

TIPPIE

SPRING 2025

magazine



Evolving *as a*
LEADER

TAKE OUR
LEADERSHIP STYLES QUIZ

PAGE 16

IOWA

LEADING WITH HEART

In this issue of *Tippie Magazine*, the cover story is on a topic close to my heart, both as dean and as a management researcher of 30-plus years.

The story explores how to be your authentic self as a leader, while still pushing yourself and your team to learn and grow.

Less than two weeks into my position as dean of the Tippie College of Business, we learned in-person instruction was to be halted, all work moved remote, and the building shut down as a result of the COVID-19 pandemic.

It was definitely a time to learn and grow.

These unforeseen disruptions forced me out of my typical leadership style comfort zone; being task-oriented and results driven. I instead had to tap into a more compassionate style. Our faculty, staff, and students needed to feel secure as well as capable. What I did the first couple months on the job had a lot to do with helping people manage their emotions and less to do with achieving long-range goals. It was my responsibility to set the emotional tone I wanted the college to convey to students.

Even if you're not in the middle of a global-scale crisis, trust matters. Empathy matters. It was a good lesson for me that when people feel secure and capable, you can create your greatest outcomes together.



Amy Kristof-Brown, Henry B. Tippie Dean





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Steve Huisenga (BBA88) is president of the American Popcorn Company, the makers of Jolly Time, in Sioux City, Iowa.

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DYK?

319 has been
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#21



**Best Public
Online MBA Program
in the U.S.**

Up 3 spots!

(U.S. News & World Report, 2025)

new **TIPPIE LEADS** PODCAST

Hosted by Nick Westergaard, this podcast by the Tippie Leadership Collaborative will change the way you work and lead. Hear about productivity from astronauts, finding meaning in work, how to deal with a toxic boss, and more.



Season 1
streaming now!

IOWA | Tippie College
of Business



Light the **Lamp**

A young fan hits a virtual slap shot before an Iowa Heartlanders hockey game. Tippie was on hand to demo its Tigerhawk VR headsets as game sponsor.

#7

**Best public undergraduate
risk management & insurance
major in the U.S.**

Fantastic showing its inaugural year!

(U.S. News & World Report, 2025)



AROUND THE WORLD

In the 2023-24 academic year, 986 University of Iowa students studied abroad in 59 countries. International Programs hosted a photo contest and three Tippie students won!



“After two days of exploring and learning about Morocco, we finally entered the Sahara. We rode camels at sunset and sunrise, dune-surfed, and stayed overnight. The shemagh I’m wearing was very beautiful and helped protect me from sand burn.”



PHOTOGRAPHER
Rose Grau

MAJORS
Marketing &
Journalism

HOMETOWN
Monona

LOCATION
Prague, Czech Republic

1ST PLACE

*A Day in
the Life*



PHOTOGRAPHER
Faith Schanowski

MAJOR
Finance

HOMETOWN
Milwaukee

LOCATION
Morocco

1ST PLACE

*Exploring Local
Cultures &
Traditions*



PHOTOGRAPHER
Tanvi Khadiya

MAJORS
Marketing &
International
Studies

HOMETOWN
Cedar Falls

LOCATION
Jaipur, India

2ND PLACE

*Exploring Local
Cultures &
Traditions*



Tippie researchers have also had their passports stamped sharing their expertise at global conferences

Sam Burer
Montreal, Canada

Ann Campbell
Mauerbach, Austria

Stephen Courtright
Luxembourg

Luciano De Castro Filho
Santiago, Chile

Renato De Matta
Copenhagen, Denmark

Cristi Gleason
Hong Kong

Jennifer Nahrgang
Seoul, South Korea

Barry Thomas
Mauerbach, Austria

Anne Villamil
Santiago, Chile & Lyon, France

Nicholas Yannelis
Santiago, Chile &
Lisbon, Portugal



DEEP SPACE LOGISTICS

Although deep space is a vacuum, NASA's exploration of it doesn't happen in one.

BY AMANDA MAY



Years before a mission even begins, NASA reaches out to the best minds of our generation—thought leaders at the cutting edge of astrophysics, engineering, mathematics, and even business analytics. Which is how Assistant Professor **Beste Basciftci** got involved in researching humans exploring the next frontier: **planet Mars**.

Basciftci, an award-winning researcher of terrestrial transportation systems, is part of a NASA-backed team researching the logistics behind setting up a supply stop/habitat, which they call a SmartHab, on the surface or in the orbit of Mars. **The ground rules are simple: Keep humans alive when they are there. And keep the ship operable when they're not.**

But if humans are to explore and someday even colonize the Red Planet, it's going to take a lot of spaceship maintenance and spare parts, not to mention water, food, and oxygen. This SmartHab is planned to host human as well as robotic crew and will allow missions to retrieve needed parts without flying all the way back to Earth. It will also be intelligent, self-aware, and self-sufficient enough to function safely when uncrewed—unlike the International Space Station, which requires humans to perform maintenance.

"NASA has asked us to estimate a supply ship to arrive at the SmartHab every nine months," Basciftci said.

"Our research team aims to determine what supplies need to go on each of these trips, not only for human survival, but also for the least amount of downtime for any given machine, project, or mission."

"It can take 5.5-7.5 months to get to Mars, so it is obviously not an on-demand supply chain," she said.

"That would create way too much downtime, so we have a long planning horizon. Our optimization model takes the predicted lifespan of thousands of parts and adds variability and failure. We must try to get the replacement parts on the SmartHab before they are needed. Our model also takes into account multiple missions happening at the same time and space and weight restrictions for each launch."

The findings of Basciftci and her co-authors from Georgia Tech, Professor Nagi Gebrael and Ph.D. student Heraldo Rozas, appear in *Acta Astronautica*, the official journal of the International Academy of Astronautics.

Basciftci's participation in this project, officially named **Habitats Optimized for Missions of Exploration (HOME)**, adds to the University of Iowa's space legacy, which began with Astronomy and Physics Professor James Van Allen. Known as "the father of scientific space exploration," Van Allen taught at the University of Iowa from 1951 to 1985, during which time he discovered the Van Allen radiation belts and engineered particle detectors for 20 spacecraft projects, including the first flights to Mars and beyond.

NASA expects to send astronauts to Mars in the 2030s. Deployment of SmartHabs like the one in this feasibility study will come in the years after. ■



Adam started at Tippie this academic year and is already making it a more fun place to be. He slays on the keytar, doesn't take himself too seriously, and literally has "laugh" in his name.

What more do you need to know?

HAVE SOME FUN!

Get to know the new Director of Alumni Engagement,
Adam McLaughlin, through his knickknacks

BY AMANDA MAY



HE'S A HAWKEYE: Adam graduated from Iowa with a degree in communication studies in 2004.



