

NEBRASKA BUSINESS

2020



COLLEGE OF BUSINESS

UNIVERSITY *of* NEBRASKA-LINCOLN

POINTS OF PRIDE

25.2%

INCREASE IN UNDERGRADUATE ENROLLMENT

2011-2020

45.8%

INCREASE IN GRADUATE ENROLLMENT

2011-2020

1.3%

INCREASE IN FIRST-GENERATION DOMESTIC UNDERGRADUATE STUDENTS

2019-2020

4,380

STUDENTS

Fall 2020

#34

PUBLIC UNDERGRADUATE BUSINESS PROGRAMS

U.S. News & World Report, 2020

35%

INCREASE IN DOMESTIC MINORITY STUDENTS OVER LAST FIVE YEARS

2015-2020

38,951

ALUMNI NETWORK

Including Warren Buffett, '51

6

YEARS NAMED A TOP UNIVERSITY FOR PROFESSIONAL SALES EDUCATION

Sales Education Foundation

#9

ONLINE FULL-TIME MBA PROGRAM IN THE U.S.

Poets&Quants, 2020

\$800,000+

IN COLLEGE SCHOLARSHIPS AWARDED EACH YEAR

In addition to university scholarships

12

YEARS NAMED CFA INSTITUTE UNIVERSITY AFFILIATION PROGRAM

Training students to manage investments

17

NAMED ONE OF 17 U.S. CENTERS OF ACTUARIAL EXCELLENCE

Society of Actuaries

200+

ATTENDEES AT SMALL BUSINESS WORKSHOPS

Center for Entrepreneurship

25+

BUSINESS STUDENT ORGANIZATIONS TO GAIN EXPERIENCE & CONNECT

110+

HANDS-ON LEARNING EXPERIENCES FOR BUSINESS STUDENTS

1,200+

PROFESSIONALS EARN CONTINUING EDUCATION AT TAX INSTITUTE

20+

LINCOLN WORKPLACES IMPROVED BY STUDENTS CONSULTING

Conducted by Clifton Builders

1,000+

WEBINAR ATTENDEES ON ECONOMIC CONDITIONS

Bureau of Business Research



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DEAN'S MESSAGE



As winter break and the holiday season approach, I look to the future with hope. The last nine months resembled a roller coaster ride with soaring highs, stomach lurching lows and many sharp turns and twists as we navigated a worldwide pandemic. Yet, I remain thankful for the resiliency and determination of our students, faculty and staff, and the patience and grace of our entire Nebraska Business community. I find further inspiration from your continued support.

This fall marked the third anniversary of Howard L. Hawks Hall, which brought the college together in one space in 2017. However, it was not until the COVID-19 pandemic was upon us that we realized the full impact of the building. Due to your generosity, when the world changed overnight, it was Hawks Hall and all that is inside of it which allowed us to remain together virtually, communicate often and transition quickly so we could continue to lead the future of business.

Classes were suspended a week before spring break and our students returned home until fall due to COVID-19. Your support ensured Hawks Hall led the future of business, so it already included the cutting-edge technology required to go remote for our students on day one.

As our faculty converted their classes for remote learning in just two weeks, they relied on the expertise of our own in-house instructional design team and leveraged new technologies to meet the needs of our

students. We also benefited from having a well-established presence in online education through our highly-ranked MBA@Nebraska program.

When staff transitioned to working from home, technology became even more imperative to hold virtual meetings, advising and tutoring sessions, and career and strengths coaching. Our IT team provided hardware and other equipment, insight about products and internet needed at home, as well as virtual assistance.

As the university turned Commencement into a digital celebration in May, August and again this December, we developed a CoB Graduation Toolkit allowing students to host their own virtual parties with invites for family and friends, virtual backgrounds, decorations and recipes.

For the first time, we hosted virtual town hall meetings for prospective and current students and their families. You also helped us welcome our new students this fall by submitting videos, advice and your favorite memories of college.

Because many of you were also working remote, we found creative ways to keep you informed about applicable research and other faculty and staff expertise. Dr. Özgür Araz shared research about pandemic decision-making (page 4) while Dr. Eric Thompson provided updates on the economic conditions in Nebraska and the nation (page 6). Dr. Tawnya Means shared remote work success tips and Celeste Spier provided insight to develop LinkedIn profiles that lead to more connections.

We also developed new partnerships to meet students' needs. This summer more than 30 faculty across 13 departments in six colleges offered the most collaborative course in Nebraska's history in response to COVID-19. The Business Career Center and the Clifton Strengths Institute also created a new Career Accelerator Program to help students without internships gain skills and experience (page 7). Two three-week mini-sessions offered in December and January also enable us to offer new courses, such as Christmas and the Supply Chain (SCMA 391) and the Future of Work (MNGT 398).

Students and alumni also gave back in a variety of ways:

- **Mike Addante**, senior management major and former Nebraska baseball player from Algonquin, Illinois, helped others by selling protective equipment.
- **Gabe Chase**, '20, MBA graduate in the Nebraska National Guard, helped administer COVID tests in western Nebraska (page 8).
- **Luke Bogus**, junior management and marketing major from Columbus, Nebraska, and **Jacob Peddicord**, junior business minor from Kansas City, developed an app called Brim to order items from local restaurants and shops.
- When her internship was canceled, **Haley Faust**, senior management major from Columbus, used her strengths to help her hometown (see page 9).

Our community also joined me in embracing a long-term commitment to diversity and inclusion. I announced initial action steps our college would take to create a more inclusive community (page 12-13) and how, together, we will create positive change by making our college stronger and our graduates the business leaders the world needs.

The year 2020 taught us a lot about ourselves and how we act in times of uncertainty and change. This year I also witnessed, again and again, how Huskers help Huskers. We do so because we believe in the power of every person to do big things. I am grateful to all of you in our Nebraska Business community for demonstrating how Huskers "stick together in all kinds of weather." Your support and energy fuel us to lead the future of business.

Together, we are Nebraska Business.

Sincerely,

Kathy Farrell



Dr. Kathy Farrell zooms with Dr. Kevin Wesley.



Greg Smith, '10, shares a video for new students.



Dr. Aaron Crabtree works at his home office.



Dr. Kasey Linde provides remote tutoring.

Research Prepares for Pandemic Decision-Making

Schools close, elderly populations isolate and businesses shut down due to the coronavirus pandemic. Dr. Özgür Araz, associate professor of supply chain management and analytics and Robert B. Daugherty Water for Food Institute Faculty Fellow at Nebraska Business, believes decisions imposed to change the way we live in the short-term stem from critical research analysis now in the hands of government and health care providers.

Araz's research examines decision sciences specifically related to health systems, like pandemic decision-making. He teaches predictive analytics and knows his work impacts lives in a time of crisis.

"People don't always think about how analytics tools and supply chain management can be used for the public good. We use predictive analytics for mitigating pandemics and supply chain management to use public resources more effectively," Araz said.

His most recent article published in *Decision Sciences* in December 2019 studies capacity optimization under resource shortages. Previously, he looked at challenges of stockpiling ventilators for influenza pandemics and school closure policies for cost effective pandemic decision-making.

"We know the coronavirus has higher fatality rates than the H1N1 influenza in 2009," Araz said. "When you don't know much about the virus, you need to gain time for the health care system to prepare to provide the most effective response. Social distancing measures are critical for gaining time to better understand what's happening."

Araz explained economic impacts are taken into consideration when modeling effective decision-making. It helps answer whether school closings and social distancing policies are cost effective.

"People say it costs a lot, but if we save more lives, it makes it cost effective. Optimizing social distancing intervention depends on this modeling research. We take a societal perspective regarding years of life lost, parents staying home with children impacting the workforce and all the other factors we are dealing with today."

