

HUNTSMAN

A L U M N I M A G A Z I N E

Students discover their own unique contribution in summer programs

SPECIAL SECTION ON STUDENT INVOLVEMENT

ALSO INSIDE: Focus on Entrepreneurial Spirit



A MESSAGE FROM THE DEAN

Douglas D. Anderson



There's a story told about a man who came across three construction workers. He asked the first one what he was doing and the laborer answered, "I'm laying bricks."

He asked the second one the same question, and the man said, "I'm building a wall."

He asked the third what he was doing, and the worker looked up and said, with pride, "I'm building a cathedral."

We've all known people who see themselves as nothing more than employees logging hours. If you're lucky, you've also worked with people who have embraced their own noble

vision of how their work can benefit others. A sense of purpose drives them, and their passion lifts everyone they work with. They can see the cathedral taking shape in the lives of those they serve.

This is the type of drive discussed in this year's required reading, *Great Work, Great Career*, by Jon M. Huntsman Professor of Leadership Stephen R. Covey and coauthor Jennifer Colosimo. It's a book I highly recommend, even if you are already years into your career. It can help you rediscover a sense of purpose in your work, and that can make any job more rewarding.

We thought the message in the book was so powerful that we invited Ms. Colosimo to guide us in a workshop at our annual faculty and staff retreat this year. Dr. Covey and Ms. Colosimo write that people accomplish great work when they can tap their own unique talents for something they're passionate about. Great careers are built by meeting a deep human need and doing it the right way.

Many of the stories in this issue focus on the entrepreneurial spirit and moral vision that drive some of USU's most successful and talented alumni.

If you look for it, you'll notice they talk of work-

ing with passion, about having a sense of purpose and finding their deepest rewards in serving. Greg Carr, '82, history, is a good example of what happens when all these elements come together. His restoration work at Gorongosa National Park in Central Mozambique is preserving biodiversity and generating jobs for the many people who live nearby. See the story on page 26. I also call your attention to the inspirational story about Ron Labrum, the president and chief executive officer of Fenwal, Inc. Mr. Labrum's company makes products and develops technologies that support and improve blood collection, procession and transfusion medicine. He is the kind of leader who has created a culture where workers feel valued and where everyone is focused on the people the company serves. The Huntsman School of Business plans to honor Mr. Labrum, '83, marketing, this fall with its highest honor, the Distinguished Executive Alumnus Award.

Closer to home, our careers have been enriched by the life of someone we have worked with here at the Huntsman School of Business, Dr. Chris Fawson. Chris has made an extraordinary contribution to the school in his role as senior associate dean for the last four years. Fortunately, he is not going far. He plans to return to full-time teaching and research in the department of Economics and Finance. He leaves behind a solid foundation others can build on. Dr. Jeffrey Doyle, George S. Eccles Chair in Capital Markets Research, has agreed to become associate dean for academic affairs. Dr. Doyle is one of our most accomplished faculty members. We are deeply grateful to him for his willingness to take on this important role.

We hope you will enjoy reading about these great leaders and the cathedrals they are building in the lives of others.

“Great careers are built by meeting a deep human need and doing it the right way.”

CONTENTS

- 4 recent speakers
- 25 new professors
- 33 contributions
- 35 student article
- 37 **VISION & VOICE**
- 39



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- 6 **STUDENT ENTREPRENEURS GO BEYOND THE CLASSROOM TO TEST THEIR INSTINCTS**
Plus: Tips from Founders Board entrepreneurs
- 8 **WELCOME TO THE "REAL WORLD"**
Huntsman student internships
- 9 **4 PILLARS EXEMPLIFIED: ENTREPRENEURIAL SPIRIT**
Feature on examples of alumni successes
- 12 **A TRIBUTE AND A WELCOME**
New leadership committed to excellence

special section: *Huntsman student involvement*

- 15 **THE STUDENT EXPERIENCE**
Expanding opportunity for Huntsman students
- 16 **GREAT WORK, GREAT CAREER**
A summer program builds student confidence
- 18 **DESIGN THINKING IN SWITZERLAND**
Business and art students meet around the world
- 19 **BUSINESS+DESIGN THINKING=NEW COURSE**
Expanding curriculum with innovation
- 20 **READY, SET, GO! INTERNATIONAL PROGRAMS**
From South America to Eastern Europe, students build connections and expand their global vision
- 22 **RESEARCH WITH A PURPOSE**
Undergraduate students and faculty collaborate to answer relevant business questions

24 **RESEARCH HIGHLIGHTS**
Management Department

26 **GREG CARR**
Alumnus works to restore life in Gorongosa National Park

30 **A LIFE LIVED WITH PURPOSE**
Ron Labrum receives Distinguished Executive Alumnus Award

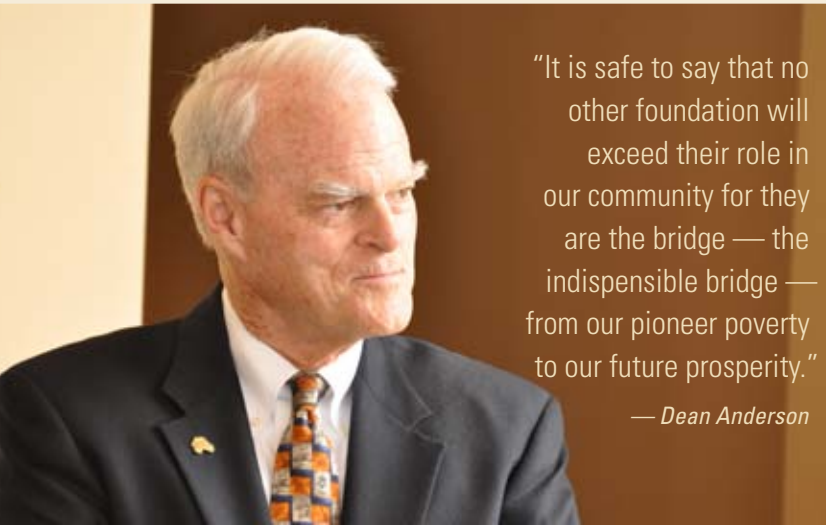
ON THE WEB

Find these stories online at huntsman.usu.edu/alumnifall2010

14 special section

Huntsman student involvement — how our students fully engage with their academic experience
ON THE COVER: BO AND BLAKE NEMELKA MAKE A GREAT CONTRIBUTION IN THE LIVES OF YOUNG TENNIS PLAYERS. READ MORE ON PAGE 16 ABOUT BO AND BLAKE AND THE GREAT WORK, GREAT CAREER SUMMER PROGRAM THEY COORDINATED. PHOTO BY RUSS DIXON.

PHOTO BY RUSS DIXON



"It is safe to say that no other foundation will exceed their role in our community for they are the bridge — the indispensable bridge — from our pioneer poverty to our future prosperity."

— Dean Anderson

Spencer F. Eccles tours building, speaks to students

BY STEVE EATON

While students were preparing for graduation last May, a quiet birthday party of sorts took place in the George S. Eccles Business Building.

Spencer F. Eccles was touring the building named after his uncle, George S. Eccles in 1970, when it was dedicated. In 2007 and 2008, the building underwent major renovation work that was funded,

in part, with a \$1 million donation from the George S. and Dolores Doré Eccles Foundation.

Dean Douglas D. Anderson guided Spencer Eccles and his wife, Cleone, on the tour. They were accompanied by Jami Dixon and Chance Murray, who are students and Business Ambassadors.

Mr. Eccles serves as chairman and CEO of the George S. and Dolores Doré Eccles Foundation. That foundation has granted more than \$300 million in gifts since it began in 1982. He also serves on the boards of four other Eccles family foundations.

Later, at the school's commencement ceremony, Dean Anderson introduced Mr. Eccles calling him "one of the most active leaders in Utah's philanthropic community."

"It is safe to say that no other founda-

tion will exceed their role in our community for they are the bridge — the indispensable bridge — from our pioneer poverty to our future prosperity," he said. "Each one of us, whether we know it or not, owes a great deal to the vision and generosity of multiple generations of the Eccles' foundations and their family, including Spence's uncle, George, who was born and raised right here in Logan, Utah."

Dean Anderson called attention to the anniversary being marked on that very day.

"We have a special reason to be grateful for the memory of George S. and Dolores Doré Eccles today," Dean Anderson said, "for it was on this day, 40 years ago, May 8, 1970, that our beautiful George S. Eccles Business Building was dedicated."

A contribution from George S. and Dolores Doré Eccles helped make the new building a reality in 1970. Dean Anderson presented Spencer Eccles a memento made from the original marble that was used in the building, recognizing the anniversary and the Eccles ongoing contributions to the study of business and finance at USU. ■



Senator Orrin Hatch talks about renewable energy

BY STEVE EATON

It was a keynote address with a surprise or two.

In a speech by Senator Orrin Hatch at the Partners In Business Renewable Energy, Cleantech and Sustainable Business Seminar, he admitted that "Unlike some of my colleagues, I'm

actually a big fan of fossil fuels."

He went on to explain why.

"I've been hard pressed to find an alternative transportation fuel that can compete with fossils in terms of energy density, availability and affordability," he said. "However, for environmental, economic and national security reasons, I have argued that it is in our public interest to promote greater diversity in our transportation fuel mix. Especially, if alternative sources can be found domestically and can help to improve the environment."

Sen. Hatch told the group he supported the Clean Efficient Automobiles Resulting from Advanced Car Technologies Act or CLEAR ACT. When it passed in 2003, he called it "the most comprehensive legislation Congress has ever considered to promote the use of alternative fuel vehicles and advanced car technologies among consumers."

"From the beginning I attempted to align the CLEAR ACT with certain key principles," he said. "First, I choose market incentives over mandates. I believe the success, or failure, of alternative fuels and technologies is best decided by the free market; and so I focused these incentives on the market, which I consider the most powerful engine in this country."

The Renewable Energy Seminar featured the Utah premiere of "Wind Uprising," an award-winning documentary written and produced by USU marketing professors Cathy Hartman and Edwin Stafford in collaboration with Michelle Nunez of GreenTech Films.

Dr. Hartman said she was pleased Sen. Hatch accepted their invitation to speak at the seminar because he has been key leader for Utah in the U.S. Senate. Dr. Stafford agreed.

"He's been a strong advocate for the use of geothermal energy in Utah and the development of plug-in cars and the use of the electricity grid for reducing our addiction to foreign oil," Dr. Stafford said. "He's sought to work collaboratively to promote solutions that protect the environment and boost the economy."

The event also featured industry researchers, experts and consultants who provided practical knowledge to help businesses, renewable energy entrepreneurs and policymakers capitalize on emerging technologies to move toward a cleaner, more-sustainable future. ■



Honeywell executive emphasizes integrity

BY STERLING MORRIS

Huntsman students studying human resources had the opportunity to learn from a seasoned executive and USU alumnus, Mark James, when they sat down with him for a question-and-answer session. James talked to students about some of the difficult decisions human resource managers must make.

"The key is to be respected, which means some of the people may not like you," Mr. James said. "But it's hard for them to argue that you're not a good

business person, or doing the right thing for the business and that you don't have integrity."

While studying at USU, Mr. James said he enjoyed finance and accounting classes. His understanding of finance has benefitted his career in human resources.