STREET CRED: He's a twin dad. IYKYK. Shout out to his *moyen poodle*, Brad!



DIEHARD 80S MUSIC FAN: As evidenced by the Phil Collins drumsticks, cassette tape collection, and California Raisins figurines in his office.



BASEBALL GUY: Chicago Cubs and Boston Red Sox. Who can help make a matchup happen at the Field of Dreams?



THE TRUTH IS OUT THERE: The X-Files is one of his all-time favorite shows, and he's got the Fox Mulder bust to prove it.



HIS WIFE LIZ'S ARTWORK: The two knew each other from Mount Pleasant but started dating as students at the University of Iowa.



IOWA ROOTS: He grew up in Mount Pleasant and lived on a family farm for 14 years outside of Crawfordsville, where he mowed ditches and pastures with a life-size version of this Farmall H.



R2-D2 + C-3PO: A true child of the 80s is never far from a Star Wars reference.



FAMILY VACAY: He took his family to Philadelphia last fall and they, of course, ran the steps like Rocky. Adam's pro parenting tip: Have your kids run it first, then challenge them to a race when they're already a little tired.



Drop Adam a line to say hello—he'd love to hear from you.

adam-mclaughlin@uiowa.edu



STUDENT BUSINESSES THAT **CONNECT**

BY TORY BRECHT



Almost anyone who has been to college has had an

INGENIOUS DORM ROOM IDEA,
OFTEN A BRILLIANT BRAINSTORM
OFFERING A SOLUTION TO
A VEXING PROBLEM.

The vast majority never amount to much, cast aside in favor of studying, partying, or general inertia.

But a growing number of Tippie students are taking the next steps, building their brainstorm into profitable enterprises and showcasing their entrepreneurial spirit. Often with a little help from professors and other mentors, these students are launching real-world businesses before graduation.

Turn the page to read about two that actually took off!



VOLTA

A college-exclusive rideshare platform that helps students arrange transportation with other students, either on campus, in town, or between cities.

Volta

For management and entrepreneurship major **Broc Hawkins (BBA23)**, inspiration came his freshman year due to his own procrastination.

He was living in Catlett Hall and lost track of the calendar, waiting until just a couple days prior to Thanksgiving break to contact his parents to ask for a ride back to their family home in the Des Moines area.

“Turns out, they couldn’t pick me up. They said I’d have to find a ride or stick it out,” Hawkins recalled. “Being a typical freshman, I’d waited until the dorms were pretty much cleared out before asking if anyone could give me a ride. No one could take me, so I was the only student in Catlett for a few days. **I was broke, hungry, and living off bags of Doritos and walking tacos. That was the day Volta was born.**”

Volta is a college-exclusive rideshare platform that helps students arrange transportation with other students, either on campus, in town, or between cities. Essentially, it connects college students traveling to similar destinations utilizing artificial intelligence on an app-based platform. The app launched in August 2024, had 20 drivers signed up by October, and began its first rides by Thanksgiving break. The app is currently available to students at Iowa, DePaul, and Southern Methodist University in Dallas.

The technological heavy lifting was done by one of Hawkins’ club soccer teammates, Alex Atkinson, who recently graduated with a computer science degree from Iowa. Having experienced the pain of soliciting rides home himself, he was happy to jump on board as Volta’s chief technology officer.

“It felt like a real solution to a common problem for students, which made it easy to see the potential,” Atkinson said. “My mind immediately started thinking about how we could build it from a technical perspective, and I was excited to use my software engineering skills from the university in a practical, real-world project.”

Hawkins and Atkinson are quick to point out their burgeoning business likely wouldn’t have launched without help from Tippie faculty, and in particular, the John Pappajohn Entrepreneurial Center (JPEC).

Hawkins lauded the JPEC Undergraduate Student Incubator for helping walk them through starting an LLC, customer discovery, legal support, and other new business necessities.

“It’s like having a business library card—they are there to help—you just have to use it,” Hawkins said.



SEATSTOCK

A student ticket-selling app that creates an online bidding process where ticket seekers can place bids on what they're willing to pay for a seat in the student section and sellers can post what they're willing to accept.



SeatStock

As a cash-strapped freshman, **Josh Cohen** bought and sold student tickets on the secondary market to supplement his meager income. The system was pretty much the Wild West—arrangements made via social media apps like Snapchat, Facebook, and GroupMe—and ripe for rip-offs.

“I know quite a few people on campus who’ve either been scammed or will actually admit to scamming others,” said Cohen, now a junior management and entrepreneurship major at Tippie.

One of the biggest problems was students Venmo-ing money to an alleged seller, and then being ghosted. Meaning they were both out the cash and unable to attend games.

Like the folks at Volta, Cohen and his partners—Adam Hasan, Brady Stein, and Brandon Egger—turned to technology for a solution. Their student ticket-selling app company—called SeatStock—creates an online bidding process where ticket seekers can place bids on what they’re willing to pay for a seat in the student section and sellers can post what they’re willing to accept.

“We think our solution is the best way,” said Hasan, a finance major whose role with SeatStock is acquiring investors. “Right now, there is no other safe way to sell student section tickets, because SeatGeek and other secondary ticket sellers don’t allow student tickets to be sold.

Our research indicated that around 50% of students who have purchased student tickets via social media have been scammed or know someone who has been scammed, so we help provide safety.”

To date, SeatStock has launched on five campuses and has helped students trade 1,200+ tickets.

Like the Volta entrepreneurs, the SeatStock team received valuable input and assistance from Tippie faculty and advisors.

Hasan said his involvement with the Hawkinson Institute, for example, helped him become more comfortable having conversations with potential investors and improved his networking skills.

“It’s been a great learning experience, working in the venture capital space and learning about raising angel money and what all goes along with that,” he said.

From a philosophical standpoint, Cohen said it feels like many of today’s Tippie students are more focused on entrepreneurship and launching their own businesses rather than working toward a job in areas like finance, banking, or other traditional destinations.

“I like the fact it isn’t very corporate,” he said. “I don’t foresee myself going to a Fortune 500 company where I have bosses upon bosses upon bosses. There are just so many more tools readily available to help you launch your own business now.” ■



**Tippie launches the Hawkeye Venture Fund
to finance Iowa startups**

BY LYNN ANDERSON DAVY



When **Adam Keune** took over as executive director of the John Pappajohn Entrepreneurial Center (Iowa JPEC) last summer, he knew he wanted to create a venture capital fund to provide a stable source of financing and usher in a new era of startup activities—and entrepreneurial success—at Tippie.