Dr. Jennifer Ryan, chair and Ron and Carol Cope Professor of Supply Chain Management and Analytics, said his research also helps CDC officials prepare for situations in which hospitals and clinics see an influx of patients.

"We've all heard the discussions of 'flattening the curve'," Ryan said. "The modeling tools Özgür developed can provide critical insights into how we best allocate scarce resources during a pandemic. Unlike business problems, where the objective is typically measured in dollars, societal problems often involve complicated trade-offs between costs and benefits measured in lives lost or quantities related to quality of life."



Dr. Özgür Araz



Dr. Peter Zhu

Zhu Research Examines Monetary Supply Chain

COVID-19 Creates Coin Shortage In U.S.

Everyone knows the frustration of not having the right change to complete a purchase. Dr. Yunxia (Peter) Zhu, assistant professor of supply chain management and analytics, believes his research exploring the supply chain of currency may contain solutions to a situation made worse by the COVID-19 pandemic.

“At the beginning of the pandemic, consumers were faced with shortages in toilet paper and other products,” said Zhu, who came to the University of Nebraska–Lincoln in 2018. “For these products, the flow in the supply chain is one direction – manufacturers produce products and then retailers sell those products to customers.”

Zhu explained the supply chain for currency gets more complicated. The coin circulation process creates a multidimensional chain traveling from U.S. Mints to banks, and then to retailers and customers.

“Due to COVID-19, customers are avoiding coins and prefer to use contactless payment methods. Unlike dollar bills, when we’re talking about smaller denominations, consumers are less likely to carry them when they go shopping so they get lost in the circulation chain. That’s the main reason for shortages,” said Zhu.

To deal with coin shortages over the long-term, Zhu’s paper, “A Framework for Analyzing the U.S. Coin Supply Chain,” accepted for publication by *Production and Operations Management*, studies strategies that could lessen problems in the supply chain such as doing away with the penny.

“In the paper, we look at things from the point of view of the federal reserve. The objective is to minimize total costs while providing coins to society. It costs about two cents to produce one penny. So we are losing money producing those coins,” he said.

Zhu pointed to retailers and consumers to be part of the solution. He noted the use of loyalty cards as a means of transferring remainders from purchases to be used at a later date, or simply asking customers to donate the extra pennies to local charities.

“It’s not a big deal to be short a penny, but if they start being short quarters customers might not be as happy. They should focus more on producing quarters and dimes especially during a time like this pandemic,” he said.

If those changes are not enough, Zhu made another suggestion.

“If your piggy bank is full, now would be a good time to start emptying them out,” he said.

Job Stress and Productivity



Stress can actually improve employee performance, but consistency is key. Research conducted by Dr. Troy Smith, assistant professor of management, and his colleagues studied on-the-job stress among employees at restaurants and a university.

“Some level of stress can be good. Others are more conflicting and get in the way of accomplishing goals. That type of stress is difficult and makes it very challenging to perform at a high level.”

Responsibilities or tasks which help employees grow in their jobs, meet their goals and feel good about what they’re doing are challenge stressors.

“Consistent levels of stressors allow people to anticipate the stress they’re going to have in weeks to come and as a result, they actually cope better. We find that when the overall stress experienced drops, the performance increases because they can anticipate the stress,” Smith said.

When that stress fluctuates, employees struggle. Hindrance stressors, such as inconsistent demands, get in the way of effective performance.

“They’ll be less attentive, have much more anxiety and will not perform as well across time if you’re always fluctuating. But, if you can gradually ramp it up, you’ll see greater performance,” he said.

As COVID-19 redefines the workplace, managers can help employees navigate uncertainty. Smith recommends providing a consistent level of challenge without overburdening employees and include them in decision-making.

“Research shows that if you can give information about why you’re doing things, then employees are far more likely to accept what your providing them. When possible, ask them for guidance.”

At a time of stress, consistency helps employees survive and thrive.



BBR Research Informs Decision Makers


For more than 100 years, business leaders, policy makers and communities made better decisions based on economic research and reports produced by the Bureau of Business Research (BBR). An applied economic and business research entity, the bureau provides relevant information and insightful data on economic conditions in Nebraska, the Great Plains and the nation, as a service to individuals and businesses in the state.

“We publish reports summarizing the BBR sponsored research studies, outlooks and analyses, including the monthly Nebraska Leading Economic Indicator to measure and project the Nebraska economy,” said Dr. Eric Thompson, director. “The Nebraska Thriving Index is the first economic and quality of life benchmarking tool for rural Nebraska. We also completed the Craft Breweries Economic Impact and Quality of Life, and Using Facebook Data to Predict the Nebraska Real Estate Market.”

In May 2020, Thompson presented a webinar, Resilience and Recovery: The Economy Responds to the COVID-19 Pandemic. More than 1,000 people from 16 states and 70 towns across Nebraska attended the last 40 BBR webinars offered on various topics.

Students also participate in the research on topics such as economic competitiveness, forecasting, labor market analysis, fiscal and policy analysis and tourism impact. Called BBR Scholars, the 15 students learn advanced economic research methods and techniques, collaborate in writing research reports and present study findings.

“Our BBR Scholars co-author numerous reports, newsletters and articles, including Business in Nebraska. They also facilitate seminars and training sessions. With their training, BBR Scholars benefit Nebraskans now and will bring value to their future organizations after they graduate,” said Dr. Mitch Herian, BBR project director.



Lauren Stehlik

Career Accelerator Program Developed Due to Canceled Internships

Students faced an immediate challenge when plans for summer internships, jobs and study abroad opportunities abruptly ended due to COVID-19. In response, the Business Career Center and Clifton Strengths Institute collaborated to create an innovative Summer Career Accelerator Program.

“By combining our student services, we could create opportunity. The partnership allowed us to support and develop our students through a career and strengths coaching lens. Because of this, our students were able to take action to grow both personally and professionally,” said Janessa Hageman, assistant director of the Business Career Center.

The one-on-one strengths coaching provided direction and accountability. After completing the six-week program, the 22 students shared their final projects with employer partners. Additionally, they can share their experience in interviews and on applications.

Grace Novak, a senior marketing major from Omaha, worked with Lauren Stehlik, assistant director of the Business Career Center, to develop an individualized action plan to make her summer matter. Seizing the

opportunity, Novak focused on making her internship search successful.

“This program pushed me to become more serious and organized in my internship search. Lauren took an individualized interest in what I was looking for and my needs,” said Novak, who succeeded in finding an internship with RKD, a fundraising and marketing agency in Lincoln. “This program was a great experience and reflects the desire of the College of Business community to have all students succeed.”

Due to tangible results and positive feedback, the program runs again during the extended winter term.

“Career development is a journey. At times individuals are confident and know they can push themselves, and other times, people are not quite sure which direction to take. This program was purposefully crafted to be a long-lasting program to support students in their career exploration as well as gain targeted experience and skills to feel confident to lead the future of business,” said Hageman.

View the students’ projects:

business.unl.edu/careeraccelerator

Chase Helps With State Testing for COVID-19

A drive to serve led Nebraska's Gabe Chase, '20, to the front lines of the global pandemic. The MBA@Nebraska alum was one of a number of



Gabe Chase, '20

students in the Nebraska National Guard's 155th Air Refueling Wing who were called to assist with COVID-19 testing statewide. Chase's section within the 155th's medical group served primarily in central and western Nebraska, operating drive-through testing stations in Grand Island and Lexington.

"I'm more of a people person, so I like to work registration," Chase said. "It gives me a chance to talk directly to people and, if needed, calm them down about the testing. It's a task I feel I'm gifted at doing."