"Going down the finance and accounting path helped me a lot because I had financial acumen and that's the language of CEOs," Mr. James said. "If you want to sell them an idea or program and you can't tell them how it impacts the top or bottom line, you get dismissed in a lot of companies if you're the HR person. It turned into a huge advantage."

Mr. James said he never aspired to become a top HR executive.

"I never thought about it or targeted it," he said. "I just wanted to make enough money to not have to worry about bills. My superiors would give me something to do, I'd do it and they'd say, 'hey, you did a pretty good job with that, we want you to do this next.'"

He expressed the importance rewards play in retaining productive employees. "Figure out who your franchise players are, engage those people and give them early career opportunities."

Above all else, Mr. James stressed integrity. "You want to be respected by making the right decisions and having integrity; be a person of your word." ■

Kurt Larsen receives Professional Achievement Award

BY STERLING MORRIS

Former owner of a real estate development company, travel agency and small manufacturing company Kurt Larsen was recently honored with the Professional Achievement Award.

"Our Professional Achievement Awards have long been given to alumni who have demonstrated high ethics in their lives and leadership in the

PHOTOS BY STEVE EATON AND STERLING MORRIS

community," Dean Douglas Anderson said during the Partners In Business luncheon. "Today's award recipient, Kurt Larsen, is no exception to the rule."

"It's great to be back on campus again," Mr. Larsen said. "My roots are here, I grew up here and I was educated here."

The entrepreneur received his bachelor's degree in personnel and industrial relations from the Jon M. Huntsman School of Business at Utah State University in 1969 and graduated from Ball State University with a master's degree in

public administration in 1976.

"I appreciate the roots and the fine education I was given here at Utah State University and really encourage what is happening with the School of Business and all of the changes that seem to be happening here," Mr. Larsen said. "This is one of the finest institutions in the country and will continue to put out graduates who are dedicated, well-rounded and moral in what they do in businesses." ■

ON THE WEB

Read more about speakers at: huntsman.usu.edu/speakers



Franklin Allen

Nippon Life Professor of Finance
Professor of Economics,
University of Pennsylvania



Karl Ulrich

CIBC Professor of Entrepreneurship and e-Commerce
University of Pennsylvania



William F. Shugart

F.A.P. Barnard Distinguished Professor of Economics
The University of Mississippi



Scott Walker

Utah State University, BA '77
Thunderbird MBA '81
More information in "Vision" on page 37



Nathalie Mathien-Belk

Economics Professor,
University of Vermont



Garbo Pang

Senior Economist, Towers
Watson





Founders Board members (from left to right): Brad Oldroyd, Laird Washburn, Margaret Anderson, Gary Anderson, Mike Young, Ned Weinschenker, Paul Fjeldsted,

Paul Woodland, Dave Clark, Vern Rice

Student entrepreneurs go beyond the classroom to test their instincts

BY STEVE EATON



There is only so much you can learn about sailing by reading books and listening to lectures.

Before attempting to captain a sailing vessel, sailors need to practice and experience first-hand the challenge of the wind and the will of the water.

The Center for Entrepreneurial Spirit is creating opportunities for students to get outside the classroom, hoist their own sails and test their innovative instincts. Dave Clark, the executive director of entrepreneurial programs, says the Jon M. Huntsman School of Business gives entrepreneurial-minded students some excellent classroom experience, but the center is looking to add to that training.

"We are creating opportunities to

"Board members have weathered the storms all businesses face, and they are willing to share what they've learned with students." — Dave Clark

give students real-world experiences that will prepare them for the complexities of the business world in a way that goes beyond classroom work," he said. Last year the center picked 15 students and created the New Venture Consulting Group (<http://huntsman.usu.edu/venture/>). If a student or someone in the community has an idea, they can take their business plan to the group and have it evaluated, Mr. Clark said.

"The students receive an unparalleled educational experience by being exposed to those business plans," Mr. Clark said. "And they add value to the

people who have developed those business plans by reviewing them and giving them feedback."

This fall the center plans to launch the New Venture Development Group that will actually generate new ideas and launch businesses.

Creating these kinds of opportunities for students, however, requires additional funding. Enter the Entrepreneur Founders Board, a group of 13 active entrepreneurs who share a vision of what a top-tier institution can do to prepare students for the business world.

Members of the Founders Board not only give of their time but they each donate thousands of dollars to fund things like the annual e-Week festivities, which include an elevator pitch contest, imported expert speakers and a 72-hour business competition.

"When you start talking about experiences and programs

that are structured outside of a classroom setting at a university, then, you need resources that go beyond what would typically be made available to students through the university itself," Mr. Clark said. "The way we're attempting to accomplish that is with the support of the Founders Board."

Board members have weathered the storms all businesses face, and they are willing to share what they've learned with students.

"They're wonderful people," Mr. Clark said. "They have a wide range of

business and educational experience. They are still very active in their entrepreneurial endeavors. These are people who can relate to what the students are doing right now and to whom the students can relate."

Board members remember what it was like to be just starting out, and they want to help.

"In our economy today and in this world in which we live, I believe that young people need to have that step up that allows them to learn and stand on my back and the backs of everyone who is here," said board member Paul Woodland. Members often seek out opportunities to interact with the students. He said their expertise and contributions are laying the foundation for some great things at USU.

"What we really want is to be recognized as a place where students can come to have an unparalleled education in the classroom and beyond," Mr. Clark said. ■

TOP PHOTO BY STEVE EATON BOTTOM PHOTOS BY STERLING MORRIS



TIPS FROM FOUNDERS BOARD ENTREPRENEURS:

Do the work you love and unleash your passion

BY STEVE EATON

- Love what you're doing
- Have a vision
- Ask for help
- Have a passion for excellence
- Be humble
- Surround yourself with talent

Passion, a plan and help from friends are key ingredients to a successful entrepreneurial effort, according to Entrepreneur Founders Board members.

Several of them recently shared some tips for those launching entrepreneurial ventures or for anyone seeking to inject some innovative thinking into their work.

They all seemed to agree that entrepreneurs are passionate about their work and that drive can lead to success.

"You have to love what you're doing," said board member Paul Woodland, former CFO of Dryers Grand Ice Cream and president and CFO of Hooked on Phonics.

"You have to have a vision of what you want to accomplish; and if you don't have that, you can't ever succeed. If you really understand what is exciting to you and you have a vision of where you want to end up, then you just follow that and you follow it right to the end — you never stop."

Brad Oldroyd, '82, marketing, is the CEO of Pinnacle Management Group. He emphasized that students should have a passion for excellence in whatever they are doing.

Gary Anderson, the chair of the Founders Board, said it is important to think things out and develop good plans.

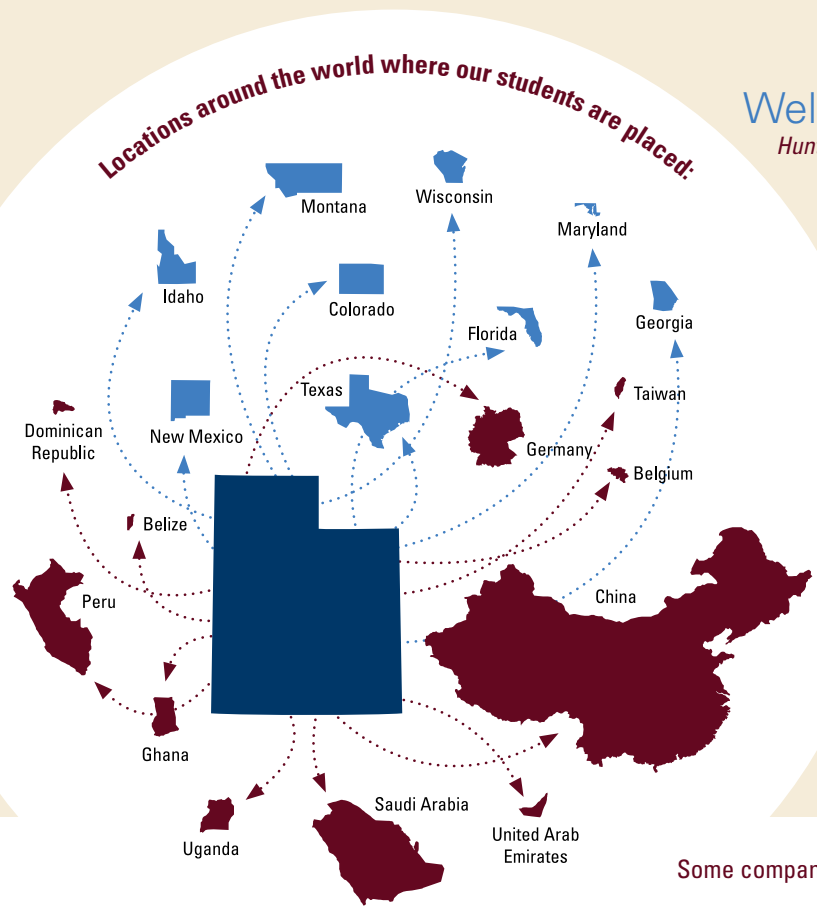
"Don't be afraid to ask for help," he said. "No matter how hard you try, you can't do it by yourself."

He said while students are in school they should work with people in other fields and disciplines so they can learn from those who have strengths and skills they may not have.

"If you look at really successful entrepreneurs, in almost every case, they're going to be people who have enough humility to surround themselves with talent," said Dave Clark, the executive director of entrepreneurial programs.

"If you really understand what is exciting to you and you have a vision of where you want to end up, then you just follow that and you follow it right to the end — you never stop."

— Paul Woodland

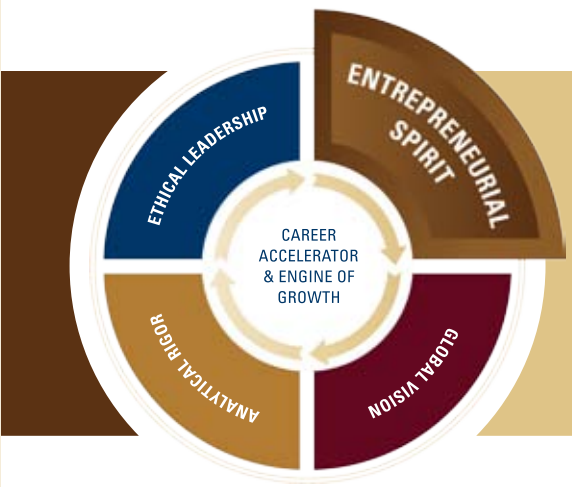


Welcome to the "real world"
Huntsman student internships create opportunity and connections

A challenging academic experience provides a foundation for critical thinking, deeper understanding and a broad skill set necessary for a student's career. An internship provides the practical application of these skills and the networking opportunities that can propel a student's career forward. A strong focus on student preparation, mentoring and placement at the Huntsman School has resulted in successful student internships at companies and locations around the nation and the globe. With 100 percent internship placement in the Huntsman Masters of Human Resources program and a large number of students in other programs successfully completing internships this summer, Huntsman students are excelling in their fields. Here's a snapshot of where our students were working just this past summer.