After several months of discussions with Big Ten schools operating similar funds, and several more cutting through red tape, Keune and the JPEC Board of Directors have unveiled the Hawkeye Venture Fund, which they hope to grow to \$10 million in a few years. Keune is recruiting angel investors and networking with venture capital professionals to make it happen. He aims to start awarding money to Iowa startups in various stages of development this year.

“The Hawkeye Venture Fund is our way of saying that we’re looking for new ways to help startups,” says Keune. “The entrepreneurship landscape is shifting, venture capital activity is down from a few years ago, and so our goal with the fund is to put more emphasis on helping startups to scale—with financing but also with a lot of support and mentoring.”

Keune, the co-founder of an educational startup, wants to take JPEC and entrepreneurship at Tippie to the next level. In the past, startups received mentoring and professional advice but rarely

the financial backing necessary to move beyond the early stages of business growth. “With the new fund in place and serious investors on board, we’ll be able to deliver the money needed to create full-fledged businesses,” he says.

In addition to funding, JPEC will connect startup teams to coaches who know the entrepreneurial process from A to Z. Keune is recruiting new members to the board of directors and looking for Tippie alums with serious entrepreneurial chops who want to give back. He’s also meeting with venture capital funds and private equity companies that could help him identify worthy startups.

“Most of these firms can’t invest in young startups,” says Keune. “I’d like them to pass these fledgling companies along to JPEC so we can build them up before going back to the firms for next-stage funding.”

The Hawkeye Venture Fund will be open to students, alums, faculty, and anyone who has completed one of JPEC’s Venture School training or mentoring programs.

Funding requirements will mirror those of professionally managed funds, including approval from a review board comprised of industry professionals. The fund will take an equity stake in the companies, and any returns from liquidity events will go directly back into the fund to reinvest in more companies.

“It is not about how fast we can make money,” says Keune, “but how we can help more Hawkeyes start successful businesses.”

Tippie students will play a significant role in the new fund. Keune is creating a fellowship in investment banking that will allow students to vet startups and present them to a review board. He also envisions students participating in case studies that involve fund-financed startups, an entrepreneurship-focused podcast, and a newsletter from JPEC.

“We’re humble in the Midwest, so we don’t always talk about the good things we’re doing, especially in innovation and entrepreneurship,” says Keune. “It’s time to get the word out.” ■

Want to get involved?

Email: adam-keune@uiowa.edu



alumni
FEATURE



160 years

OF **HAWKEYE HISTORY**

The legacy of the Harper-Eichacker family is one of dedication and justice

BY BEN FROTSCHER AND TORY BRECHT

The names Eichacker and Harper are well known in Tippie College of Business circles.

Lois Eichacker Jr. (BBA85) serves on the Tippie Advisory Board and is a valued supporter of the Tippie Gateway Program. Her mother, Lois Harper Eichacker, was honored in 1999 with a University of Iowa Distinguished Alumni Award for Service. Father **George Eichacker (BA51/MA52)** holds Iowa business degrees in economics and accounting, and his son **Milton Eichacker (BA85/JD89)** took a business law class at Tippie and met his future wife, **Julie Flack Eichacker (BBA86)**, on campus.

What some may not know, however, is how interwoven the family's history is with the civil rights movement at the University of Iowa.

The story starts with family matriarch Virginia Harper. There were only 20 Black women enrolled at Iowa in 1946, and Harper was one of five who lived on campus in Currier Hall, unfortunately incurring harsh discrimination during its integration.

“I know that there are a lot of Hawkeyes above **smiling down on us right now.**”

—VIRGINIA EICHACKER

“We knew that we got extra attention because we were Black,” said Harper, in a 1992 *Daily Iowan* interview, recalling her time as part of what is now known as the “Currier Five.” These experiences propelled her into a lengthy career fighting racial injustice and prejudice with the National Association for the Advancement of Colored People (NAACP).

She wasn't alone.

Many individuals in the Harper-Eichacker family dedicated their lives to ensure equity and justice for all Iowans, and their efforts are one reason they were named the 2024 University of Iowa Family Spirit Award recipients.

“It’s an incredible honor for our family,” said Eichacker Jr., who is Virginia’s niece. “The university and the state have meant so much to so many family members. We’re filled with such gratitude and appreciation.”

First awarded in 2018, the Family Spirit Award recognizes a family—spanning at least three generations of UI graduates—that has substantially benefited from and continues to advocate for the university, as well as contributes toward bettering the state of Iowa and its communities. The Eichacker-Harper family was honored at the Iowa vs. Troy football game last September.

Even before Virginia Harper’s brave stand against segregation at Currier Hall, the family was leaving its imprint on the university.

In 1866 a couple named Rufus and Matilda Dandridge left the Kentucky and Tennessee cotton and tobacco plantations, where they had been enslaved, and migrated to Keokuk, Iowa.

By the late 1910s, two of the Dandridges’ grandchildren—**Naomi Harper Jordan (BA1922)** and Harry Dandridge Harper—were the first in their family to attend college and studied at Iowa. Serving as a doctor for more than 50 years in Fort Madison, Iowa, Harry—who was a classmate and friend of Iowa football icon **Duke Slater (LLB1928)**—played a central role in shaping Iowa’s civil rights movement as president of the Fort Madison NAACP and chair of the Iowa Civil Rights Commission.

“He was a civil rights pioneer in Iowa,” said Harry’s grandson Milton. “He instilled in all of us the belief that everyone—regardless of race—deserves respect, and that advocating for racial justice is essential. He did so much for Fort Madison and the state of Iowa.”

Lois Harper Eichacker wrote about the family’s experiences in a chapter of *Invisible Hawkeyes*—a book examining influential

African-Americans at Iowa during the Civil Rights era. She also was the first African-American president of the UI Alumni Association’s Board of Directors, the precursor to today’s UI Center for Advancement.

Lois Eichacker Jr., who lives in Chicago where she is vice president for the software and data company Supplier.io, said the University of Iowa and Iowa City are almost part of the family DNA at this point.

“When we were kids, Iowa City was a central gathering place for us to meet and get to know so many successful Black professionals and role models, and those experiences really tie into why I support the Tippie Gateway Program,” she said. “Maintaining the connection to the state is important since we all grew up there. It was such a transformative time in our lives.”

While many of the Harper-Eichacker family are now succeeding beyond the Hawkeye state, family members say they know that prior generations would be grateful to know their legacies continue to live on through tributes like the UI Family Spirit Award.

Virginia Eichacker (BA97/JD92), Virginia Harper’s niece and namesake said, “I know that there are a lot of Hawkeyes above smiling down on us right now.” ■

cover
STORY

visionary hands-on
MULTI-TASKER

Evolving as a **LEADER**

BY AMANDA MAY



WHAT'S YOUR LEADERSHIP STYLE?