The non-traditional student built a career on serving others. Now in his fourth year with the National Guard, Chase previously served in the U.S. Coast Guard and assisted with humanitarian relief efforts in Africa.

"It took me a bit, but I realized there was this greater need for medical aid around the world, so I figured I'd spend a few years here in the states then, hopefully, go overseas again," he said.

That decision led him to sign up with the National Guard. While there, he earned an MBA and in May 2020, his was one of a record setting 3,500-plus degrees conferred during a virtual graduation celebration.

"I've had a stretching experience at the University of Nebraska," Chase said. "It's set me up well for the next step in life."



Dr. Les Carlson, '80 and '85

Carlson Adapts to Remote Teaching Before Retirement

After a 35 year career, Dr. Les Carlson, '80 and '85, professor of marketing and Nathan J. Gold Distinguished Professor, converted to remote learning just five weeks prior to his retirement. With two weeks to transition his courses due to COVID-19, he asked for help from the instructional design team at the College of Business.

"I didn't even know what questions to ask, but Jillian Manzer (instructional design tech specialist) helped me create learning modules and links to communicate with my students," said Carlson, who began remote teaching after spring break.

He created videos with assignments twice a week. He also invited speakers from across the nation to discuss papers his Ph.D. students analyzed.

"Technology created opportunities and showed how we can create relationships outside of face-to-face meetings," he said.

Manzer recognized Carlson's strengths due to his ability to look at the daunting situation as an opportunity.

"I was shocked when he told me he was retiring because most wouldn't put in that level of work at the end of their career," Manzer said. "He's a life-long learner and flexible. When his students saw him adapting, they were more likely to do the same. He's a great communicator and cares about his students," she said.

Carlson, who received his Ph.D. from Nebraska, grew up in Oakland, Nebraska. Named an American Academy of Advertising Fellow in 2017, he taught at other institutions before returning to Lincoln 15 years ago.

"Nebraska students are responsible and hardworking. I've seen our graduates build their careers and impact the marketing field in a positive way," said Carlson. "I never wanted to just be good at research, teaching or providing service. My overriding goal was to be good at all three."

Faust Uses Strengths to Give Back to Hometown



Haley Faust

When COVID-19 canceled Haley Faust's summer internship, she returned to her hometown planning to spend the summer studying for the Law School Admission Test. However, she found a way to use her strengths by interning at the Columbus Area Future Fund in cooperation with the Columbus Area United Way.

"My internship focused on employability, finding ways to help adults improve their relevant job skills and developing systems to help them do that. Working in a nonprofit setting and giving back to a community that I love so much was exciting," said the senior management major.

Faust appreciated how the internship focused on people's skills and talents. The role gave her the chance to put into practice her strengths, developed through the Clifton Strengths Institute staff, by helping see and bring out the best in people.

"The internship has a strengths-based aspect of making people better at what they're good at already. The College of Business does a great job having an overall theme of strengths and working on them. It's sparked a passion in me, and that's something I can use in all aspects of my life," said Faust.

Dr. Tim Hodges, executive director of the Clifton Strengths Institute, stated students are placed in a strengths-based atmosphere from day one. He believes strengths provide Nebraska Business students with an advantage in the workplace.

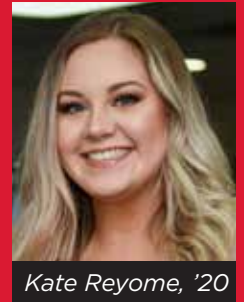
"Our students receive coaching from trained student strengths coaches during their first eight weeks. This early investment creates a powerful coaching mindset they carry with them into their careers," said Hodges. "Students like Haley bring an incredible passion and creativity to their work. They not only learn about strengths in the classroom, they are constantly looking for ways to apply them in new and exciting ways."

Faust believes applying strengths to her internship provided a different perspective than she would have received anywhere else, particularly during a pandemic.

"Interning with United Way during this time, especially with COVID-19, has been especially insightful and a great learning experience," she said. "Also, being in my hometown and giving back is very rewarding."

Reyome Intertwines Fashion and Business

Kate Reyome, '20, came to the College of Business with a fascination for fashion and a goal of one day owning her own women's clothing boutique.



Kate Reyome, '20

Focusing on her goals, she majored in business administration.

"A friend introduced the textiles, merchandising and fashion design major to me. I took a couple of classes as electives and decided to switch majors," she said.

Reyome felt uneasy about the transition to a new college. She enjoyed her classes at the College of Business and worried about making the wrong choice.

Her former sorority advisor, Kim Smith, associate director of Communications, Marketing and External Relations at Nebraska Business, helped. Smith shared the value and versatility the business minor provided for any major.

"We talked about how the business minor would help her reach her goals and make business decisions. The minor, paired with her major, enables her to approach work in a way that makes good business sense," Smith said.

After graduation, Reyome applied what she learned to selecting trend-setting merchandise for the store as a buyer for Ash & Ash Co., a boutique in Lincoln. During COVID-19, she found the marketing side of her minor helped her increase online shopping.

"There was a lot more pressure to do effective online marketing early on during the pandemic as our main income came from online sales," Reyome said. "Knowing how to do trend research or market to a certain age group, gender or location, which I learned in my business minor, was very helpful."

Advanced Strengths Course Students Impact Community

Students in the Advanced Strengths for Coaches and Managers (MNGT 398) course learn how to make an immediate impact in their community using CliftonStrengths®. Once selected, the Gallup-Certified Student Strengths Coaches consult with organizations and local businesses, like Nelnet, to impact overall employee engagement and performance outcomes.

"Gallup research shows that managers account for 70 percent of the variance in employee engagement and influence at least 75 percent of the reasons for voluntary turnover. By helping bosses become coaches in the workplace, the goal is to better develop employees and increase individual and team engagement," said Samantha Kennelly, associate director of the Clifton Strengths Institute at the College of Business and co-creator of the advanced course.

The students gain advanced knowledge and training to become CliftonStrengths advocates, coaches and future managers. Then they complete a 100-hour consulting project.

Tyler Clark, a senior management major from Omaha, Nebraska, took what he learned in the course to consult during his internship at Nelnet.

"Nelnet is already ingrained in a strong strengths-based culture, so I had to bring something different to the table beyond basic strengths insight reports," said Clark. "This challenge motivated me to create new engaging curriculum, which I taught to managers and executives."

Jeff Noordhoek, '88, CEO of Nelnet, said this is the third semester Nelnet worked with students from the Clifton Strengths Institute at Nebraska Business.

"Partnering with Clifton Strengths Institute students was the perfect pairing of two important aspects of our company culture – investing in early-career talent and helping our associates succeed," said Noordhoek. "Not only are we growing our team of coaches to empower associates to utilize their innate strengths to their full potential, we give students the opportunity to deepen their experience doing something they love."



Audrey Erker



Noordhoek shared additional benefits of the partnership with the College of Business.

“When focused on individual and team coaching, we found our teams communicate more clearly, take greater ownership of their personal work and are more productive because they acknowledge what makes each other tick. Including student coaches gives them a deeper look into the non-technical aspects of working in the ‘real world’ and allows them to expand their communication skills and build confidence,” he said.

Audrey Erker, a senior business administration major from Omaha, interned at Nelnet prior to working there part-time this fall. She helped manage the day-to-day operations of interns.

“Our original intent was to create a strengths-based selling program for our sales people, but challenges related to COVID-19 expanded our focus to create a Nelnet-specific strengths podcast. This provided more workshops for our associates and revamped our coaching process,” said Erker, who will work at Nelnet full time after graduation in May. “It’s fulfilling knowing I promote a positive culture across the organization.”