Some companies and organizations where our students are contributing:

- | | | | |
|---|---------------------------|---|-------------------------|
| ABC Sports | Bureau of Land Management | Intermountain Health Care | SEED program |
| Aeromet Technologies Inc. | Disney Interactive | Kohls | Smuckers |
| APS (Arizona Public Service) | EDUCON | Ministry of Higher Education for Science and Technology | Target |
| APX Alarm | Ernst and Young | MonaVie | Thermofisher |
| BD Medical | FranklinCovey | NAAS | Trend Micro |
| Boeing | Help International | Obelis | Viacom |
| Bosch | Hill Air Force Base | Overstock.com | The Walt Disney Studios |
| Charles G. Koch Foundation | Honeywell Corporate | Praxair | Weir Services |
| The Church of Jesus Christ of Latter-Day Saints | Hudson Bagel Co. | Presto Products | WellsFargo |
| DCQ Engineering | Incite Marketing | Renaissance Insurance | YMCA Camp Roger |
| Department of the Interior, | Intel | Rio Tinto | Zions Bank |



4 PILLARS EXEMPLIFIED:
entrepreneurial SPIRIT

BY ALLIE ANDERSON AND CAMI BOEHME

For the next four issues we will highlight a handful of alumni who display the qualities of each of our four pillars in their lives. This issue we focus on Entrepreneurial Spirit.

Greg Peterson, '97, Accounting, USU
Managing Partner, Aptus Advisors



A fourth generation entrepreneur, Greg has cultivated a deep understanding of the ups and downs of new business ventures. Greg is cofounder and managing partner at Aptus Advisors, a company that manages a private equity fund that provides growth and buyout capital for small businesses. Greg has learned that success requires persistence and an ability to be prepared for challenge and the possibility that you may fail. "I love exploring new ideas and making them a reality," Greg said. "Some of those ideas have worked very well and became great successes that continue to fuel the spirit of entrepreneurship. I have had others that were not so great and became difficult but rewarding life lessons."

Greg is actively involved in his community, having worked with the Friends of America foundation in Sonora, Mexico, which provides goods and services to orphaned and underprivileged children. Greg and his wife, Hollie, are the proud parents of four children: Matthew, Trevor, Jacob and Andrea.

I am Ironman:
 In the past eight months, Greg has completed two Ironman triathlons.

Jane Rogers, '77, Business Education
Director-Business Development, The Insight Group



Jane Rogers certainly knows what it means to be an entrepreneur. From 1985-1995, she ran Red's Frozen Yogurt and Ice Cream stores. From 1999-2001, she worked with O.C. Tanner to create a line of high-end Olympic jewelry, which was purchased by people around the world as a symbol of their experiences during the 2002 winter games. Jane now works at The Insight Group, which is an investment advisory corporation.

Jane believes the right attitude and mindset are crucial to being successful in entrepreneurial endeavors. "There are some who are born with a sense of adventure, creativity and a willingness to take a risk," she said. "This innate spirit oftentimes leads them to venture into something that intrigues them and they believe others feel the same and are willing to pay for it. A person with this spirit wants freedom and wants to see the fruits of their own hard labor. This spirit makes the world go around."

Jane grew up in Salt Lake City. She enjoys golfing and watching the Utah Jazz.

What inspires you?
 Jane is inspired by "people who do things for the right reasons."

PHOTOS COURTESY OF FEATURED ALUMNI

HIRE A HUNTSMAN SCHOOL INTERN

Huntsman students are:

- Hard-working, honest and reliable
- Enthusiastic and excited for opportunities to grow
- Innovative and prepared to make a unique contribution

If you have a compelling market need and believe an internship program could help your organization, let's talk. Call an internship coordinator at 435.797.2272 or e-mail us at huntsman.intern@usu.edu.

JON M.
HUNTSMAN
 SCHOOL OF BUSINESS
 Utah State University

huntsman.usu.edu/internships



4 PILLARS EXEMPLIFIED: ENTREPRENEURIAL SPIRIT

ON THE WEB

Read more insights from our featured alumni by visiting huntsman.usu.edu/4pillarsfeature

Tyrell Gray, '01, Finance Co-founder, Junk House Riches

Tyrell Gray is the co-founder of Junk House Riches, a real-estate company that sells refurbished homes. To Tyrell, entrepreneurial spirit is "the desire for something better. The desire to get and achieve more than what the world offers you, to see what you can really accomplish."

Diligence and hard work are the main factors in Tyrell's success.

"As entrepreneurs we often make the mistake of jumping before we look. The old axiom 'act now and talk later' has been the down fall of many entrepreneurs. I take all of my ideas and share them with a close inner circle of pessimists. I let them point out all the reasons my idea will not work, then I solve those problems."

Tyrell also believes in staying motivated and making family his first priority. "I am motivated by a desire to provide for my family. I am motivated by others I see succeed. I am motivated by my faith. I am motivated by my belief that the world is mine, and I want to see what I can make of it."

Tyrell's favorite quote:

"Up to a point a person's life is shaped by environment, heredity and changes in the world about them. Then there comes a time when it lies within their grasp to shape the clay of their life into the sort of thing they wish it to be. Only the weak blame parents, their race, their times, lack of good fortune or the quirks of fate. Everyone has the power to say, 'This I am today. That I shall be tomorrow.'"

— Louis L'Amour



Ajit Nair, '96, MBA CEO, ProV International

A balance of dreams and hard work are key to any success, says Ajit Nair.

"A successful entrepreneur will have his head in the clouds and

his feet on the ground," he said. "We must never give up on our life goals while at the same time ensuring to stay grounded."

Ajit's willingness to be involved and lead by example began in college. While at USU he was involved as a member of the International Student Council, MBA Student Association and Graduate Student Services, in addition to writing a weekly column for the Utah Statesman titled "Country at a Glance."

Today, Ajit is founder, chairman of the board and CEO of ProV International, a premier information technology services provider.

Ajit advises budding entrepreneurs to strive to gain confidence.

"The most important piece of advice I can give to anyone is to always believe in yourself no matter what the odds," he said. "If you believe you can do something and you have the drive and perseverance to back it up, no one can stop you."

Ajit's love for USU:

"It was the total package. I was in a foreign country on my own attending school and everything was new. I was getting a great education with wonderful professors and making new friends. It was a great experience."

Laird Washburn, '90, Speech CEO, nuvoH2O

Laird Washburn, CEO of nuvoH2O, is helping to make the planet a little greener. Laird has created a salt-free water softener, which alleviates strain on the environment and costs 50-80 percent less than other water softeners. nuvoH2O serves some of the nation's largest businesses, including Disney, Walgreens, MGM and the New York Yankees.

Laird is most inspired by his family and believes in treating everyone equally. His favorite quote, from Sir Winston Churchill, reads: "I like pigs. Cats look down on human beings, dogs look up to them, but pigs just treat us as their equals."

Laird believes educated risks, not gambles, can lead to success. "Most people use 'entrepreneurial spirit' as the justification to take unnecessary gambles in business," Laird said. "It is true that someone with an entrepreneurial spirit is comfortable taking risk, but someone with true entrepreneurial spirit is not gambling but understands intelligent risk taking."

Tee it Up!

In his spare time, look for Laird on the golf course, enjoying his favorite pastime.



Kent Alder '74, Finance, '80, Accounting President & CEO, TTM Technologies

For Kent Alder, entrepreneurial spirit begins with a clear and inspirational vision of what a company can become and how to get there.

"The achievement of that vision must energize your team," Kent said. "You must be totally dedicated and make sacrifices in other aspects

of life in order to overcome obstacles and achieve success. You must be willing to learn, grow, adjust and adapt but never lose sight of your goal. Finally, you have to take risks and put your personal reputation on the line."

Kent's company TTM Technologies makes printed circuit boards for commercial aircraft navigation systems, highspeed routers for corporate networks, medical diagnostic imaging systems and more. His entrepreneurial endeavors have taught him that success cannot be achieved alone.

He appreciates Harry Truman's words: "It is amazing what you can accomplish if you do not care who gets the credit." Similarly, Kent believes that an entrepreneur shows "ambition, total dedication and the willingness to sacrifice and share in success."

How about those Aggies?

Kent's favorite color is Aggie Blue

Patsy Nodilo,

'67, Economics
Senior VP-Investment Portfolio Manager, UBS Financial Services



Patsy Nodilo was recognized by "On Wall Street" magazine as one of the outstanding brokers of the year in 1999. She was also named as one of the top 100 female money managers in the country.

As someone who started her own investment firm, Patsy believes you must often create your own success.

"To me entrepreneurial spirit is taking, or perhaps making, the opportunity to establish an endeavor on your own terms," she said.

"It is applying your passion, creativity, knowledge and skills in a positive way to something of your own design."

Patsy enjoys helping others find success. "I know I have been able to make a positive difference in the lives of many of our clients," she said. "I am inspired by people who have faced lots of challenges in life and have done so with a positive attitude, faith and courage and by those who use their time, talents and resources wisely to benefit others."

Patsy's Favorite Quote:

"Watch the little things; a small leak will sink a great ship."
— Benjamin Franklin

Jonathan Bullen, '78, Business Administration CEO & President, and Eagle Gate College Group

Jonathan W. Bullen has seen success in the involvement of many different things; he is one of the largest stockholders of portfolio real estate assets managed by Wasatch Property Management, he is owner and president of Eagle Gate College Group and Evolution Fitness, and he is owner and manager of Bullen and Harris LLC, a management and investment company.

For Jonathan, entrepreneurial spirit is not simply about success in business enterprise. "I believe that 'entrepreneurial spirit' applies more broadly to anyone who chooses to conceive and create what they dream about," Jonathan said.

"Thinking, conceiving, dreaming and then taking the risk to see it come about — you won't be bored!"

Jonathan is motivated by accomplishing great things and by making an impact for those he works

with and his family. Success, he says, begins internally. "It all starts with our thoughts, especially the ones we have about ourselves," he said.

A lot to learn from history:

Jonathan is most inspired by Abraham Lincoln



PHOTOS COURTESY OF FEATURED ALUMNI

CALL FOR NOMINATIONS:

Do you know a member of the Huntsman alumni community who exhibits **global vision** in their life and work? Who can you think of who has embraced the challenges of globalization, championed

culture or discovered unique opportunities on the global stage? We want to know. We want to tell their story. Email your nominations to huntsmaneditor@usu.edu

A Tribute and a Welcome

This fall the Jon M. Huntsman School of Business welcomes new administration. The role of senior associate dean, previously held by Dr. Chris Fawson, will be split into two deanships: an associate dean for academic affairs and an associate dean for international and entrepreneurial programs. Dr. Jeffrey Doyle, George S. Eccles Chair in Capital Markets Research,

will serve as associate dean for academic affairs. In addition, Dr. Fawson will continue to serve as associate dean for international and entrepreneurial programs until a permanent replacement is found. The leadership and respect of both these individuals is felt widely — among students, faculty, colleagues and alumni — as they each are integral in the school.

Dr. Chris Fawson exemplifies the spirit, the drive and the passion of the Huntsman School. Dr. Fawson is well respected as a teacher, a researcher, a critical thinker, an administrator and a colleague. He has served for nine years in university administration, including service as vice provost, department head of economics, and for the last four years as senior associate dean at the Huntsman school. During his tenure as senior associate dean, Dr. Fawson has been a friend, teacher, counselor and supporter to many.

Dean Douglas D. Anderson said Dr. Fawson's influence extends literally to each and every corner of the school. "His has been an essential voice as we have examined, debated and developed alignment around our sense of purpose, mission, values and strategy. His commitment to excellence has been unflagging. He leaves a great mark and an enduring legacy."

