doing, what you're doing and how we can keep in touch!

Update your information at business.uni.edu/alumni

DID YOU KNOW?

The Points Plus program is a convenient and free way to donate back to UNIBusiness. Each time you fly, you earn points for business students on top of your own points or miles.

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POINTSPLUS⁺

EXECUTIVE ADVISORY BOARD

The Dean's Executive Advisory Board is a group of accomplished executives who provide advice to the Dean on academic programs, faculty and student development, outreach, the College's strategic position, and other issues of interest. Each member serves to strengthen UNIBusiness' reputation by directly linking the College to the business community through individual promotion, increased visibility, and relationship building with important constituents.



Jeff Bjstrom	Tax Partner, PwC
Stewart Carter	Strategic Project Manager, John Deere
Lisa R. David	Partner, eCapital Advisors
Lisa Dreyer	Senior Vice President, Regional Private Banking Manager, Wells Fargo
Cynthia Goro	Principal, The Worthington Partnership
Aaron Grundman	Partner, International Tax, KPMG
Jeff Hamilton	President and CEO, ESP International
Michael Hamilton	President and CEO Signature Health LLC
Pat Hellman	SVP, Capital Markets Loan Operations Wells Fargo Home Mortgage
Dan Leese	President & CEO, V2 Wine Group
Skylar Mayberry-Mayes	Brand Awareness & Community Outreach Nationwide Insurance

Kent Miller	Global Director, Enterprise Strategic Quality John Deere
David Petratis	Chairman, President and CEO, Allegion
Joyce Pingle	VP of IT, Kum & Go
Jeff Provost	Lead Client Service Partner, Deloitte LLP
Cassandra Pudenz	Account Manager, Lessing-Flynn
Randy Ramlo	President and CEO, UFG
Michael Roth	Dean, School of STEM and Business, Hawkeye Community College
Jeffrey Scudder	Partner/Attorney, Snell & Wilmer LLP
Melissa Sisler	Audit Partner, RSM US LLP
Tina Stubbs	Controller, Royal Neighbors of America
Mark Walter	Independent Management Advisor
Eileen Youds	Operating Principal, Global Infrastructure Partners

EXECUTIVE ADVISORY BOARD EMERITUS MEMBERS

Greg Engel	Partner, KPMG	Served 2011—2017
Jill Hemphill	Partner, KPMG	Served 2011—2018
Matt Kinley	Chief Financial Officer, Equity Dynamics, Inc.	Served 1999—2017
John Sorensen	President and CEO, Iowa Bankers Association	Served 1999—2017
David Sparks	President & CEO (Retired), Heartland Investments	Served 1993—2017
Tim Thronson	Tax Partner (Retired), PwC	Served 2013—2018
Jean Trainor	Chief Inclusion Officer, Inclusion Connection	Served 2003—2017

WE CAN'T **DO IT** ALONE.

Dollars donated to the Dean's Fund for Excellence are primarily used to enhance the professional readiness of our students through scholarships, international travel, student organization competitions, professional certification training and undergraduate research. These experiences give students the professional edge they need to be successful so that they can make a positive impact on the world.

DONATE TO THE DEAN'S FUND FOR EXCELLENCE
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UNIBusiness[®]

“With direct support from the Dean’s Fund for Excellence, I was able to study abroad for a semester in Rennes, France, an experience that helped me grow personally and professionally. The fund also supported my student organization, Pi Sigma Epsilon, as we traveled around the country to compete against other business schools.”

Meghan Jansen (Marketing ‘17)
Early Talent Project Manager in Strategy,
Planning & Execution, Wells Fargo



DEAN’S FUND RECIPIENT AND GEN’ZER REDEFINES THE COLLEGE EXPERIENCE

Like others in her generation, Meghan Jansen craved flexibility and customization in her college degree. With the opportunities available through UNIBusiness and the Dean’s Fund for Excellence, she was able to design an experience that included a semester abroad, national student organization competitions and four professional internships.

“I feel very fortunate that I was able to take advantage of the professional opportunities that were available at UNIBusiness. They helped me find my passion, which is why I will forever cherish these unique and impactful experiences.”



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The Dean’s Fund
For Excellence

DONATE NOW!
[BUSINESS.UNI.EDU/DEANSFUND](https://business.uni.edu/deansfund)