Nebraska Expands Access to Tax Continuing Education Seminars

For 66 years, tax professionals, advisors and attorneys utilize the University of Nebraska–Lincoln Tax Institute programs to stay up-to-date with latest rulings, regulations and developments in the tax field. Offering year-round opportunities, the institute fulfills the continuing education requirements for certified public accountants, IRS enrolled agents, preparer tax-identification number holders, Annual Filing Season Program preparers, certified financial planners, attorneys, tax return preparers, Nebraska Department of Insurance agents and other licensing agents.

More than 1,200 professionals attend the annual Federal and State Income Tax Institute. Hosted in partnership with the Internal Revenue Service and the Nebraska Department of Revenue, these seminars feature critical updates on tax legislation from nationally renowned presenters, like Guido van der Hoeven, and provide recommendations on ways to best advise clients.

Historically, the institute offered seven seminars across Nebraska in order to serve professionals where they are. The seven-city tour goes to Grand Island, Kearney, Lincoln, Norfolk, North Platte, Omaha and Scottsbluff. Last year, professionals serving Nebraskan clients represented more than 160 towns in Nebraska and eight states.

With agriculture as a critical part of Nebraska’s economy, the Tax Institute also offers the Nebraska Agricultural Tax and Management Symposium each year to explore tax changes affecting farms and ranches. With rapidly growing numbers of farms in financial distress and changing of ownership, there are many pressing tax issues facing the farm, rancher and their advisors. More than 100 professionals attend this symposium to best serve the state’s vital agriculture industry.

Building upon its legacy of statewide access, the institute’s programming expanded this year to include two online delivery options in addition to its in-person training.

“Expanding access to this high-quality professional development speaks to our university’s mission as the state’s flagship, land grant institution. People can earn their continuing education credits in the delivery format that best meets their needs,” said Dr. Emre Unlu, executive director of the Center for Executive and Professional Development.



taxinstitute.unl.edu

College Commits to Inclusive Excellence

The College of Business announced a long-term commitment to diversity and inclusion by pursuing inclusive excellence. Embracing diversity in all forms makes inclusion a top priority.

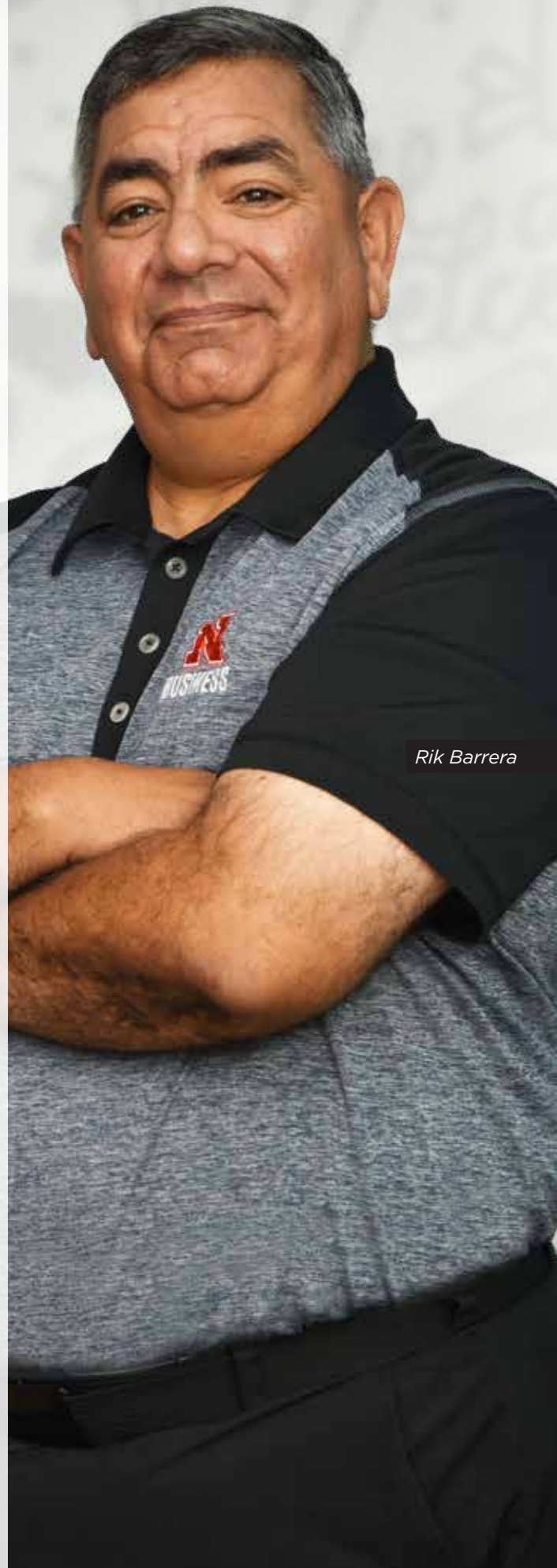
“We believe in the power of every person,” said Dean Kathy Farrell. “We accelerated the process of creating a Diversity and Inclusion strategic plan for our college to identify actions we can take to create real change.”

Rik Barrera was appointed to lead the college’s diversity and inclusion efforts on July 1. His experience in strengths-based leadership and management helps in his expanded role as associate dean of student services, inclusion and chief operating officer.

“This will require commitment and action from all of us. This is an endeavor where we have to be intentional, commit every day and lead by example,” Barrera said. “After all, if we aren’t inclusive, we fail to fulfill our mission of access and success for all.”

Fourteen Nebraska Business community members became inaugural members of the Inclusive Excellence Advisory Board. The alumni, students, faculty and staff assist with formalizing initiatives and priorities, establishing and tracking goals, and ensuring action and achievement.

With Barrera at the helm, the board includes: Mark Barrera, DREAMBIG Academy coordinator and assistant director of analytics and recruitment; Olivia DeRusse, '18, learning and talent manager for Operation Breakthrough; Dr. Ling Harris, associate professor of practice in accountancy; Kayla Huthoefer Nelson, MBA@Nebraska student; Dr. Kasey Linde, assistant director of the Teaching and Learning Center; Dr. Andre Maciel, assistant professor of marketing; Edgar Montoya, senior management major; Elijah Merritt, sophomore business administration major; Tyrell Ross, director of finance and budget; Mikki Sandin, international business and inclusion coordinator; Kimberly Smith, associate director of Communications, Marketing



Rik Barrera



Inclusive Excellence Gathering Space

and External Relations; and Augusta Tanner, '15, organizational excellence lead at Nebraska Medicine. Dr. Gwen Combs, associate professor of management and leading diversity and inclusion scholar, serves in an advisory role on the board.

A new Inclusive Excellence Gathering Space opened in Hawks Hall in October. Serving as a hub for conversation, inclusive programs and gatherings, it helps create a community of belonging.

“We are also expanding our training for faculty and staff and enhancing our business curriculum with a greater focus on diversity and inclusion.

Examples include incorporating case studies, class discussion topics, guest speakers and an online library of resources like videos and books to help,” said Farrell.

Though change starts with ourselves, Barrera encourages the Nebraska Business community to do big things like this together:

“We welcome those with experience and insight to help us. We have tremendous alums and business partners who can be great assets in our efforts. We are in this journey together,” said Barrera.



Career Closet on left

Wolfe Bridges Cultural Gap During Internship

Junior Thomas Wolfe of Leawood, Kansas, realized a dream come true when selected to intern for the Kansas City Royals. When COVID-19 kept him home, he found a way to virtually bridge the cultural gap between the U.S. and players in the Royals' Dominican Republic Academy.