A passionate researcher with a broad influence in his field, Dr. Fawson ('83 MS, Texas A&M, Economics, '86 PhD, Texas A&M, Economics) has a unique view of the world that he is able to express in his interactions and his teaching. As a professor, he is dedicated to inspiring students to be lifelong learners and helping students to develop a deep understanding of economics and business. "I look forward to working closely with students and on my research, returning to the things I am passionate about in academia," Dr. Fawson said.

"Dr. Fawson is a dynamic and thoughtful leader. His personal interaction with the National Advisory Board has resulted in deeply rooted alumni connections for myself and others."

— Mark Holland, chair of the Huntsman School National Advisory Board

Chris FAWSON

"Chris has been a critical part of the great progress we have made in the Huntsman School. He has a wonderful vision of what the school can be. He loves the students, and he brings leadership and passion to our academic programs."

— Ken Snyder, executive dean and chief administrative officer

"We are thrilled to have Chris more deeply involved with our economics and finance students as well as our faculty. Chris brings a unique level of expertise, passion and energy, and we look forward to having his direct involvement with the Department of Economics and Finance."

— Tyler Bowles, head, Economics and Finance Department



PHOTO BY STERLING MORRIS

PHOTO BY RUSS DIXON

"Professor Doyle has all of the professional and personal attributes necessary to be a phenomenal leader in his new administrative assignment. Jef is a consummate professional, a world-class teacher who inspires greatness in his students and a committed researcher. I am very excited about Professor Doyle's appointment and look forward to working with him in realizing our shared commitment to excellence in pursuit of the Huntsman School mission, vision and purpose."

— Chris Fawson, associate dean for international and entrepreneurial programs

Jef DOYLE

"Working with Jef is inspirational. He is a great thinker, a great teacher and a great guy. Although I am sorry the School of Accountancy students will not have as many opportunities to study under Dr. Doyle, I am excited that he will be providing leadership to the Huntsman School of Business."

— Larry Walther, head, School of Accountancy

The unique focus the Huntsman School has to put students first is accentuated by the recent appointment of Dr. Jeffrey Doyle to associate dean for academic affairs. Dr. Doyle exemplifies the standard of excellence in teaching and research the Huntsman School represents. In 2009, he received the Eldon J. Gardner Award, the university's highest teaching honor, which carries with it the designation "Professor of the Year."

A native of Utah and graduate of USU with a bachelor's degree in economics in 1994, (MS '96 Virginia, PhD '99 Michigan), Dr. Doyle brings a strong combination of academic and professional experience to his new role. Dr. Doyle's academic pursuits include financial valuation and the predictive ability of accounting information. His students appreciate his enthusiasm for teaching and his ability to help students see the relevance of accounting in all areas of business. One of his accounting students said that although Dr. Doyle's classes were difficult and demanding, there were no surprises and the challenge was rewarding.

When asked about his new role, Dr. Doyle said, "there is a lot of momentum here at the Huntsman School. It seems everywhere you turn there are new and exciting initiatives for academic and professional interaction. I look forward to serving in the new capacity."

"I am deeply grateful for Dr. Doyle's willingness to accept my invitation to serve as associate dean for academic affairs. Jef exemplifies the standard of excellence in teaching and research that we aspire to at the Huntsman School, and I am confident that Jef will provide extraordinary leadership in our efforts to raise the bar in both teaching and research excellence."

— Douglas D. Anderson, dean

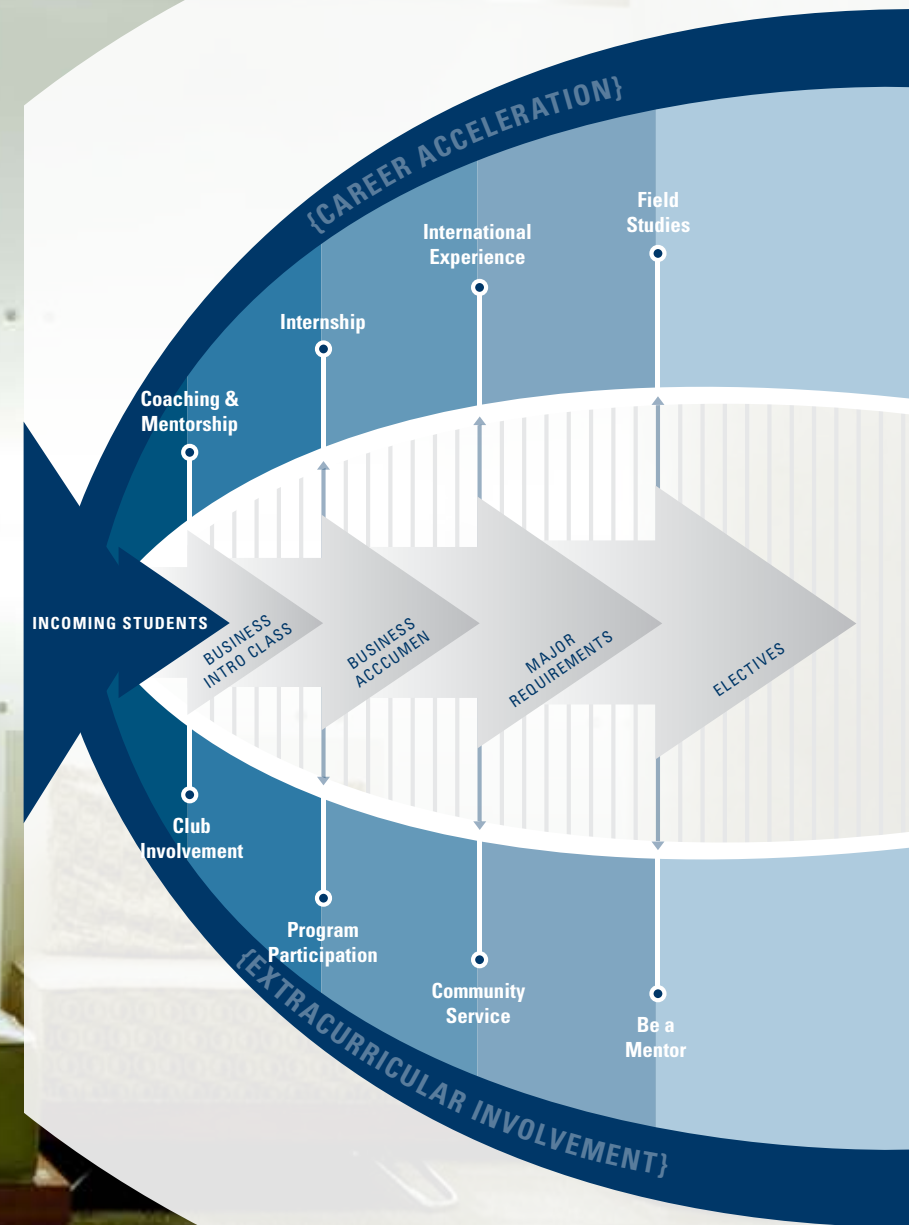


STUDENT INVOLVEMENT

From campus in Logan and distance education campuses across Utah to international programs in locations that literally span the globe, Huntsman School students around the world are enriching their academic and career experiences through internships, research and innovative groups and programs. You don't have to look hard to see powerful examples of the Huntsman Student Experience. This special section explores our talented students, dedicated faculty and staff, passionate alumni and the connections among them that contribute to a rewarding business school experience.



PHOTO BY RUSS FIKON



The Student Experience

The Huntsman Student Experience model illustrates the options available for a student to engage more fully with his or her educational experience. The foundation of the student experience is central to the path, with a rich and valuable academic track that gives students the business acumen needed to launch a rewarding career. But the Jon M. Huntsman School of Business recognizes that there are many valuable lessons to be learned outside the classroom. The school provides career acceleration opportunities and extracurricular programs that create the largest window of opportunity for its students.

Through internships, networking, interaction with alumni and exploration of industry, Huntsman School students gain insight into the world of business and more fully enrich their understanding of the concepts and ideas addressed in their various classes. Extracurricular programs provide students with opportunities to deepen their knowledge in specialized areas and find interdisciplinary connections as they engage in leadership roles, service projects, travel, research and innovation.

Each student at the Huntsman School is unique, forging his or her own path. By embracing opportunities to fully engage in academic growth, career acceleration and development of a sense of purpose, our students can be prepared for the opportunities that await — opportunities that will enhance their lives, their communities and the organizations where they serve in ways that best align with their individual goals and aspirations.

A 'Great Career' is found at the intersection of passion, talent, conscience and need

BY BENJAMIN WOOD

For most university students, the summer months represent a coveted escape from campus and the responsibilities of academia. The oasis between spring and fall semester generally conjures visions of relaxing on the beach, camping in the mountains, late nights and late mornings. For a group of ambitious students from the Jon M. Huntsman School of Business at Utah State University, however, this past summer was much more meaningful. The students spent the summer preparing themselves to enter the business world armed with tools and skills necessary to land a job that would blossom into a satisfying career.

"You learn how to be a solution and to make a great contribution in your career." — Bo Nemelka

Each Tuesday evening, 38 students met in the George S. Eccles Business Building to take part in the *Great Work, Great Career* Learning Group, a pilot program offered this summer at USU

and a collaboration of the Jon M. Huntsman School of Business, FranklinCovey and USU Career Services. The eight-week course was structured around the book *Great Work, Great Career*, co-authored by Huntsman Professor Stephen R. Covey and Jennifer Colosimo. It offered students a chance to learn from Huntsman faculty and career professionals. Having a great career, say the authors of the book, is about much more than acquiring wealth and position. Instead, according to the book, "A person with a great career makes a distinctive contribution and generates a strong feeling of loyalty and trust in others. Anyone, regardless of title or position or profession, can do these things."

For students coordinating the learning group, the experience was about discovering an opportunity to align themselves with the principles in the book and discover the beginning of their own paths to their own great careers.

"It's for people who want to learn how to land a good job, one that fits

them," said Blake Nemelka, a student in the Huntsman School. Blake, his twin brother, Bo, and Darcy Stewart, also students at the school, helped organize the program and structure it into a classroom format.

"You learn how to be a solution and to make a great contribution in your career," Bo said.

MAKING THE CLASS

The course provided an opportunity for students to learn experientially and from each other. The class included weekly reading, an online community and in-class discussion groups and workshops. Hands-on work on things such as building resumes and cover letters created compelling takeaways for students involved. Weekly guest speakers, including Huntsman School faculty, USU career specialists and co-author Jennifer Colosimo of the Covey organization,

created opportunities for student to



PHOTOS BY RUSS DIXON



learn from others with exemplary careers.

"That was cool to have a Covey executive up to campus," Bo said.

Unlike other summer courses at USU, participants in *Great Work, Great Career* did not receive university credit. Students accepted into the program exhibited initiative and personal dedication to advancing their careers through the experience.

"The ultimate goal is to tell employers that you went through Covey training," Blake said. "You're doing it because of the outcome and not the credit."

The three student organizers were referred by faculty and selected as interns by the Covey organization. After their selection, they worked with faculty to design the program and launch it. More than 70 USU students applied to the program, from which the final 38 were selected, with about half being majors in the Huntsman School.

"We were looking for students who would come to class with a smile on their face, looking to learn," Blake said.

BEING A SOLUTION

The *Great Work, Great Career* program is fully aligned with the mission of the school of business to be a career accelerator, said Dr. Chris Fawson, associate dean of international and entrepreneurial programs. The program was part of the school's efforts to help students transition from academia to the employment market.