Do you sit back and let your team take initiative, or do you like to steer the ship?

You've probably heard of "autocratic," "servant," and "transformational" style leaders, but before you assign yourself to one of these buzzwords, Management Professor Amy Colbert says **the 30,000-foot view is to think of leadership styles as a dichotomy of control**—how much you let your team decide versus how much you take the reins. To figure out which end of this dichotomy you're on, think about how you approach the work of leading.

Colbert says that leaders are responsible for three main priorities: achieving goals, building relationships, and driving change. Leaders often have a style that comes more naturally to them, and it affects how they approach these priorities.

For example, a leader may achieve goals using either a directive or empowering style. To build relationships and increase team cohesion, a leader may take a hands-on approach or be a supportive coach. When driving change, leaders can inspire others with their singular vision or collaborate to create a future together.



WHICH DO YOU IDENTIFY WITH MORE?

(Circle A or B)

QUIZ

1 **A** I give detailed, task-related instructions. **B** As long as deadlines and goals are met, I don't mind how projects get completed.

2 **A** I have stretch goals for my team and am excited to get there. **B** I am wary of pushing people too hard.

3 **A** I have a clear understanding of where my team is going. **B** I get ideas about the future from my team.

4 **A** I am the bond that holds the team together. **B** I let everyone establish and navigate effective working relationships on their own.

5 **A** I make sure that team members have all the information they need. **B** I provide context for a project and let them work out what the next steps are among themselves.



TAKE THE QUIZ ONLINE TO SEE HOW YOU COMPARE TO OTHER READERS.

qrco.de/leadershipstyles

WHERE DID YOU LAND ON THE CONTINUUM?

A



MOSTLY A

You're a directive, hands-on visionary.

- You're among the Steve Jobs and Martha Stewarts of the world. To achieve goals, you show exactly how to get the work done and set a deadline.
- Your team has a clearly defined hierarchy and way to operate.
- You paint an interesting picture of the future, set the course, and inspire buy-in to change the entire system.

YOUR STRENGTHS:

- Multitasking
- Clarity

YOUR CHALLENGES:

- Delegating
- Flexibility

OPPORTUNITIES AND SKILLS NEEDED:

- Learning to trust your team
- Building strong personal relationships through active listening.

AB



A MIX

(or difficulty choosing between A or B)

You're a style flexer! Keep reading to learn why this is such a superpower.

- You draw a little from each end of the dichotomy of control.
- You might get in the weeds about certain projects, but let your direct reports work out some things on their own, too.
- You lead the team to great outcomes but are also friendly to work with.

YOUR STRENGTHS:

- Open to changing your mind
- Professional relationships

YOUR CHALLENGES:

- Trusting all teammates equally
- Navigating complicated dynamics

OPPORTUNITIES AND SKILLS NEEDED:

- You care about outcomes, but also about people, which can create internal strife when they're at odds.
- You walk this line better than most, but sometimes need encouragement that you're doing the right thing. A great mentor could help!

B



MOSTLY B

You are an empowering, collaborative coach.

- You set goals for the organization, but then ask your employees for their ideas on how to get there.
- You know where everyone's head is at and are attuned to team dynamics.
- You bring everybody along to create a future together and are flexible about paths to outcomes.

YOUR STRENGTHS:

- Empathetic relationships
- Great cheerleader for your team

YOUR CHALLENGES:

- Being the singular spokesperson for the whole company.
- Could be perceived as *laissez faire*.

OPPORTUNITIES AND SKILLS NEEDED:

- Crafting a vision that will be your legacy, not just the sum of all the parts of the company.



BE YOURSELF

Colbert encourages leaders to stay within their strengths as much as possible.

“Try to put yourself in roles where your strengths are relevant,” she says.

“Doing so will allow you to lead effectively and build up goodwill with your team so that they’re patient with you when you come upon a challenge. Alternatively, find collaborators who can nurture the team in a way that you might not be able to. It’s okay to stick with your style and find people who complement it.”

BUT CAN YOU LEARN TO EXHIBIT STYLES THAT DON’T COME NATURALLY?

Yes, you can. Read on to learn a few good reasons to try.

WHAT IF YOUR JOB NEEDS A CERTAIN TYPE OF LEADER?

No one style is better than another, but some might not be the right fit for a company or team.

“We all have certain tendencies that come from our personalities and our pasts, which may become magnified once we’re put in leadership positions,” Colbert says. “But they aren’t cages that you can’t break out of.”

She suggests dipping into different styles when called for.

“Choose behaviors necessary for the situation,” she says. “For example, in a crisis, a team needs a strong leader who can quickly guide next steps. When times aren’t so fraught, empowering your team can create fantastic results. The same goes for different phases of a project. Set a clear direction at the outset, and then let your team interpret details within their own positions.”

It can also depend on your team. “In an employee’s first job out of college or in a new industry, they may not want to define their role or initiate new programs. They’re just trying to figure things out and demonstrate competence,” Colbert

says. “The opposite is also true—if you inherit a well-oiled machine, don’t slow them up with too much unnecessary direction.”

“Empowerment is often talked about as an ideal, but can be taken too far,” cautions Colbert.

The chaos-bringer she speaks of is the “laissez faire” approach. A leader may feel like they’re empowering their team, but if they’ve gone too far, the team may feel like they aren’t providing needed direction.

HOW CAN YOU GET IT RIGHT?

“This comes up a lot in my MBA classes,” Colbert says, “‘How much should I empower my team?’ You have to analyze the situation. It’s good to recognize that sometimes being directive is the compassionate choice when your team is overloaded or green.”



STYLE FLEXING

Taking a different approach doesn't always have to be defined by what is best for the company. A leader might also want to emulate a style because they admire it in a mentor or want to prioritize the well-being of the team.

According to Colbert, many styles can be used to achieve a leader's goals, but they may have to stretch into a different style when the situation calls for it.

SO HOW DO YOU EMULATE A LEADERSHIP STYLE THAT DOESN'T COME NATURALLY?

"In the Iowa MBA program, where I teach leadership and personal development, we talk about habit building. Say you would like the trust and community a hands-on leader with good relationship skills creates but don't know how to get there.

"Identify specific behaviors and plan them into your schedule," Colbert says.

"For example, you might set reminders to check in with your team about non-task related things, even if it feels awkward at first. Don't create a one-on-one on their calendars quarterly for a 'friendly chat' because it won't feel like it's coming from a place of caring. Try incorporating it into your weekly routine as an experiment, and soon it may become habit."

"I'm also a big fan of reflecting," she says. "If you're trying to stretch into a new leadership style, make sure to spend time reflecting on how well you're doing."