Thomas Wolfe

“I was supposed to live in the Dominican Republic this summer to film and commentate games in the Dominican League. It also included teaching a class about culture issues within the U.S.,” he said.

Now Wolfe engages eight players in the Dominican League virtually on a weekly basis to discuss U.S. culture. At times, those conversations include difficult or divisive topics.

“The players were completely unfamiliar with and curious about the protests that occurred. It was my job to have that conversation about race relations in the U.S.,” he said.

Wolfe felt comfortable talking through these subjects due to his experiences in the International Business Program at the College of Business. From networking to studying abroad in Costa Rica, Wolfe said all those experiences as well as candid discussions with Dr. Kalu Osiri, director of the program, helped him prepare to discuss cultural issues.

“We have to have those difficult conversations otherwise we can't build a better society. If we don't have those conversations, we are going to remain divided. When we have them, we can appreciate each other's point of view,” Osiri said. “It doesn't mean we will agree, but we can appreciate and understand one another.”

Wolfe emulates that same mindset when he speaks with the Dominican players, which also allowed him to perfect his communication skills in Spanish. For him, it is about being more inclusive in his perspective.

“It all comes back to maintaining a fluid conversation with people who may have had different experiences throughout their lives. As long as we're continuing these conversations with people from different backgrounds who give us different perspectives on life, I think that'll allow us to be more inclusive in the future,” he said.

McManus Blends Remote Teaching with Family Priorities

Dr. Brandi McManus, assistant professor of practice in management, reimagined her career to blend a more satisfying professional life teaching online graduate courses while prioritizing family. When the pandemic hit, McManus' decision paid off, as she seamlessly taught online MBA@Nebraska classes from her home office in Oklahoma.

"In my executive career, I lived far from friends and family and traveled internationally 80-90% of the time," said McManus. "That did not leave much time for work-life balance. This second phase of my life prioritizes family while doing rewarding work."

Exclusively teaching online courses, McManus found many people paying more attention to her delivery method during the pandemic.

"Suddenly everyone was a lot more interested in online education. I get concerned when people say negative things about online learning. If you simply move your lecture online and share PowerPoint slides, that is not online learning. It is online lecturing. Online learning opens up a world of possibilities for how to communicate with and teach students," McManus said.

The highly-ranked online MBA@Nebraska program attracted McManus to the university. She enjoys being part of the success.

"The College of Business focuses resources on making professors better teachers. The Teaching and Learning Center is always there to answer questions, meet via Zoom or supply tools to give my students an amazing learning experience," she said. "Online teaching allows me to employ readings, videos, simulations, writing assignments, individual and group work, case studies, scavenger hunts and discussion forums so students

with different learning needs can find something effective," she said.

In addition to course instruction during the pandemic, McManus focused on the well-being of her students.

"The unknown can be terrifying. I found students struggling so I try to supply more information when I can and remove obstacles when I find them," said McManus, who dealt with a huge unknown herself.

McManus welcomed her first child, Donovan, born September 2 and adopted October 9. The new arrival affirmed her decision to revamp her career and stay close to home.

"I was in the adoption process for about two years and have anxiously awaited a child. By making family a priority and doing meaningful work, I intentionally designed my life, and I look forward to sharing it with Donovan," she said.



Dr. Brandi McManus



Global Case Competition a Virtual Success

When the world went remote, students studying international business at Nebraska Business competed on virtual teams to solve a global business challenge in the inaugural Global Case Competition. Students worked together virtually and presented their business plans through Zoom.

“Right before we were sent home due to COVID-19, the international business staff held a meeting where we could share our ideas about how the competition could happen virtually. It was great to contribute to the success of the competition,” explained Meghan Schuette, sophomore international business major from Omaha, Nebraska, and part of the competition’s winning team.

The competition transformed into a two-round online competition. The first round included a video submission and the last round involved a virtual presentation.

Eleven teams competed, including some with students in several time zones. Over the course of 10 days, students tackled the competition’s interdisciplinary case, which represented the realities of a competitive business environment. They conducted market research and developed a business plan to expand global market share for the competition’s sponsor, Coloplast.

A Danish multinational company, Coloplast develops, manufactures and markets medical devices and services related to ostomy, urology, continence and wound care. Coloplast President Steve Blum, ’85, was impressed by the substance of their presentations as well as their resilience.

“We have all learned different ways to demonstrate flexibility during this difficult COVID-19 period. The students embraced their virtual circumstances. It was exciting to see their engagement and energy. There was no loss of enthusiasm, nor was there the perception that the experience was less compelling or lost due to the digital platform,” said Blum.

Nebraska Hosts Record-Breaking Actuarial Research Conference

COVID-19 nearly ended Nebraska’s first opportunity to host the international Actuarial Research Conference (ARC) in 55 years. However, after a team of College of Business faculty, staff and students retooled the conference into a virtual format, more than 600 people from 30 countries attended.

Sue Vagts, director of the Actuarial Science Program, said, “We leveraged the strengths of our alumni and friends in developing the content with our scientific committee. We also utilized our college’s internal marketing, IT and event planning teams to manage the logistics.”

The conference turned into a full three-day event with more than 200 presenters, including three keynote speakers, 26 experts on current topics, 33 research paper presentations and 10 graduate student research project sessions.

“Thanks to our sponsors, in-house team and incredible students, the cost was minimal with students receiving admission at no cost,” she said. “At Nebraska, we are known for offering a great education that’s a best value, which enabled greater access.”

Dr. Colin Ramsay, Edwin J. Faulkner College Professor of Actuarial Science, credited the affordability and diversity of ARC for tripling the number of attendees.

“The core elements were depth and breadth of sessions offered and the variety of non-traditional speakers,” said Ramsay. “This attracted a more diverse, motivated and interesting group of attendees. We ended up with more than three times the participants than the previous in-person ARC conference.”

Dr. Edward Furman leads the actuarial science program at York University in Toronto and serves as founding director of the Risk and Insurance Studies Centre, said, “I am truly stunned by how exceptional the team at Nebraska performed. I was quite hesitant about a virtual conference, but they proved an outstanding conference experience does not have to be physical. Bravo and thank you.”



Kelsay Brothers Take Care of Business in Nebraska

Brothers Chad Kelsay, '98, and Chris Kelsay, '02, bookended one of the most successful eras of Nebraska football, capturing three conference championships and two national titles. The Auburn, Nebraska, natives both majored in finance at the College of Business and credit their parents for their work ethic.



Chad Kelsay, '98



Chris Kelsay, '02

“From an early age, our parents made it clear academics were more important than athletic endeavors,” Chad said. “The things that enabled us to have success in school and athletics growing up, such as time management, working hard and setting goals, were the same things that transferred to our college careers.”

Chad’s journey to Nebraska started when he performed well at Big Red Football Camp. After receiving a scholarship, Chad heard some doubted he would play as a Husker.

“My goals turned into not only making it at the Division I level, but to play right away,” said Chad, who also received an offer from Kansas State. “I was never the smartest, biggest, fastest or strongest guy, but I did try as hard as I could. I was fortunate to play as a true freshman on the 1995 national championship team.”

By graduation, Chad earned a second championship ring, the Native Son Award and First and Second Team Academic All-American honors. Chad called the academic and life skills staff a “tremendous resource” at Nebraska.

“Chad wanted to be part of the team, so he worked hard to be the best version of himself,” said Dennis LeBlanc, executive associate athletic director for academics. “He started the trend of coming to Nebraska in

the summer to train. It was unheard of for a small-town kid to start as a freshman, and he accomplished it at a time when the Huskers were loaded with talent.”

Ten Nebraska players from that team continued their football careers in the NFL. Chad played two years for the Pittsburgh Steelers before a short stint with the St. Louis Rams.