"What the book tries to do is help students realize their career aspirations," Dr. Fawson said. "Stephen Covey's work has been to empower individuals to reach their full potential."

The course goes far beyond landing a first job. The book focuses on ongoing needs to building a great career, including finding strength in challenge, knowing your own personal strengths and finding synergy with those around you.

"It's broader than just a career," Dr. Fawson said. "You can't look at your career independent from the other aspects of your life."

Lynne Pettit, a career accelerator in the Huntsman School, worked with the three student interns to craft a curriculum for the eight-week program. In its original form, *Great Work, Great Career* was an online program, but Mr. Pettit said students suggested adding a classroom element.

"That's really been one of the successes," Mr. Pettit said. "The learning seems to be more complete when the students are able to share with each other. Each student brings his or her own experiences and perspective to the discussion; it really adds a whole dimension."

The group has already seen success. Blake said a number of students obtained meaningful employment during the course of the program.

"These aren't just jobs," Blake said. "These are careers they could stay in for a while."

"We're looking for students who exemplify the values embedded in Covey's work. They're well-rounded, they're energetic, they're fun and they're also really smart. They represent the best we have to offer." — Dr. Fawson

MOVING FORWARD

Response from the course has been extremely positive, and all of the organizers were confident that the program would continue at USU beyond the summer term or even expand to other campuses.

"The program will not be stopping at USU," Bo said. "Ultimately, these kinds of concepts are ideal for any university."

Dr. Fawson agreed. "We hope to provide *Great Work, Great Career* ongoing from now on," Dr. Fawson said.

The course is also intended to benefit students beyond the business school. Janita Andersen, a project manager for FranklinCovey, said the lessons learned through the program are for anyone seeking employment or job advancement.

"We're exploring ways to take this broader throughout the business school and the university through career services," Ms. Andersen said. "We saw this as an online program. As we started working with USU, we decided that we really wanted to have a hands-on experience. It really turned out to be a fabulous idea."

Dr. Fawson said the class will continue to be for students who demonstrate the desire to achieve their potential.

"We're looking for students who exemplify the values embedded in Covey's work," Dr. Fawson said. "They're well-rounded, they're energetic, they're fun and they're also really smart. They represent the best we have to offer." ■

LEARNING IN ACTION: FROM CLASS TO THE COURT



Bo and Blake Nemelka (pictured on the cover) are, admittedly, hard to tell apart.

Both are marketing majors in the Huntsman School, with minors in international business. Both are entering their senior years at USU, are Huntsman Scholars and played for the USU Tennis team for one year before serving two-year LDS missions; one in Peru, the other in Mexico.

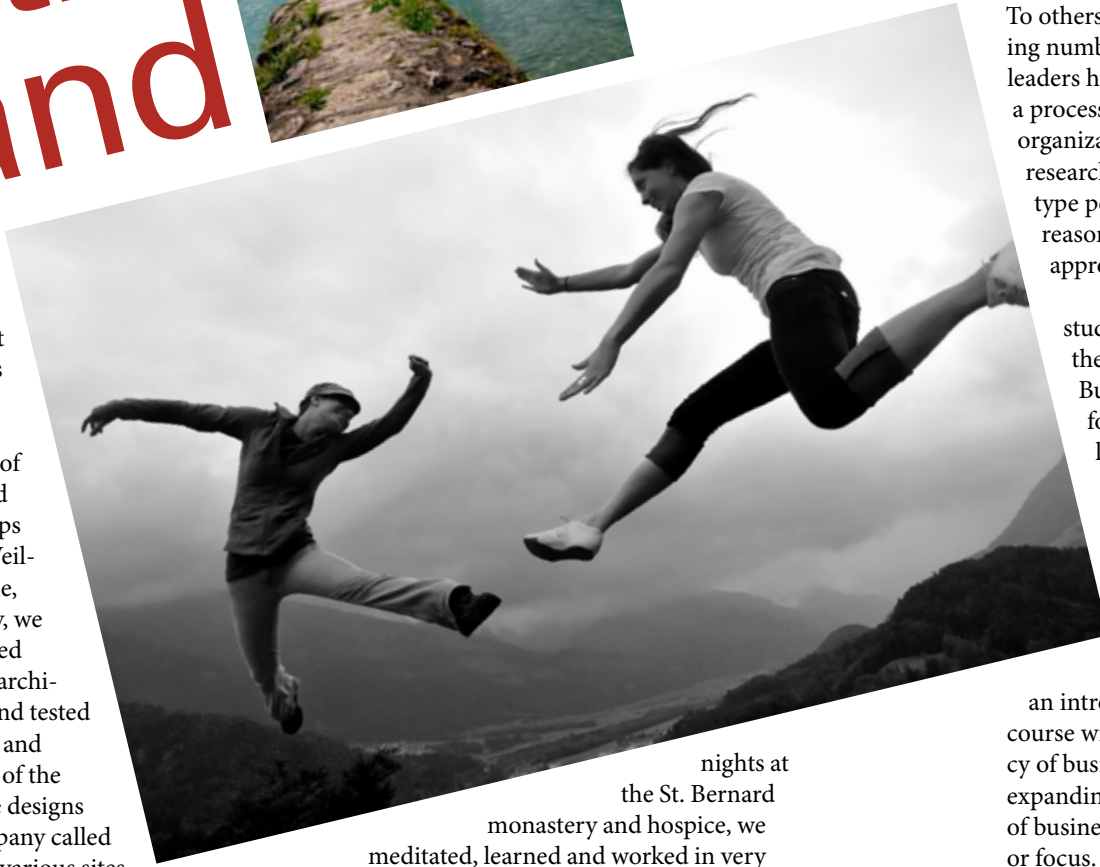
Until recently, Bo was the married one. Blake, however, was married in August, removing yet another distinction between the identical twins who quarterback the *Great Work, Great Career* program at USU.

Though they no longer play for the USU team, Bo said he and his brother are still very involved with tennis. In addition to their work for the Covey Group and the Huntsman School, Bo and Blake host high school tennis clinics and work at Nike summer tennis camps.

Blake said the *Great Work, Great Career* course helped him look at different ways to make their tennis work more engaging for the athletes they coach.

design thinking in Switzerland

BY DAVID CLARK



In his book, *Change By Design*, Tim Brown, CEO of the consulting firm IDEO, identifies innovation as “nothing less than a survival strategy.” He goes on to describe the inextricable connection between innovation and “design thinking” where “technical, commercial and human considerations” are brought into focus to create new “products, processes, services, interactions, entertainment forms and ways of communicating and collaborating.”

This summer, I began a journey with a group of students from Utah State University to explore these concepts in the cities, villages, streets, mountains, castles, businesses, factories and sanctuaries of Switzerland.

Under the direction of Dr. Robert Winward of the Caine College of the Arts and Dr. Chris Fawson of the Huntsman School of Business, we traveled, visited, observed, discussed, worked and played in settings where

company that produces upscale carrying bags out of discarded truck tarps and in Weil-am-Rhine, Germany, we confronted modern architecture and tested the form and function of the furniture designs of a company called Vitra. At various sites

we considered art, culture, philosophy, history and science. With each stop the students were assigned analytical and creative tasks. Students from the Caine College learned to apply business principles and students from the Huntsman School were challenged to let the “artist within” emerge.

The significance of the combination of art and business students was illustrated through a project where teams were formed and assigned to create new ideas for school lockers. At the end of a long day of work, the seven teams presented an impressive array of innovative designs for lockers that incorporated bold shapes, colors, materials, technologies and human-centered features. Each of these designs could become the foundation of a novel business opportunity.

Woven through the entire trip were chances for personal introspection and enjoyment. Over three days and two

nights at the St. Bernard monastery and hospice, we meditated, learned and worked in very difficult conditions to complete a service project. In the Lauterbrunnen Valley we stood at the base of famous alpine peaks such as the Eiger and the Jungfrau and wandered through mountain villages that could well have been movie sets for the “Sound of Music.” In Bern we stood on the street in the shadow of the clock tower where Albert Einstein realized that time and space themselves were not, after all, absolute. At the end of our journey we all began to realize that our non-static world affords each of us the chance to create, to innovate, to cooperate, to improve and to capture and add value in any setting or circumstance. Design thinking is now forever etched in our minds as more than a strategy to survive. To our Design Thinking in Switzerland group, it is a strategy to thrive. ■

PHOTOS BY JEREMY C. WILKINS

PHOTO BY STERLING MORRIS

BUSINESS + DESIGN THINKING = NEW COURSE

BY CAMI BOEHME

The word design means many different things to a lot of different people. To some, design is about making things look pretty. To others, it is about making something functional. To a growing number of others, design is much more. Many thought leaders herald design thinking and human-centered design as a process that enables individuals and organizations to better define problems, research solutions and ideate or prototype possibilities based on empathetic reasoning and human-centered approaches.

For a group of 90 business students in a new pilot course at the Jon M. Huntsman School of Business, design thinking will form the foundation of their learning experience as they explore business concepts and universal and timeless principles that undergird personal and professional success. The course, called Business by Design, is an interdisciplinary approach to giving students an introduction to business. The course will focus on the interdependency of business functions, with the goal of expanding the students’ understanding of business beyond their chosen major or focus.

In his book, *A Whole New Mind*, Daniel Pink suggests that design has “altered the competitive logic of business.” This is in part, he says, because design takes products, processes and services beyond simply what works and turns them into something people love. Referencing research that demonstrates increased profits as well as increased market share, Mr. Pink makes a business case for design thinking as an integral element of the innovation processes that sustain value creation. He also asserts that design impacts all aspects of

society, not just business and that “cultivating a design sensibility can make our small planet a better place for us all.”

But does introducing design into a business curriculum really make sense? It does when you embrace the idea that design thinking, unlike the products it often produces, is not tangible — it’s a process. Design unquestionably fits in a business curriculum for Roger Martin, dean of the Rotman School of Management at the University of Toronto who wrote *The Opposable Mind* and *The Design of Business, Why Design Thinking is the Next Competitive Advantage*.

“Business people don’t need to understand designers better,” Dean Martin says. “They need to be designers.” He says design, as a process and a way of thinking, provides a sustainable advantage because it creates a culture where an organization finds a constant balance between relying on existing successes and exploring new innovation. A culture that embraces questioning, challenge and discovery.

Design thinking at its core, is simply a way of looking at the world and a way of improving what is. One entry of an exhibit titled “The Good Design Manifesto” created by Richard Shed at the Design in London Festival said it simply with a definition that good design “is finding new places where what we can dream meets what we can make happen.” Another said design “is about improving things ... just a little or a lot. The price, the functionality, the desirability or the ease of manufacturing: it doesn’t matter as long as it’s better than the last one.”

In the Business by Design class, students will apply the methodologies and philosophies of design thinking to critically explore contemporary business issues. Emphasis on observation, empathy and

■ story continues on page 38.

ENCOURAGE WILD IDEAS

— IDEO, Design Consulting Firm

& FAIL EARLY & FAIL OFTEN

— Stanford Design School

SHARPEN THE FOCUS

— IDEO, Design Consulting Firm

STARE INTO A MYSTERY TO ASK WHAT COULD BE.

— Roger Martin



ON THE WEB

See more great photos online at designthinkinginswitzerland.blogspot.com

ADD DESIGN THINKING TO YOUR BUSINESS LIBRARY

Ready, Set, Go!