ACTIONABLE TIPS:

- On your commute home, try leaving yourself voice memos about how well you led that day/week.
- Start a "done list" of instances that helped create a good, functioning, cohesive team. So much more satisfying than a to-do list!

We also underestimate how much situations cause us to behave in ways that aren't our typical style, Colbert says. For example, stepping into a new leadership role is often stressful. It may be a while before you're not overwhelmed and can truly feel yourself (and your style) at work. "Daily or weekly reflections help you make sure that you are the leader you want to be and the one your team needs."

LEVEL UP

Challenges evolve as you move up the ladder and sometimes people get promoted because of their fantastic outcomes—not necessarily because they'd be great managers.

"I have led various teams and been a leadership researcher for years, and I still need an occasional booster," Colbert says.

"Things like leadership trainings help me to remind myself 'Oh yeah, that was the strategy I used to build that skill into my style.'"

If you'd like to level up your leadership skills, check out Tippie's lifelong learning opportunities—whether that's the online Iowa MBA, graduate certificates, custom executive education classes through the Tippie Leadership Collaborative, or lunch-hour listens to alumni webinars or our new Tippie Leads podcast. ■

The **BOTTOM LINE**

No matter your style, we want to see you succeed.



PROBLEM SOLVERS

Leadership isn't all sunshine and raises—it comes with responsibility and a healthy dose of conflict resolution. We asked some of our resident experts about workplace quandaries they've seen on popular television, and how they'd suggest leadership deal with them.

1

The Bear

THE PROBLEM:
An employee is resistant to change.

THE EXAMPLE:
Richie fighting Chef Carmy's new ideas at The Original Beef of Chicagoland in Season 1.

THE EXPERT:
Professor Jennifer Nahrgang

THE FIX:
"Change is hard, even when change involves new opportunities. Successful leaders approach change as if it is a MAJOR change for any employee that perceives it that way. Every new beginning means something is ending. Empathize with those endings and the sense of loss, but then focus on what is beginning and the employee's role in that new beginning. Continue to provide information on the WHAT and WHY of the change."

2

Ted Lasso

THE PROBLEM:
Someone on your team leaves the company.

THE EXAMPLE:
Nate quits AFC Richmond to become head coach for a rival soccer team after Ted saw his potential and promoted him up from waterboy.

THE EXPERT:
Professor Amy Colbert

THE FIX:
"This can feel like a betrayal, especially if you've taken the time and effort to train them. Before something like this happens, tune into your people's ambitions, offering recognition when deserved, and creating opportunities for them when possible. Also be willing to invest in people and let them go. I've talked to executives who refer to former employees as 'alums' of their company, and therefore still an asset who could refer prospective employees or serve as a source of external knowledge."

3

Downton Abbey

THE PROBLEM:
An employee is undermining you.

THE EXAMPLE:
When Downton Abbey is turned into a recovery home for British soldiers during WWI, Lady Cora feels undermined by cousin Isobel, who makes significant changes without consulting her.

THE EXPERT:
Professor Stephen Courtright

THE FIX:
"Cora and Isobel come to this situation with different priorities: Cora values order and favors a hierarchical leadership style, while Isobel values autonomy and wants room to be creative. To move forward, someone like Cora could listen to innovative ideas while maintaining clear boundaries—a concept from my research called 'channeled autonomy.' In turn, someone like Isobel could respect authority and increase the likelihood of their ideas being heard by clearly aligning them with shared goals."

4

Seinfeld

THE PROBLEM:

You have a super disengaged employee

THE EXAMPLE:

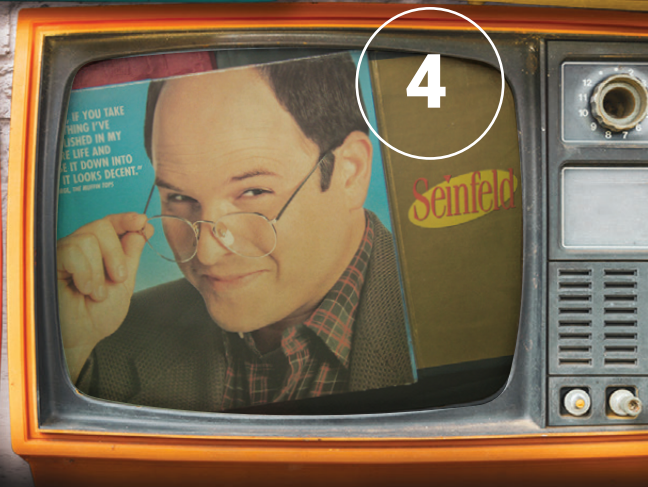
George Costanza when he sleeps under his desk at the Yankees' office.

THE EXPERT:

Associate Professor Eean Crawford

THE FIX:

"Is it the employee's fault? Or is it a poor fit in the role? Probably some of both. The biggest engagement killers occur when employees lack purpose, clarity, or capacity. Offer a chance to take on a challenge that will help them grow, get specific about what is expected and how it's connected to the company mission, and/or discuss what things could be shelved so they can focus on advancing higher priorities."



“GO”-ING PLACES

BY SUZI MORALES

When he was a child, Jeffrey Ding’s father taught him the ancient strategy game Go. With a vast number of moves available, a Go player must learn by trial and error to gain tactical foresight. Not so different from Ding’s University of Iowa education as a triple-major in economics, Chinese, and political science.

“The business school is remarkably good about letting you mold your own path,” says Ding, who is a lifelong Hawkeye fan with alumni parents. “I came out of Tippie having all these different pathways. It gives you the margin to experiment and fail and try different things.”

Ding was drawn to the Tippie College of Business because of global offerings like the International Business Certificate, Global Internship program, and study abroad. He is particularly grateful to Shari Piekarski, who founded the Global Internship Program and recently retired. Through these experiences, he interned for a member of the Hong Kong legislature’s pro-

democracy coalition during the 2014 protests and studied at the University of Peking his senior year.

After graduation, Ding worked for a summer at the U.S. Embassy in Dakar, Senegal, with the U.S. Foreign Service internship program. That fall, he began a master’s program in international relations at the University of Oxford as a Rhodes Scholar.

Around the same time, a computer program called AlphaGo made headlines for defeating a Go master, and Oxford founded its Centre for Governance in AI. Reading about a computer’s victory in the game he’d grown up playing while learning about

AI policy sparked Ding’s interest in emerging technologies. He went on to earn a Ph.D. from Oxford and embark on a career in academia where he blends his interests in international relations, economics, and technology.