Chris followed his brother to Nebraska in 1998 despite Michigan extending him an offer. With “self-induced pressure” due to his brother’s success, he wanted to make an impact and continue the Huskers success.

“Early on, I leaned heavily on my brother,” said Chris. “He was a senior my freshman year, and I knew he had experienced many of the hurdles I was facing. Having him present was invaluable.”

Midway through his first season, Chris made a difficult decision. Though also wanting to play as a true freshman, he found it was in his best interest to redshirt.

“It turned out to be one of the best decisions for my development,” said Chris, who won the National Football Foundation Hall of Fame Postgraduate Scholarship and earned First Team Academic Big 12 four times. After graduation, he played 10 years as a defensive end for the Buffalo Bills.



Chad, '98, and Chris, '02, Kelsay

“Chris rode under the radar. If you asked him to do something, he did it. He led by example,” said LeBlanc. “They both were high-achieving students and great football players who just took care of their business.”

The brothers knew football wouldn’t last forever. When Chad returned to Nebraska after the NFL, he worked at an insurance brokerage. One of his clients, Trey Mytty, offered him an opportunity at Truck Center Companies (TCC) headquartered in Omaha, with 18 locations throughout Nebraska, Kansas, Iowa and Minnesota.

“Responsible for truck sales, I work closely with our dealerships to grow our customer base,” said Chad, who is executive vice president of sales. He and his wife, Carrie, reside in Omaha with their two sons, Tennyson, 12, and Jameson, 9.

“The daily structure and routine as a player benefitted me,” Chris said. “In fact, when I retired from the NFL, it was the first time in 20 years I did not have someone telling me where to go, what to do and how to do it.”

Chris, who met his wife, Natalie, '01, from Norfolk while in college, spent his time off with family and friends hunting and fishing. The couple married and expanded their family while Chris played in the NFL. Today they live in Gretna with Harper, 14; Avery, 12; and Rhett, 10.

Chris became operations manager at TCC 18 months after moving back to Nebraska.

“I’m involved in insurance, safety and compliance and oversee maintenance, new construction and expansion projects. I’m also our Dealer Family Continuous Improvement Coordinator and work with our locations to make operations more efficient,” said Chris.

With the transportation industry deemed an essential business, Chris said TCC “remained as normal as possible” during COVID-19.

“Business and athletics are very similar,” said Chad. “We set goals. Our processes are structured. We compete daily and are here to win.”



Candice Dominguez, '20

Master's Degree Leads to Super Bowl Ring

Although Candice Dominguez, '19, competed in track and earned her master's degree, her need to help others always superseded her desire to be in the limelight. Even so, she found herself on stage earning a Super Bowl ring with the Kansas City Chiefs while fulfilling her aspirations in player engagement.

"I worked as a Husker graduate assistant in equipment, but I wasn't passionate about it," said Dominguez, who high jumped at Nebraska.

While considering her options for her future, she decided to reach out to a Chiefs' representative. "I asked for an interview and he told me to call. By the end of our first conversation, he wanted to see my résumé."

Dominguez quickly advanced from a temporary intern to full-time player engagement coordinator. The new position allowed her to thrive.

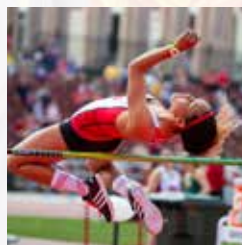
"I enjoy the relationship building aspect of my job. I work with football staff, family members and significant others of players and coaches, business staff, community partners and more. We do cool things in the community like renting out a haunted house for team bonding. Remembering what we do is about more than just sports is important and also makes it fun," she said.

Dominguez, who achieved a career best high jump of 1.81 meters as a Husker, enjoys doing the little things that otherwise might not happen.

"During training camp, I made birthday cards for the players. After delivering a card, the player stopped and said, 'I didn't think anyone knew it was my birthday.' His words stuck with me as I realized they are often seen as only football players. The conversations and connections make my job worth the long hours," Dominguez said.

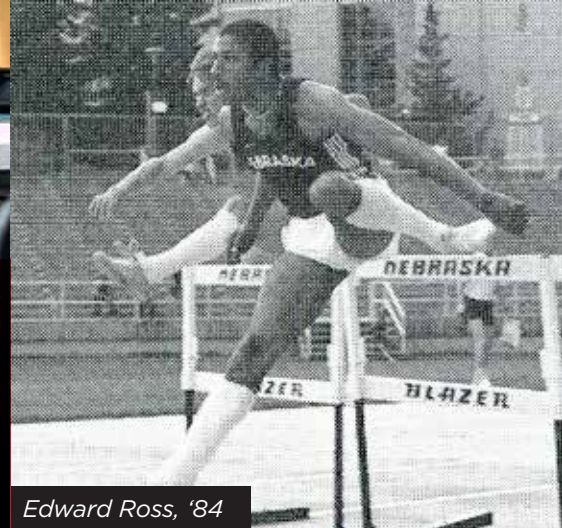
She often uses what she learned in her human resources and organizational behavior MBA courses.

"After competing for so long and having an attachment to my sport, I went through an identity crisis after graduation. Luckily, I found my place with the Chiefs," she said. "Players in the NFL experience a similar range of emotion when they stop playing. We try to find out what it is they want to do after football to make the transition easier."





Tyrell Ross, '10 and '18



Edward Ross, '84

Family Connections Run Deep for Ross

Hailing from Mullica Hill, New Jersey, Tyrell Ross, '10 and '18, ventured halfway across the country to attend college due to family connections. Today, after earning accounting and MBA degrees, the former track star continues to make his mark at Nebraska Business.

“My mom, (Rebecca, '84, actuarial science) grew up in Albion, Nebraska, and my dad, (Edward) ran track from 1982 to 1984,” said Ross. “My proudest moment was running my best time of 13.68 seconds in the 110 meter hurdles. That beat my dad’s best time of 13.83, which was the school record for 12 years.”

After graduation, Ross worked for the Office of the Senior Vice Chancellor for Academic Affairs. In 2014, he became assistant financial manager at the College of Business. Later, he was promoted to director of finance and budget.

Looking to expand his leadership skills, he enrolled in the MBA@Nebraska program. A top-ranked program, Ross called it a no-brainer.

“I knew an advanced degree would help my career,” said Ross. “The courses enhanced my understanding of business topics and I enjoyed working with other students via phone, Zoom and discussion boards.

Building relationships through the program provides more understanding on how to relate course topics to actual jobs,” he said.

Rik Barrera, associate dean of student services, inclusion and chief operating officer, helped bring Ross to the college to provide solid financial oversight. He sees Ross taking charge during the tough financial times during the pandemic.

“One of Tyrell’s greatest strengths is his desire and drive to always improve and continue learning,” said Barrera. “He immediately worked to develop ways of improving our financial operations. He also has continually sought ways, outside of his job, to contribute to making the college better.”

Family and business combined for a winning combination for Ross in Lincoln. His two brothers, Aaron, '07, and Jamelle, '11, are also alumni and his wife, Kelly, '13, earned a business minor.

“I chose to come to Nebraska due to family and running as a Husker was a dream come true. I will never forget the memories and those who shared in my journey,” said Ross.



Edwards Cultivates Spirit as Cheerleader, Finance Graduate



Dominique Edwards, '16, experienced the effects of Husker Power firsthand. A finance graduate and former cheerleader from Omaha Central, she used her talents to uplift others while on the Husker Spirit Squad from 2012 to 2016.