Huntsman students discover culture and themselves around the globe

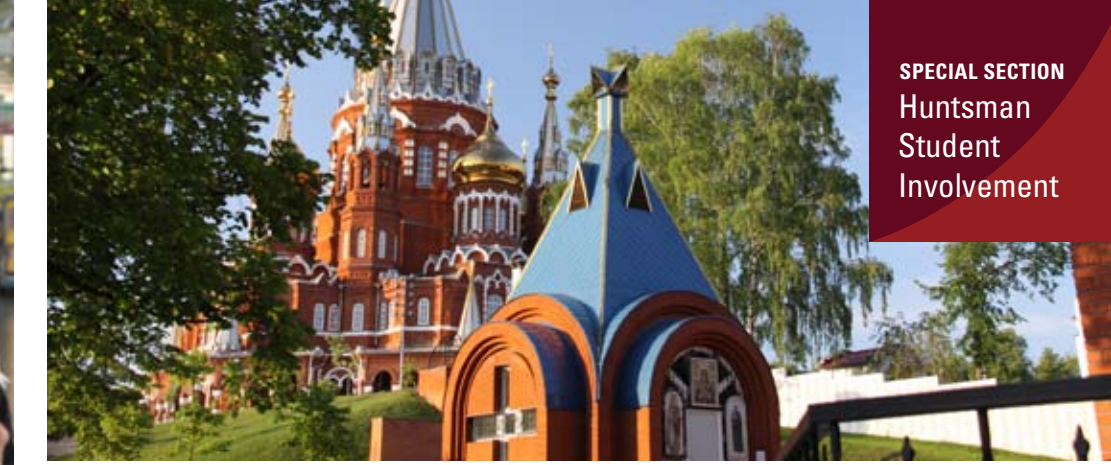
In summer 2010, The Huntsman international programs took students around the world to visit a variety of businesses, international organizations, government offices and important cultural sites.

SOUTH AMERICA: 21 students
Chile, Brazil, Peru

ASIA: 22 students
Vietnam, China, South Korea

TURKEY/EASTERN EUROPE: 8 students
Russia, Armenia, Turkey

SWITZERLAND DESIGN THINKING: 39 students (interdisciplinary program with business and graphic arts students)



Making Connections In South America

21 students journey to understand culture, international business and each other

BY PAUL FJELDSTED

I was terrified in August 2009 when Chris Fawson asked me to lead a group of students to South America the following summer. I had traveled there frequently in my financial services career, but leading 21 students on a month-long adventure through Chile, Brazil and Peru was well outside my comfort zone. Now, having just returned from the adventure, I am not only relieved that we returned with all 10 fingers and toes but amazed at what an incredible experience it was. During the months leading up to actually boarding the plane to Santiago, Chile, the faculty team interviewed each student who applied. I was deeply impressed with the caliber of the students and their motivations (i.e., pursue an international

I was thrilled to see the students' willingness to do things they may have never imagined themselves doing and giving themselves a preview of their limitless potential.

career, understand other cultures, become a central banker in the Dominican Republic). Our final group consisted of 13 women and eight men, with seven native Spanish speakers, one student from Armenia, majoring in journalism, a member of the USU men's basketball team, a 34-year-old human resources major from Tremonton, Utah, and three married students who left spouses at home. Others majored in economics and finance, operations, international business, accounting and marketing. The group was extremely diverse but had in common open minds and a desire to push themselves into new experiences.

During our time in Peru, the students were divided into small teams to assess proposals for small business loans under the SEED program (sponsored by the Jon M. Huntsman School of Business and DanPer, a large Peruvian agribusiness company). A total of 11 Peruvian entrepreneurs pitched their business ideas to these student teams, who then

had one week to perform due diligence on the projects and make an up or down recommendation. One student, a woman from Kemmerer, Wyo., sat next to a public bus driver in Trujillo, Peru, for an hour as he ran his route and peppered him with questions about fares, number of passengers, working hours and wages. Other students visited banks and insurance companies inquiring about the availability and cost of taxicab insurance. Another group visited a small dairy operation assessing a proposal for expansion (buying another cow!) Throughout, I was thrilled to see the students' willingness to do things they may have never imagined themselves doing and giving themselves a preview of their limitless potential. These students who didn't know each other before we left became a tight, cohesive group with shared experiences that would last a lifetime. They are going places in life and now have a support group — each other — to get them there. [E](#)

PHOTO BY SCOTT DAVIS

From Toyota to Tchaikovsky

Students gain global insight in Eastern Europe

BY VIJAY R. KANNAN

There is much to be said for traveling with students and helping them to see the opportunities that come from having a global mindset. In one month, our 'RAT pack' traveled through Russia, Armenia and Turkey. We visited internationally recognizable firms, such as Toyota and Coca Cola, as well as small entrepreneurial furniture and chocolate-making businesses. We learned about the realities of doing business in Russia, the challenges Armenia faces as a small landlocked country with challenging neighbors and the opportunities Turkey has embraced as it seeks to strengthen ties with countries of the European Union and Middle East. The students made the most of every chance to learn from our hosts and embrace the opportunity they had been given. Seeing them 'get it' was the ultimate reward.

The trip was more than just business. We spent time at an orphanage in Armenia. Hearing the director's vision of how he wanted to provide a home for

children and give them the chance to grow was inspirational. Seeing the reality, children who were loved and cared for, was a stark contrast to some of the images in the media of orphanages in the former Soviet Union where children have little to look forward to. The energy and commitment our students showed while interacting with the children and helping with repair projects was moving. In the short time we spent, connections were made, and the entire group left wishing we could have done more.

We enjoyed a diversity of cultural experiences. Traveling by train into the heart of Russia, visiting the birthplace of Tchaikovsky and the lake that inspired the Swan Lake, and seeing the ballet performed by the Russian Ballet Company in St. Petersburg were memorable and unique experiences. We experienced Russia's "fourth of July" in a city that was once closed to foreigners. Despite temperatures in the 80s, walking through the Armenian Genocide Memorial in

Yerevan was enough to bring chills to the bones. Feeling the pain of an entire nation was a sobering experience. In contrast, experiencing Sunday morning at a fourth century church in the world's oldest Christian country (Armenia), and the splendor of the magnificent Blue Mosque and Hagia Sophia Mosque in Istanbul, was moving in very different ways.

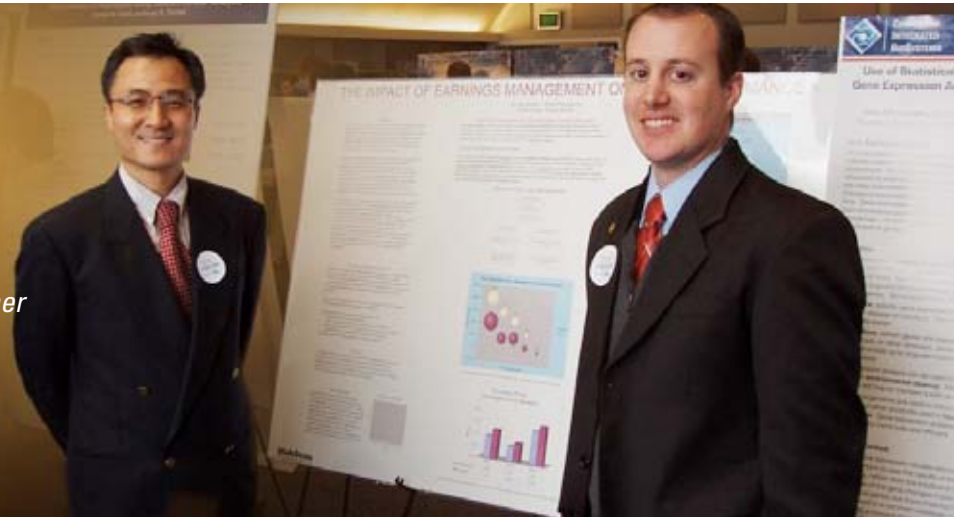
Most people do not experience in a lifetime what we did. To help our students do so in one month was a privilege, to see their commitment and enthusiasm, a source of pride. [E](#)



RESEARCH WITH A PURPOSE:

Program puts students and faculty together to answer practical research questions

BY BENJAMIN WOOD



Students at the Jon M. Huntsman School of Business are gaining premier research experience, working with faculty and presenting to academic communities through a program that puts real-world questions front and center.

A group of faculty is working with students to develop a program that goes above and beyond any normal student project. The Research Group, soon changing names to the Consortium for Applied and Scholarly Research, offers students a chance to work collaboratively with faculty on projects that offer realistic and applicable solutions to contemporary business problems.

“We recognized there was an opportunity to develop a niche of excellence,” said Ken Bartkus, a professor of marketing at the Huntsman School and director of The Research Group.

“Any time you have a group together you can build something really special. We worked together so closely on it that we built this wonderful relationship.”

— Darcy Stewart

The group, which began to take form in 2002, is based on a business model, as opposed to an academic model, meaning faculty members function like partners in a corporation with students filling

the role of an apprentice or intern. Students and faculty work side by side and publish their results as co-authors. The results

have been impressive. The group has produced award-winning research that has been published in scholarly journals and presented at professional and state research symposiums.

“We thought that knowledge transfer would be stronger if the students and professors worked collaboratively,” Dr. Bartkus said.

RELEVANCE AND RIGOR

Dr. Bartkus said the program strives to identify research questions that are applicable in the business world. Insights from the business community, as well as

literature on marketplace problems, are cultivated to create findings that are relevant outside academia.

“Our program reflects engaged scholarship,” Dr. Bartkus said. “We don’t like to do research in the absence of what the market values.”

The primary question for all the group’s projects is ‘how can we use this?’

Dr. Bartkus said. As the group grows, so is the involvement of the private sector, helping to formulate questions that can drive the research.

“We’re trying to help companies,” Dr. Bartkus said. “It’s not just an academic exercise. We liken what we do to a professional development program.”

For example, the group has completed projects dealing with things such as nutritional labeling, consumer environmental awareness and student evaluations of teaching.

For one project an audit was done on customer comment cards in major U.S. hotel chains. Cards were collected and examined for design errors such as category biases, double questions, anonymity assurances, closed-in questioning and sufficient comment space. The results of the study were published in the *Journal of Travel Research* and were presented at Research on Capitol Hill in Salt Lake City, Utah.

Stacey Hills, a clinical associate professor of marketing in the Huntsman School, worked with then-student Janette Blackham for the comment card study, collecting and analyzing cards from more than 50 major hotel chains.

Dr. Hills said the comment card study was featured in the media and was adapted into a credible journal article, making it one of the pioneering projects for The Research Group.

The group’s research offers a unique

experience to students, Dr. Hills said. Business research requires “managerial import” and a way to improve the bottom line of a business entity. Also, the students are given latitudes on projects in the co-author structure that often don’t manifest in professor-mandated assignments.

“From a student perspective they have to rise to that challenge of having to figure things out,” Dr. Hills said. “I think it teaches students to be creative, to look for problems and solutions and not always be told what to do.”

Dr. Hills said students see notable improvement in their writing and

The research of her group found that cultural characteristics such as power, distance and uncertainty avoidance correlate with entrepreneurial rates — information, she said, that is valuable for businesses making investment decisions.

Ms. Stewart was able to present her research at Research on Capitol Hill, the Utah Conference on Undergraduate Research in Cedar City, Utah, the National Conference for Undergraduate Research and at the Western Decisions Science Institute.