Now an assistant professor of political science at George Washington University, Ding recently published a book, *Technology and the Rise of Great Powers: How Diffusion Shapes Economic Competition*. In it, he presents a novel theory of how technological revolutions affect the rise and fall of powerful countries. He specifically analyzes the U.S.-China balance of power in emerging technologies through the lens of what past industrial revolutions tell us about the future. ■



ONCE A HAWKEYE
ALWAYS A HAWKEYE

hawkeye PRIDE

"Great experience running the TCS New York City Marathon. **Bucket list item!**"

—BRIAN MORELLI (MBA24)

2020s



“Advising small business owners has always been a passion of mine, rooted in personal experiences from my family’s business. Witnessing its downfall due to mismanaged decisions left a lasting impact on me and fueled my desire to help others avoid similar pitfalls.”

—SAM ANDRUS

Sam Andrus (MBA23) and **Gary Van Ert (MBA23)** founded GTI Consulting, dedicated to providing thoughtful, strategic advice to help businesses thrive.

Jorge Cabrera (MBA22) was named to *Negocio Now’s* 2024 list of the 50 most powerful Hispanics in corporate. Cabrera is the head of communications for the Americas at Kone Elevators.



Dylan DeClerck (MBA20), of Can Play, received the 2024 Young Alumni Entrepreneur of the Year Award from Iowa JPEC.



Hyunki Min (PhD24) is a research fellow at the Korea Institute for Industrial Economics & Trade in Sejong, South Korea.

Anthony Nielsen (BBA20) is a key accounts manager for Vermeer Iowa and northern Missouri.



Mayzie Tucker (BBA20) launched a new floral presentation business, Scarlet Sage + Co. The company creates original art pieces with flowers from clients’ memorable events.

Tate Westhoff (BBA24) Is an inside sales representative for Dura-Line.

2010s



Michael Brown (BBA11/CER11) co-founded La Liga Pequeña, a charity baseball league for children in Medellin, Colombia. The organization focuses on teaching life lessons through sports to at-risk youth.

Patrick Cornally (BBA12) is a principal at Apollo Global Management in Los Angeles.



Adam Dellos (BBA18) is the strategic finance senior manager at Vanta in New York City. He is a Hawkinson Institute alum and had a hand in helping the tech company raise \$150 million in series-C funding.

Your Name Here (BBA/MBA/PhD)
 New job?
 New grand/baby?
 Retirement?
It’s ok to brag a little.
 Send your update to:
tippie.uiowa.edu/update



Tristan Geiser (BBA17) received the Corporate Champion for Equality Award from the Human Rights Campaign. A senior consultant at CNA Insurance in Chicago, Geiser also serves on the Management and Entrepreneurship Advisory Council at Tippie.

Stephen Hensley (BBA15) started a new role as a director of advisory, enterprise solutions at KPMG.



Angela Jiskoot (MBA19) was honored with her second Governor’s Volunteer Award for her leadership and eight years of service on the Volunteer Iowa Commission.



Kimberly Johnson (MBA15) was named Marketing Executive of the Year at the American Marketing Association Iowa’s Nova Awards. She also won 1st Place in Branding. Johnson is chief marketing officer for MHT Technologies.



Michael Karsa (BBA12) was named by *Forbes* as the #1 Next-Gen Wealth Advisor in the Chicago area, and #27 nationally. Karsa is president of the Midwest and Arizona practices for Lido Advisors.



Lisa Lefebure (MBA15) was selected as a 2024 NextGen Leader by *Monitor* magazine. Lefebure is chief human resources officer at GreatAmerica Financial in Cedar Rapids. She also serves on the Management and Entrepreneurship Advisory Council at Tippie.



Kevin Longo (BBA10), vice president and wealth management advisor for Guttman & Longo, was named to the 2024 *Forbes* Top Next-Gen Wealth Advisors Best-in-State list for Illinois.

Arindam Majumdar (MBA10), deputy chief risk officer with Bank OZK in Little Rock, Ark., has joined Tippie's Finance Advisory Council.



Alexander Motola (BBA13) co-founded and received private equity backing for strategic acquisitions for the pharmacy services company LucyRx. Motola is the chief business officer for the Maryland-based company.

Alex Nelson (BBA17) is the new owner of Coffee Emporium's four locations in Eastern Iowa. He also owns The Midnight Gem wedding venue in Swisher and Little Gems Baby Boutique in North Liberty with his wife, Jordan Nelson.



Greg Reimann (BBA13) opened an accounting firm in North Liberty, Iowa, after more than a decade of public and private accounting experience. He specializes in CFO-level insights and strategic financial guidance for small businesses.

Megan Roos (JD05/MBA13) is VP and general counsel at RC Family Farms.

Dylan Sambrano (BBA19) is a corporate controller for Endless Pursuit Corporation in El Segundo, Calif.

2000s



Liz Ackley (BBA08) is a partner at PwC in the digital assurance and transparency/ESG practice in its Austin, Texas, office.



Alexander Boyce (BBA05) is managing director for Stifel in London, England.

Amanda Broz (BBA08) was promoted to tax partner at Deloitte Tax in Minneapolis.

ARE YOU A
published
author?

Let us know!
It's ok to brag a little.

Update your info at:
tippie.uiowa.edu/update



Troy Brunk (MBA05) is the new president of Collins Aerospace.



Jim Coble (BBA04), of Coble Holdings, received the 2024 John Pappajohn Alumni Entrepreneur of the Year Award.



Jennie Fisher (MBA04) was named Best Female Executive of the Year by the *Cannata Report* in November 2023. In 2024, she was promoted to group president, office technology at GreatAmerica in Cedar Rapids.



☆☆☆
OH baby!

FUTURE TIPPIE STUDENTS



Emily Brannon (BBA15) and Michael Nauman had a baby girl, Margot Lou Nauman, on July 29, 2024.



Stefanie Price (BBA11) and husband, Mark, welcomed baby boy, Logan, on May 23, 2024. He was 8 pounds, 9 ounces and 21 inches long.



Jessica Ford (BBA10) gave birth to a daughter, Charlotte, on February 21, 2024, and made partner with the Kwon Gallup Ford Group at Morgan Stanley on May 1, 2024. #MomBoss



Joseph Snyder (BBA16) and wife, **Brittney Snyder (PhD18)**, welcomed a baby girl, June, on June 17, 2024. She was 8 pounds and 21 inches long.



Marisha (Johnson) Daneshmand (BBA13) and her husband, Hooman Daneshmand, welcomed twins, Shyon and Mariana, into their family on March 23, 2024. Marisha is a director at the market research agency Integro.



Is there a new baby in your life?

Send us an update and we'll send you a bib!
tippie.uiowa.edu/update



WE LOVE TO SEE **HAWKEYE GEAR**
in the wild!