“We made an impact on so many lives just by showing up. There was so much power in the uniform as people’s demeanors would change when they saw us,” said Edwards, the goddaughter of Johnny Rodgers, former Husker and Heisman Trophy winner. She added that Rodgers’ and her father’s passion for football “absolutely ignited that fire in me to cheer, so I could get close to the action.”

Her proudest memories include running the N flag onto the field at Memorial Stadium every home game her senior year.

“Leading the spirit squad and the entire football team into battle always took my breath away,” she said.

Edwards appreciates the discipline learned on the squad and said the experience helps her juggle many responsibilities with ease. She also recalls guidance received from Mark Davis, academic advisor at Nebraska Business.

“I was honored to be Dominique’s academic advisor,” Davis said. “What stood out the most was her magnetic

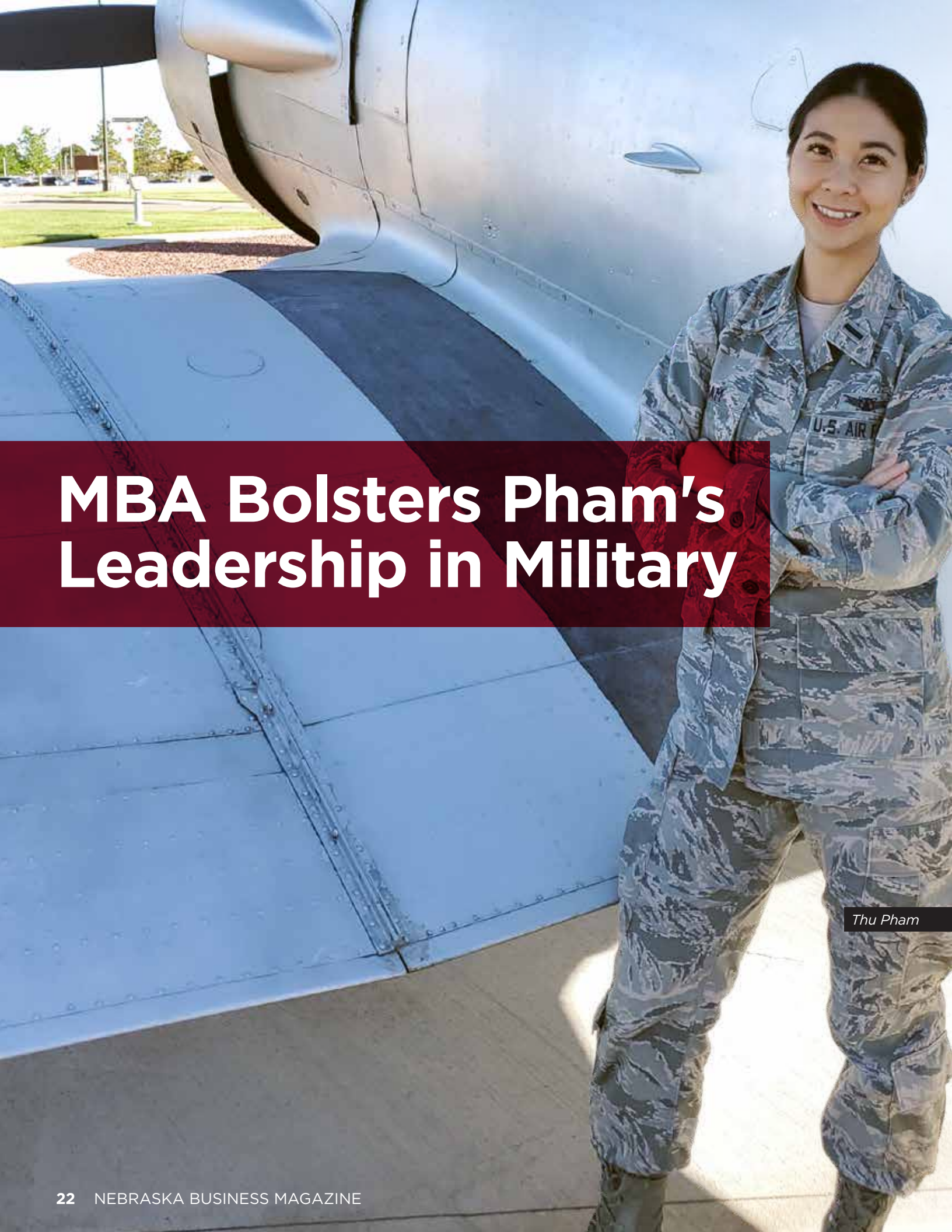
personality and drive to succeed. When she changed her major to finance, she set new goals and I never had a doubt she would accomplish them.”

Davis connected her with a job in the Business Advising and Student Engagement office. She also served as a mentor for the DREAMBIG Academy, a summer program for underrepresented high school seniors. These roles, along with multiple internships, helped her find a fulfilling career.

“I kept those experiences in mind as I sought my first job and career moves,” said Edwards, who later moved to Austin, Texas, where she serves as financial controller and director of human resources at Packed Party.


“I like being part of something so innovative and fast paced. Our party products range from metallic balloon banners to sherpa duffel bags, and are found in boutiques nationwide, as well as Whole Foods and Walmart. My job allows me to be in the fashion industry and supports visionary experts in what they do best,” she said.

Edwards utilizes the same spirit cultivated at Nebraska to push herself. Earlier this year, she started an online master’s program in leadership at Oral Roberts University so she can continue to uplift and cheer on others.



MBA Bolsters Pham's Leadership in Military

Thu Pham



MBA@Nebraska student Thu Pham emerged as an early contributor to the U.S. Space Force when it became the sixth branch of the military in December 2019. Pham, a captain in the U.S. Air Force, worked and trained others on missile warning Space-Based Infrared Systems while completing her online MBA.

“The military always pushes you to be a better leader,” said Pham, who minored in merchandising as a chemistry major but wanted to grow as a manager. “An organizational behavior class I took in the MBA@Nebraska program helped me process how to understand and communicate better with people I’m leading. It showed me how to fix an organizational culture from the bottom up. It starts with little things like understanding the strengths of your team and how each can be utilized.”

Pham received a military acquisition code to go into program management after being in ROTC at Oregon State University. They wanted her to first complete an operational experience in space, which sent her to Buckley Air Force Base in Denver.

“I operated the satellites for missile warning systems and then moved into training newcomers. I’ve been able to apply my organizational behavior classes on how to lead and manage people,” said Pham, who eventually transferred to Los Angeles Air Force Base, which houses and supports the headquarters of the U.S. Space Force’s Space and Missile Systems Center.

Not only are Pham’s technical skills complex, but as she progresses in her job, the network of people she manages grows more complex too.

“I meet with people from other organizations managing a constellation of satellites while working with contractors to keep the systems healthy. Communicating needs and prioritizing what we’ll be doing in the next couple months to five years is a big part of my responsibilities. I make sure everyone’s voice is heard because we have so many people invested in our organization, and they have different priorities and philosophies. Trying to get all those inputs and communicate it to my leaders is where the MBA has set me up for success,” she said.

Dr. Elina Ibrayeva, associate professor of practice in management, teaches the Organizational Behavior (GRBA 814) course which targets leadership competencies. Students look at dynamics of becoming

an integrator, embracing complexity and noticing polarities and paradoxes.

“It draws on multifunctional experiences to give a systems perspective,” said Ibrayeva. “The management frameworks assignment challenged Thu to think about her organization and job from multiple perspectives and learn about organizational frames. She was asked to apply competing values model to identify compete, create, collaborate and control values within her organization and other stakeholders.”

Pham credited the capstone course for bringing together many business concepts in one class.

“The class had a steep learning curve trying to understand how the simulator works. It ties in many business principles just like a real company, so you can’t just focus on marketing or development. You have to consider all factors. That was an ‘aha’ moment for me figuring out how to control results as we played the game out on the simulator,” she said.