“Any time you have a group together you can build something really special,” Ms. Stewart said. “We worked together

so closely on it that we built this wonderful relationship.”

This experience, Ms. Stewart said, broadened her perspective as to what she could do and where she could go.

“It enhanced my education and refined me as a student,” Ms. Stewart said. “It was really special.”

Dr. Bartkus said a significant objective of the group is to prepare

students for their careers. The business model of The Research Group offers students resume-building work experience and publication is heavily encouraged.

“We’ve found our students have been very, very successful when they go out for jobs,” Dr. Bartkus said.

Dr. Bartkus said the goal is to expand the breadth and depth of the group.

In the fall, the group will become the consortium, and already professors from The University of Utah, Texas A&M and Michigan State have become involved, as well as growing involvement from the private sector.

“We’re adding new things all the time,” Dr. Bartkus said.

An online journal, *The Research Group Quarterly*, is also in development to showcase the work of the group as well as similar higher-level business research. ■



presentation skills after participating in the program. The Research Group has taken students to symposiums in Utah, California, Illinois and Washington and at every turn the students are expected to present their research.

“People come out of this changed,” Dr. Hills said.

LOOKING FORWARD

Darcy Stewart, a 2010 entrepreneurship graduate of the Huntsman School, has been on campus this summer finishing an internship for The Covey Group. As a student, she participated in a research project looking at how culture affects entrepreneurial activity. The idea for the project came out of Ms. Stewart’s interest in entrepreneurship and involved Ms. Stewart traveling to South America for research, something to which she felt personally connected.

PHOTO COURTESY OF KEN BARTKUS

PHOTO BY RUSS DIXON

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Research Highlights

{ MANAGEMENT DEPARTMENT }

Everyday at the Jon M. Huntsman School of Business, faculty are engaged in meaningful research that is contributing to the world of knowledge. In addition to contributing thoughtful and innovative research to academic journals and presenting at prestigious conferences in their fields or expertise, our faculty are also collaborating with students, alumni and practitioners to provide research that adds insight to industry and information to aid in decision making. This fall, we focus on just a few highlights from our Management Department and the impact faculty members are making through the rigor and relevance of their scholarly contributions. Watch for highlights from our other departments in upcoming issues of the Huntsman Alumni Magazine.

"Much of the research in which the management faculty is engaged in is done in collaborations with our students. Our faculty look for opportunities to enhance student learning through their direct participation in discovery and new knowledge dissemination. Senior student Darcy Stewart, for example, was recently recognized by the Huntsman School as the Undergraduate Researcher of the Year for her collaborative work with Dr. Ronda Callister on the influence of cultural characteristics on entrepreneurship. Each year a number of students participate in the school's Research Group coordinated by Dr. Ken Bartkus. In collaboration with faculty, they produce research products that are presented in a variety of public forums, including professional meetings and journals."

— Clifford Skousen, Interim Department Head of Management

WORK BY: Ken Bartkus and Stacey Hills

"The Quality of Guest Comment Cards: An empirical study of U.S. Lodging Chains"

Published in the *Journal of Travel Research*

Article examined the quality of customer comment cards and provided practical recommendations for improvement to help businesses obtain valid and timely feedback from customers

WORK BY: Vijay Kannan

EDITOR OF: "International Business in the 21st century, Volume 2: Going Global"

To be published late 2010 or early 2011

Associate editor at *Decision Sciences and Journal of Supply Chain Management*

"Vijay's research paper name"

Research awards received:

Finalist for best paper award, *Academy of Management Journal of Learning and Education* (2008);

Highly commended award, *International Journal of Physical Distribution and Logistics Management* (2009).

WORK BY: Ken Bartkus, Dan Holland

"In Search of Engaged Scholarship: Evidence of Collaborative Research in the Business Literature"

Published in *Decision Sciences*

Study found evidence and examined instances of practicing professionals and business scholars actively engaging with one another to produce knowledge that benefits business

WORK BY: Ed Stafford and Cathy Hartman

"Wind Uprising"

Screened at Indie Spirit Film Festival, New Orleans Film Festival, Mountain Film Festival, the Western Governors Association meeting, by the Environmental Protection Agency and a dozen other venues

An award-winning documentary about the four-year entrepreneurial struggle to establish commercial wind development in Utah's Spanish Fork Canyon

"Sell the Wind"

To be published in *Stanford Social Innovation Review* (Winter 2010)

"Harvesting Utah's Urban Winds"

To be published in *Solutions* (November-December 2010)

Two documentaries about commercial wind development and the benefits to rural communities, farms, schools, and America's energy independence.

huntsman.usu.edu

★ new professors

We welcome our newest professors with a pop quiz. They all passed!



{finance}

TYLER BROUGH

Tyler J. Brough joins the Jon M. Huntsman School of Business after finishing up his Ph.D. from the University of Arizona. Dr. Brough received his master's degree in finance from the University of Illinois. Dr. Brough specializes in empirical market microstructure.

What has been most rewarding to you as a teacher or researcher so far?

I view teaching and research as complementary processes of knowledge discovery. It is a thrill to discover new ideas that change the way one views the world. Helping others as they proceed through that process is the excitement of teaching. Discovering new facts in financial data that change the way researchers view the markets is the great payoff in research.

ON THE WEB

To read the complete interviews of our new professors, please go to huntsman.usu.edu/newprofessors



{accounting}

KEVIN MCBETH

Kevin McBeth recently joined the School of Accountancy faculty and will teach as an associate professor at USU's regional campus in Tooele, Utah. Dr. McBeth has also held faculty positions in accounting at Brigham Young University – Hawaii and at Weber State University. Dr. McBeth earned his Ph.D. from the University of Utah in business administration.

What is the strangest or most unusual thing that you experienced as an undergraduate or graduate student?

I once had a professor who suffered from narcolepsy. Occasionally, he would have a sleep attack in class or in his office. He could feel the onset of the attack and would warn whoever he was with at the time. Then he would suddenly and completely fall into a state of sleep for five or ten minutes. When he woke up, he would simply apologize and take up where he had left off. He had a very warm and engaging personality that made it easier for his students to deal with the awkwardness of the attacks.

PHOTOS BY STERLING MORRIS

Taira Koybaeva is a visiting professor of management where she will teach an international business class and conduct joint international business research with her colleagues.

Why did you choose to come to the Jon M. Huntsman School of Business?

The Huntsman School of Business is in a very unique position to develop a superb first-rate, cutting-edge international business program and has a critical mass of students with significant international experience. I just can't help but want to be of assistance in developing this new international agenda for our students and assist them in finding their own place in a new rapidly changing world.

TAIRA KOYBAEVA



{management}

NICK GUO



{economics}

Incoming economics assistant professor Lei (Nick) Guo holds a B.S. degree in mathematics from Wuhan University in China. Dr. Guo also earned B.A. and M.A. degrees in economics from Wuhan University before coming to U.S. to study. Dr. Guo came to the Huntsman School after recently earning his Ph.D. from the University of Minnesota.

Many individuals who study economics choose to build their careers outside of academia. What attracted you to academics?

The freedom to think and study by myself attracted me to economics. I have also been attracted to the ability to interact with other intellectual souls, with my college and with students. In addition, the opportunity to get great economic ideas across to people is exciting to me.

in the jungle

BY STEVE EATON

USU grad Greg Carr sees his rewards in wildlife, vegetation and the village school



There aren't many millionaire philanthropists who still live in the basement of their mother's house.

But there aren't many millionaire philanthropists like Greg Carr.

It's not that Mr. Carr, who graduated from USU in 1982 with a degree in history, doesn't have anywhere else to go. He's got a nice place in Manhattan and another in Sun Valley. And he spends much of his time in Mozambique, although one wouldn't call his minimal accommodations there ritzy.

It's just that when he's in his hometown of Idaho Falls, where he says he spends 51 percent of his time, he likes to be with his mother.

"Those two are buddies," said Jeff Carr, a nephew. "They go to Taco Bell together. They go to movies together. He's fantastic at getting her out of the house and making sure she has fun." Greg made millions in the 1980's and '90s when the company he co-founded, Boston Technology, developed a way to make digital voicemail available through the public telephone network.

One of Greg's first employees at Boston Technology was Katherine Raphaelson. She has since worked with him on many projects and became a good friend. She says the money and the trappings that can come with it were never the real motivators for Greg.

"Greg really cares most about people," she said. "When we were at his first start-up and it became wildly successful — and he became wildly rich — he was most gratified by how much people loved working there. He felt his greatest accomplishment was creating jobs that were satisfying and fulfilling and exciting."

Jeff said if you met Greg you might never guess he was wealthy.

"If you had a lineup of people and you were asked to pick out the millionaire, he might be last on your list," Jeff said.

APPEARANCES THAT MATTER

One could say Greg is into appearances — just not his own. The appearances that stoke him are found deep in the jungles of Africa and in the lives of the many people starting to benefit from his latest undertaking.

In 2008, the Carr Foundation, which he founded in 1999, committed to invest \$40 million over 20 years to help restore Gorongosa National Park in Central Mozambique. The foundation now co-manages the 4,000-square-kilometer park, which was ravaged by nearly three decades of revolutionary and civil war, leaving it without many of the animals that had for centuries roamed its diverse landscape.

"It's a joint management with the government; and the whole point is that at some time, I slip away and everything keeps going," he said.

Since 2006, Greg has been working with park officials to reintroduce animals such as cape buffalo and wildebeests to Gorongosa. His efforts have been featured on "60 Minutes" and in many major publications. Greg is publicity-shy but agrees to do such interviews in hopes the press will encourage more support for his efforts and fuel ecotourism that will help sustain the economy.

One might expect someone playing such a key role to have a lofty title that would command respect, but Greg's title in connection with all of this is that he is a committee member of the Gorongosa Restoration Project.

"Gorongosa is a national park in someone else's country," he said. "And let's face it, the best of all possible scenarios is that they have a successful national park, managed by Mozambicans and financed through its own activities."

That vision may take a few years to realize, Greg said. However, the park now has more than 400 employees, and 99 percent of them are Mozambicans.

"Right now they don't have the financial or management capability to do everything they might want to do with a national park," he said. "And to add to that, this is a particularly complicated national park because it needs a restoration, so it's not even a business-as-usual national park."



LEADING WITH MORAL AUTHORITY

Huntsman Professor Stephen R. Covey says there are leaders who have moral authority and leaders who must borrow from their formal authority to get things done. Greg appears to have made leading by moral authority a fine art.

In addition to winning over government, community and tribal leaders, he has had to help other people with varying interests and goals work together. There are ecologists, wildlife biologists, veterinarians, economists, agricultural specialists, health care professionals and educators all in the successful mix.

Greg says sometimes the various groups can be fixed on what appear to be differing goals, and historically they haven't gotten along well. He said the focus can't just be on saving plants, animals or even biodiversity in general.

"In a really poor country, you can't ignore hundreds of thousands of poor people who live right next to your national park," he said. "You can't say that this is only about trees and animals."

Greg said he's learned from mistakes as he sought the best ways to bring people together.

"In the beginning, I did not understand enough about the local politics," he said. "I didn't understand enough history of Mozambique and what they had gone

ON THE WEB

Learn more about the Carr Foundation at gorongosa.net

PHOTOS BY PAUL KERRISON



through in different parts of the country. People in the cities of Mozambique don't have the same view as people who live in the country in Mozambique."