SEND US YOUR PICS:
tippie-magazine@uiowa.edu



Steven Griffin (BBA03/MBA08) is director of central support services at Collins Aerospace in Cedar Rapids.



John Slump (BBA08), of Atraverse Medical and Volta Medical, received the 2024 Alumni Entrepreneurial Leadership Award from Iowa JPEC.



When it opened in 1968, Mayflower Hall was considered a “luxury” dorm, costing students \$700 a year. It was originally going to be closed and sold in 2023, but after a housing crunch, university officials decided to keep it open for five more years.



Bill Petrou (BBA09/MAC10) was named partner, with ITS quantitative solutions at PwC in New York City. He was previously director of the same group, first in Mexico, then in New York.



Jessica Thorsheim (BBA07), managing director and head of SFR real estate management for Amherst in Austin, Texas, has joined the Finance Advisory Council.

1990s



Tuma Basa (BA98) was named to *Essence* magazine’s Power 40, recognizing the most influential leaders in the music business. Basa is director of black music and culture at YouTube.



John H. Fraser III (MBA96) received a Hawkeye Distinguished Veteran Award from the University of Iowa. Fraser is a retired Navy captain and former director of Tippie’s Executive MBA Program. Fraser also established a scholarship at Tippie to give other veterans a chance and encourage lifelong learning and betterment of self through higher education.



Mike Gannon (MBA93) was appointed president and CEO of Cedar Rapids-based trucking company CRST. Gannon began his career with the company in 1983.



Leigh Rutherford (BBA08) made partner at PwC in its tax consulting practice in Denver. She was previously tax director.

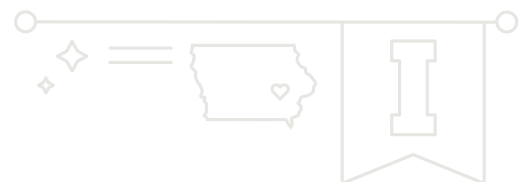


SHARE YOUR
HAWKEYE memories

Submit your photos to:
tippie.uiowa.edu/update

Chris Duey (BBA91), managing director at Principal Real Estate Investors in Des Moines, Iowa, joined Tippie’s Finance Advisory Council.

Lee Hodson (BBA98) is the VP of operations and account management at the Miracapo Pizza Company in Downers Grove, Ill.



HOW DID IT *Feel?*

"It's day seven of a week-long climb. I wake up at 3:30 a.m. at a slant because my tent is pitched close to the top of the highest peak on the African continent.

It's time for the last push to the top of Mount Kilimanjaro.

I must go slow because up this ancient volcano, there's no soil or plants—just ash and dust. My breathing is labored and my headlamp guides me as each footstep kicks up small clouds. Above the actual clouds, the Milky Way gleams brightly in a vast sea of stars. This has already been a peak experience.

Step-by-step I ascend. Slowly, the sun rises, too. I look out and colors are streaming over the horizon.

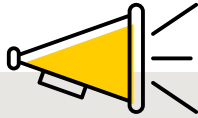
I'm starting to get a headache. At 19,000+ feet, the elevation is finally getting to me. I feel a sense of accomplishment for reaching this far, but also determination to summit. I've spent a week on this mountain with fellow hikers and emotions are running high, so when we get close enough, we all just start running. **It is pure joy."**

—RENEA RATHMACHER (MBA21)
As told to Tory Brecht



Renea Rathmacher (MBA21), Melanie Ferguson (BA14), and Heidi McNeil Staudenmaier (JD85) unfurl the black-and-gold Tigerhawk flag on Kilimanjaro's Uhuru Peak with breathtaking views of Kenya and Tanzania unfolding below. Rathmacher and Ferguson traveled to Africa together and were delighted to have McNeil Staudenmaier, who was celebrating her 65th birthday, join their group upon learning they were fellow Hawkeyes.





Congrats

TO THE FOLLOWING TIPPIE ALUMNI

**2024 Corridor Business Journal's
"Forty Under 40"**

Daniel Brown (BBA13/MBA23)

CFO, *Acterra Group*,
Adjunct Instructor, *Tippie College of Business*

Michael Coulter (MBA18)

Market Director for Eastern Iowa & Western Illinois,
Palmer Group

Tara Dumolien (BBA14)

Assistant Vice President and
Commercial Relationship Manager,
Bankers Trust

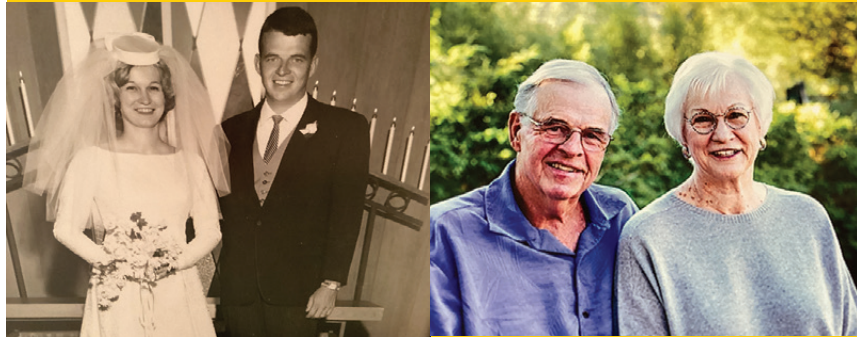
Anthony Santacroce (BA13)

President, *Global Filter*

Emily Ward (MBA14)

Associate Chief Nursing Officer,
University of Iowa Health Care

1965 THEN & NOW 2025



Wayne Alcott (BBA65) and his wife, Cherie, will celebrate their 60th wedding anniversary on August 28, 2025. The couple met for a blind date in the fall of 1965 at The Airliner and dated for two years before Wayne proposed on the steps of the Old Capitol.



Joel Pitz (BBA94) was named interim CFO of Principal Financial Group. He also serves as senior vice president and controller.



Bill Smith (BBA93) is partner at the Beard Group, which provides consulting services for sales and marketing, human resources, finance, and project management to a broad span of industries.



Douglas Durbala (BBA83) of Mankato, Minn., retired after seven years as controller at Firmenich and 31.5 years in finance/controllering and management with Berkley/OTG/Pure Fishing.



Seth Rosenthal (BBA96), chief investment officer at Academy Asset Management in Chicago, has joined the Tippie Finance Advisory Council.



Jennifer Steines (BBA98) is CFO at CommUnity Crisis Services and Food Bank in Iowa City.

James Wessels (BBA93/MBA99) received the Advisor of the Year, Midwest Region award at the inaugural *InvestmentNews* awards in New York City. Wessels is a partner at Vision Financial Group.