The capstone Strategic Management and Business Policy (GRBA 853) course utilizes a simulation model for students to experience a real-world business problem in the classroom. Dr. Tawnya Means, assistant dean and assistant professor of practice in management, teaches the course.

“Thu was eager to share her background and experiences,” said Means. “In working through the simulation, she reported learning about how to integrate theoretical business ideals with practical implementation. She consistently recognized the strategic implications of the businesses analyzed throughout the strategy course.”

Pham, one of 100 current military students in the MBA@Nebraska program, chose it in part because of the veteran-friendly status. It currently ranks No. 16 among online MBA programs for students in the military according to *U.S. News & World Report*.

“It’s inspiring to see hardworking people with different backgrounds working together on assignments. I was thankful I could bring in a unique perspective from the military on our projects,” said Pham, who graduates in December. “My long-term goal is to work at Nike, headquartered in Oregon.”

World-Class Actuarial Science Campaign Raises Bar

The University of Nebraska–Lincoln Actuarial Science endowment campaign looked to “raise the bar to world class” in 2016. Donations from alumni and friends now impact students, teaching and research to uplift the Nebraska Actuarial Science program designated as a Center of Excellence by the Society of Actuaries.

“We wanted to double our endowment to provide ongoing annual student and faculty support,” said Sue Vagts, director of the Actuarial Science program. “Over the past 12 years, our students and faculty doubled but our funding remained the same.”

The endowment increased to four million dollars from two, which allows \$40,000 in annual funding for student scholarships, tutoring, study materials, travel and related expenses. It also provides an additional \$40,000 each year for faculty research, database subscriptions, stipends, research assistants and other needs.

The Ameritas Student Researcher program is a significant contributing partner for both faculty and students. It allows professors like Dr. Yijia Lin, N. Z. Snell Life Insurance Professor, to hire students to assist with research.

“Most of our Ameritas Student Researchers begin the program their junior year and stay until graduation,” said Lin. “They work on research topics in actuarial science, insurance and risk management. I ask challenging questions and they use their critical thinking to solve problems.”



Justin Lang, a junior actuarial science major from Sioux City, Iowa, works as one of the Ameritas Student Researchers. He also received the Tim Meyers Scholarship to help support education expenses.

“It means a lot to receive the scholarship from a former student and know someone once in my shoes believes in students and wants us to succeed,” said Lang. “The Tim Meyers Scholarship allowed me to purchase study materials to prepare for my first actuarial exam. I’m grateful I could focus more on the exam without worrying about the cost.”



Tim Meyers, ’94, serves as president at WellCare of Nebraska, an Anthem company. His perspective as a leader in the industry motivated him to get involved in the campaign.

“There has never been a time where those who understand risk and finance have been more in need,” Meyers said. “While attending Nebraska,

I didn’t have many resources, and I’m hopeful this scholarship provides exposure for the program. It’s important for the Actuarial Science Program to continue to lead and attract bright students from across the world. Nebraska has produced many business leaders in its relatively short lifetime and has the potential to become the educational destination of choice for even more actuarial college students.”

To Give to the Actuarial Science Program:
business.unl.edu/actsciworldclass

Research Ranking Application Created

Dr. Yijia Lin, N. Z. Snell Life Insurance Professor, contemplated how to raise the awareness of research excellence in actuarial science for years. By bringing together a team of faculty, staff, students and business partners, she led the creation of the first web application to compile, rank and publish global research rankings for actuarial science, risk management and insurance.

Hosted on the College of Business website, the application provides rankings for the top 20 North American and the top 50 worldwide business and non-business schools according to the cumulative number of their respective faculties’ publications in specific journals. It also provides information on rankings by journal, per capita rankings, publications by university, publications by author and collaboration among universities or authors.

“For years, there have been research rankings available online in marketing, management, accounting and finance, but we never had those before in actuarial science and risk management,” Lin said.

Ameritas partnered with the college to provide development funds to make the vision a reality.

Four actuarial science students help with development on an on-going basis. The students compile data from new journals to update the tool and answer any user questions.

“Making the data consistent was our biggest challenge. There are different ways people present their names in different journals and we have to identify the same person accurately for each article, which maintains our reputation and that of the application,” said Lin.

With actuarial science programs located in and out of the U.S. and some part of non-business areas, the application needed to work around the differences in programs and research. Utilized by academics throughout the world, the UNL Global Research Rankings of Actuarial Science and Risk Management & Insurance launched in 2019. Within the first month of releasing it, schools from China, Australia and Canada cited the rankings.

By ranking the highest level of research conducted, the application will continue to raise the bar actuarial science, risk management and insurance research.



H.L. Whitaker, '31



Mary and Doug Lindgren

Although Mary Lindgren grew up in Iowa, she lived with an ever-present spirit of Nebraska through her father, H.L. Whitaker, '31, of Wahoo, Nebraska. Their bond and a fervent family commitment to education, led Lindgren and her husband, Doug, to create a scholarship endowment for business students at the University of Nebraska–Lincoln.

Why I Give Back *by Mary Lindgren*

My father, H.L. Whitaker, '31, grew up in Wahoo and attended Nebraska, joined the Kappa Sigma fraternity and graduated with a degree in business administration. In 1935, he married my mother, Alice, and moved to Iowa in the Fort Dodge area.

During the 1930s, he worked for Nebraska and Iowa businesses and established connections. He became chief of accounting and warehouse manager for two large regional freight companies. Later, as business manager of the Fort Dodge Community School District, he was active in the state and national school board associations.

Drafted in 1943 at age 35, my dad served in the Army overseas in Britain, France and Belgium during World War II. In 1944, he attended Adjutant General School in the states. Then he was assigned to the Detroit Ordnance District where he worked with supplier contracts for Patton tanks at the Fisher Body Plant in Grand Blanc, Michigan.

I joined the family shortly afterward and went everywhere with my parents. At age of two or three, I took my first trip to the broker's office with my father at the time when ticker tape machines, chalkboards and constantly ringing phones kept people moving. I

inadvertently started learning numbers and letters. I found it fascinating and enjoyed those times with dad.

Education has always been an important part of our family. My father's parents both earned postsecondary degrees, though not the norm in the late 19th century.

I chose Iowa State and graduated with bachelor's and master's degrees in political science in 1968 and 1969 respectively. Because of my father's financial planning background, I graduated with no debt and a new car. Doug graduated with no debt from Michigan Technological University in chemical engineering.

We began supporting our university foundations right after graduation because we thought it was the right thing to do. We continued for more than 50 years and created scholarship endowments at our alma maters for students who demonstrate financial need.

Now we come full circle by supporting Nebraska. Always part of our planning through an estate endowment for the College of Business, we wanted to honor my father and share what his financial planning for our family and what his long-term advice allowed us to do. We hope this scholarship endowment enables future students to do great things.



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Nebraska Business Donors Empower New Programs

- A new course in wealth management brought together 16 high-achieving students with global investment professionals for a one-of-a-kind experiential learning experience this fall. Doug Waggoner, '75 and '77, envisioned the Investors with Purpose program, based on taking risks and trying new things during his own successful career in finance and investment management. Thanks to the Douglas and Karin Waggoner Family Foundation, the program brings business leaders into the classroom and develops community between professionals and students through a mentorship component.
- A new scholarship cohort program for first-time business students will be piloted this spring to create inclusive business leaders. The cohort selected will participate in a variety of academic and professional development activities, network with business and campus leadership and work closely with members of the College of Business Inclusive Excellence Advisory Board.



Doug Waggoner, '75 and '77

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