1980s

Carl A. Cook (MBA87), CEO of Cook Group, was inducted into the Indiana Academy for his philanthropic work. A Purdue engineering graduate with an Iowa MBA, his philanthropic efforts include institutions like Rose-Hulman and Indiana Landmarks, among others.

Tom Hartel (BBA85) and his team won a 2024 Institute of Real Estate Management Cares Award for Volunteerism. Hartel is president of Valley Fire Protection Systems in St. Charles, Ill., a company that supports a wide range of civic and charitable organizations, including Cradles to Crayons and the Make-A-Wish Foundation.

"It is an honor for us to be recognized. At Valley we strive to do all we can for the community."



WHAT'S YOUR **Hawkeye** sweetheart STORY?

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EDITOR'S NOTE: Alumni updates are submitted by alumni and are not verified by the editor. While we welcome alumni news, *Tippie Magazine* is not responsible for the information contained in these submissions.

in
MEMORIAM



William "Bill" Albrecht
Jan. 7, 1935 – Oct. 30, 2024

*Emeritus Professor of Economics,
Institute for International Business founder*

William "Bill" Albrecht of Iowa City passed away in October, aged 89. Albrecht earned a Ph.D. in economics from Yale and was part of the Iowa faculty from 1965 to 2007. He authored three economics textbooks and served as associate dean for undergraduate programs from 1984 to 1986, associate dean for external programs from 1986 to 1988, and professor of international business from 2000 to 2007. He established the Institute for International Business at Tippie and was the University of Iowa's first Global Scholar—a program developed in 1996 with the goal of increasing the visibility of Iowa faculty internationally. In addition, Albrecht was a Navy veteran, having served as an engineering officer on the USS Vammen (Destroyer Escort 644).



James "Jim" Wiese (BBA58)
Nov. 11, 1936 – Nov. 5, 2024

*Accounting alumnus,
University of Iowa supporter*

James "Jim" Wiese of Iowa City passed away in November, aged 87. An outgoing spokesman for the University of Iowa accounting program and alumni association, Wiese was honored with the Distinguished Alumni Hickerson Recognition Award shortly before his passing. The award recognizes graduates or former students for outstanding contributions to their alma mater. After a 34-year career with Arthur Andersen & Co. in Chicago and Cleveland, where he was a partner, Wiese and his wife, Nancy, retired to Iowa City in 1992. Wiese then served on the steering committee for what is now known as the Pappajohn Business Building. He was a proud parent of four UI graduates and a supporter of Tippie, Hancher, and Hawkeye athletics.



Larry V. Wright (BBA63)
Feb. 20, 1940 – Aug. 30, 2024

*Accounting alumnus,
Tippie Society member*

Larry Wright, of Naperville, Ill. and Bonita Spring, Fla., passed away last August, aged 84. Upon graduating from the University of Iowa, Wright went to work for Price Waterhouse (now PwC) as a certified public accountant, and three years later joined holding company Millbank. Wright worked for Millbank for four decades, where he managed, bought, and sold companies. He had many hobbies, including fishing, scuba diving, snow skiing, hunting, and golfing. A hobby pilot, Wright supported The Young Eagles, an organization that offers free first flights to children in hopes of inspiring interest in becoming pilots, and Angel Flight/Lifeline, which offers medical flights to ill children and their families. Larry and his wife, Lori Wright, were also faithful donors to the Tippie College of Business.

For a complete listing, visit: tippie.uiowa.edu/tippie-magazine

HOW TO Pop

Steve Huisenga (BBA88) | President, American Popcorn Company, Sioux City, Iowa



THIS / OR / THAT?

- SPONTANEOUS / PLANNED
- OPTIMIST / PESSIMIST
- BUTTER / PARMESAN CHEESE
- STOVETOP / MICROWAVE ¹
- TALK / LISTEN ²
- COFFEE / TEA
- FACEBOOK / LINKEDIN
- RESEARCH ³ / WING IT
- LENNON / M^cCARTNEY
- SHORT TERM / LONG TERM ⁴
- INTROVERT / EXTROVERT
- SUX ⁵ / OMA
- PHONE CALL / EMAIL
- HOME / OFFICE

LET ME EXPLAIN... (1) Sometimes both is the right answer. I eat more Jolly Time microwave popcorn but some of my favorite memories growing up are of my father popping popcorn on the stove in a large iron skillet. Still makes me smile. (2) You can learn way more, and honestly, I'm a little shy. (3) We spend a lot of time and effort to understand our consumers' wants and needs. (4) I've been fortunate enough to be married to my wife, **Julie Huisenga (BBA88)**, for 36 years and employed at Jolly Time Popcorn for 35 years. (5) I like to do everything I can to support the local community.



POPCORN GIVEAWAY!

Email tippie-magazine@uiowa.edu the word "POP" for a chance to win a sampler box of Jolly Time microwave popcorn.

Tippie Magazine is published semiannually for the alumni and friends of the University of Iowa Tippie College of Business.

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Amanda May (BA05/BFA05)

one last thing...

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Because I talk to and write about Tippie faculty often, I sometimes forget just how gifted they are. For the *Deep Space Logistics* story (page 4), I was excited to learn how and when humans will step foot on Mars. I had no problem conceptualizing it in a physical way, but astronauts don't just jump in a rocket and take off. An insane amount of math needs to be worked out first. Assistant Professor **Beste Basciftci** shared her team's published research paper with me (so I could review the synopsis on the opening page). But I'm a curious person, so I strayed farther. It was around page five that my jaw dropped. This liberal arts graduate was not prepared for the equations that I found. In case you had any doubt, here is just a tiny sample of the calculations needed to prepare for the human exploration of deep space:

$$\begin{aligned} \Pr(U_m \geq \rho_m) &= \Pr \left(\sum_{k \in \mathcal{N}_m} \sum_{t \in \mathcal{T}} [t - \hat{t}_{m,k-1}]_+ \cdot z_{m,k,t} + \sum_{k \in \mathcal{N}_m \cup \{0\}} \right. \\ &\quad \left. \times \sum_{t \in \mathcal{T}} [(T_{max} - t) - \hat{t}_{m,k}]_+ \cdot r_{m,k,t} \geq \rho_m \right) \\ &\leq \left(\sum_{k \in \mathcal{N}_m} \sum_{t \in \mathcal{T}} \mathbb{E}([t - \hat{t}_{m,k-1}]_+) \cdot z_{mkt} + \sum_{k \in \mathcal{N}_m \cup \{0\}} \right. \\ &\quad \left. \times \sum_{t \in \mathcal{T}} \mathbb{E}([(T_{max} - t) - \hat{t}_{mk}]_+) \cdot r_{mkt} \right) \frac{1}{\rho_m}, \end{aligned}$$

IOWA

Tippie College of Business

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