It's all proven to be a huge undertaking, but that's what Greg was after. Before this project, he had long been involved in charitable causes but wanted something more.

"I needed something where I was going to roll up my sleeves and get to work," he said.

Greg said it is rewarding to see children benefiting from a new school or health clinic. He also gets excited to see what's happening out in the jungle.

"It's tremendously rewarding to be out in the jungle and to see a rare bird or an elephant, or anything in between, and to think, wow, we are helping to protect these," he said.

He's also recently been learning about plants and the various roles they play in the ecosystem.

"Plants do a lot for us," he said. "It's not just that they are beautiful, or nice, or fun or whatever. They do things for us. Plants clean our air. They provide our food. They clean our water. They provide us medicine. If we lose 20 percent of our plant species to extinction in the next century, our planet is impoverished."

THE "CREATIVE AND FEARLESS" PASSION TO SAVE A PLANET

Greg's vision and project might overwhelm some, but those who know him have confidence he can do what he sets

out to do. Jeff said the Greg he knows is full of energy and must always be doing something productive.

"You just look at him and you can tell there's a lot going on inside his head," he said. "He's just obviously brilliant. His mind is always, always working."

Ms. Raphaelson said that when she works with Greg for a day or two, it takes a few days for her to recover.

"Meeting with him and being with him is exhilarating and exhausting," she said. "For as long as I have known him, he has been the kind of person who can walk into a room and immediately energize it. He can sell anything. I know many, many people — employees, investors, vendors — who have succumbed to his enthusiastic sales pitches and cannot explain why. He is very, very persuasive."

Ross Peterson, USU's vice president of University Advancement and a longtime friend, calls Greg "creative and fearless," but said his success stems from his capacity to care for others and their needs.

"His passion about human rights is coupled with his care of the land," he said. "His vision is long and very idealistic. More than anything else, he cares."

It's easy to pick up on Greg's passion. For him, none of it appears to be about his ego but rather about what he's doing for the planet and the people who live here.

"That's a big dream, that's a big goal to say we want to save biodiversity," he said. "It's not just a nice thing to do, it's essential." ■

Greg Carr offers tips for entrepreneurs

BY STEVE EATON

Greg Carr visited the Jon M. Huntsman School of Business last spring to speak with students and hear a report a Field Studies team had prepared for him. (See story below.) Later we asked him what tips he would offer an entrepreneur just starting out.

Have a plan and a way to measure your success. Don't be afraid to revise your plan.

"Changing plans based on some feedback and some data is different than flying by the seat of your pants and not having any plan at all," he said.

You can overcome setbacks if your goals are really important to you.

"I think it is important to remember the deep, deep goals that you have and those should be inspiring enough that you'll always get going again even if you have a setback," he said.

It's important to do your research. Before he even started tackling the Gorongosa project, he took some classes on conservation at Harvard.

"Learn what's already happened," he said. "Read a lot of books about it. Talk to people. You don't have to reinvent the wheel. At least start by knowing what else has been done in that world."

Picking the right team is crucial to the success of a new venture.

"I would say to go slowly picking your team, especially in the beginning when your first few choices are going to

be so critical," he said. "Do a lot of interviews. Spend a lot of time with the people. Consider different candidates. Get advice from others about the candidates you are considering."

Be passionate.

"There has to be a motivation for what we do and it should be driven by some genuine passion," he said. "There has got to be a set of principles we believe in and work for."

Don't give up.

"I failed a hundred times for every time something went right," he said. "It's not like the idea for voicemail just kind of flopped on my desk one day. We had spent years talking about nutty ideas."

Make sure your goal is a meaningful one.

"By protecting a national park, by protecting a forest, we are contributing to the goal of saving species on our planet," he said. "That's a pretty meaningful goal. That's something I can think about that will have an effect for centuries to come and beyond that."



For one reporter, a dangerous day in the life of Greg Carr

One journalist, Bob Shacochis, writing for *Outside Online* got to see first-hand some of the potential dangers of Gorongosa Park when he was stranded, out of cell phone range, in a remote part of the park.

They were on the wrong bank of a crocodile-infested river and had to reach cell-phone range before sundown, a time Shacochis described as the "predatorial commencement of people-eating time."

Read more online to find out how Greg saved the day and to link to a story in Utah State today in 2009 about Greg's brother, Ken Carr, '79, and work he was doing in Africa.

ON THE WEB

huntsman.usu.edu/carr



MBA team travels, studies to help the Carr Foundation

BY ALLIE SCOTT

Our MBA field studies team had the opportunity to work with the Carr Foundation in Spring 2010 on a project that focused on the development of an interpretive center at Gorongosa National Park. This interpretive center will share the story of Gorongosa, highlight Africa's biodiversity and leave a lasting impression that inspires people to act and do more to aid in wildlife protection and conservation efforts. The scope of our team's project was to conduct in-depth analyses of various interpretive centers in order to provide the Carr Foundation

with a better understanding of how successful interpretive centers are developed and maintained. Our research focused on identifying key factors that affect the quality of visitors' experiences at the interpretive centers, including design, layout, storyline, appeal, maintenance, materials and technology.

We focused our research on specific interpretive centers throughout the world that have proven to be successful, and had the opportunity to travel to some of these sites to conduct interviews with center directors and see the exhibits

firsthand. Two team members traveled to California, where they visited Yosemite National Park, the San Diego Zoo and the San Diego Wild Animal Park. The other three team members traveled to British Columbia, Canada, where they visited the Royal BC Museum, the Wickaninnish Interpretive Center in the Pacific Rim National Park Reserve, the Shaw Ocean Discovery Center, the Squamish Lil'wat Cultural Center and the British Columbia Canada Pavilion at the Vancouver Art Gallery.

These site visits helped our team

develop an understanding of the designs, features and content that help make an interpretive center successful and provide guests with a meaningful experience. This also allowed us to present a first-hand account of the visitor experience at each location and formulate several recommendations for the Carr Foundation to use as their interpretive center project at Gorongosa moves forward. Working with the Carr Foundation was a unique and valuable experience for our team. This was an excellent way to blend our academic experience

at the Huntsman School with a practical application from the Carr Foundation. We appreciated the opportunity to contribute to the overall mission of Gorongosa National Park while completing our MBA degrees and feel this experience will help us in our own careers moving forward. ■

MBA team members included Curtis Allen, Shawn Anderson, Allie Scott, Erik Swensen, Kassie Walkenhorst.

FOR RON LABRUM, RECIPIENT OF THIS YEAR'S DISTINGUISHED EXECUTIVE ALUMNUS AWARD, THE ULTIMATE MEASURING STICK OF HIS LIFE WILL NOT BE HIS ACADEMIC PURSUITS, HIS SUBSEQUENT BUSINESS SUCCESS IN MULTIPLE ORGANIZATIONS OR EVEN RECOGNITION SUCH AS THIS LATEST HONOR. MR. LABRUM'S MOTIVATION AND DRIVE ARE A LITTLE CLOSER TO HOME.

"My job is what I do, it's not who I am," he said. Referring to his four sons and one daughter, he added, "If they look at what I do, and still like their dad, I've done a good job."

With the career and influence Mr. Labrum has had since graduating from USU in business administration in '83, it's no wonder he is in good standing with his children. He is certainly well respected and admired among those he has worked closely with in his 25-year career in the medical device and distribution industry.

"Ron is well known in the healthcare community," said Brik Eyre, '88, finance, who has known Mr. Labrum as a colleague and employee for 20 years. "He's very well respected and he's very knowledgeable. Besides that, he's just a great individual to work with."

Mr. Labrum attributes both his personal achievement and the success of the organizations he has led to the relationships he has built during his career, first with mentors who helped him early in his career, and now with his employees, customers, suppliers and colleagues.

"You have to create an environment where people feel they are trusted and wanted," he said. "That's a motivator for them to do bigger and better things. This comes down to relationships and communication."

Mr. Eyre, currently the general manager of BioPharma Solutions, a business unit of Baxter Healthcare, said he remembers a time early in his career when he challenged Mr. Labrum regarding a business decision during a meeting. He later worried about what the response would be to his passionate expression of disagreement, wondering if he had damaged his career. Instead, Mr. Labrum told him "the day you stop challenging me is the day I don't need you anymore."

"Ron sets very high expectations, but he is always very, very fair," Mr. Eyre said. "He hires people that he trusts, communicates well, makes sure you understand what's expected and then allows you to be successful while giving you enough leeway to grow and develop."

Mr. Labrum helps the people he works with focus on who they are serving, not just the product they are creating. He said this gives greater meaning to everyone's work.

"I make sure people understand where we're headed and make sure they understand how they can contribute to that success. You're working for somebody other than yourself," he said. "That motivates people."

Mr. Labrum is now president and chief executive officer of

A LIFE LIVED WITH PURPOSE

BY CAMI BOEHME

PHOTO BY DAVID JOEL

Fenwal, Inc., a global leader in products and technologies that support and improve blood collection, procession and transfusion medicine. He was previously chairman and chief executive officer of Cardinal Health's \$70 billion Healthcare Supply Chain Services segment.

In a very technical industry that involves dealing with a product that gives life, Mr. Labrum emphasizes the importance of understanding and respecting every individual, organization and resource needed to create value. Integrating all the moving parts of a complex product, including the end user, the blood donor, the hospital, regulatory control, science and direct and indirect market influences and others, is a challenge he finds "very maddening" at times but ultimately rewarding and enjoyable.

"There is a vibrancy in the market where you really can see how a product is going to impact a patient," he said. "Ultimately, the patient is you, or your family, so there's an altruistic aspect of what I do that I have enjoyed very much."

And how does he deal with the challenges of a complex and ever changing industry?

"You know, it's all about focus," he said. "You have to understand markets, understand your customer, and then take whatever resources are available to you and combine them in a way that can't be touched."

Success involves working collaboratively and interdependently with all aspects of his organization, both internally and externally, a concept he has learned from well-known author and Huntsman School Professor Stephen R. Covey's work.

"The one thing I'm always amazed with Ron is how much he remembers about the details of the business," Mr. Eyre said. "It has truly been a great experience for me to work closely with Ron over the past 20 years."

Today, Mr. Labrum enjoys mentoring employees, recruiting new students and helping others find their own unique way to lead. This is only appropriate, since he says his own career path has been helped through many mentors who taught him the value and need for hard work. His mentors taught him three things he has found invaluable in his career and continues to practice today.



1) DEFINE YOUR CUSTOMER

"You have to really know your customer. And I define customer broadly — this could be a supplier, a customer, an employee or an end user."

2) SURROUND YOURSELF WITH REALLY GOOD PEOPLE

"I've heard a lot of people say that if you subordinate your ego too much, you get run over at some point, but I've never experienced that. At some point you have to step aside and let others lead."

3) GIVE FEEDBACK EARLY AND OFTEN

With his mentors: "Sometimes feedback was good and sometimes it was not, but communication was always open and helped me grow."

Mr. Labrum encourages students to fully engage with their academic experience and get involved outside the classroom.

"It's not about what you're learning, it's about how you interact with individuals and how you fill a need in the market," he said. "What are you doing as an individual or an organization to stay in the game longer than any of your competition?"

Mr. Labrum's career is an example of his own sentiment. His interaction with individuals has helped him fill a need in the market, beginning with his first job while still in college for American Hospital Supply Company, taking him through leadership positions with Allegiance Corporation, and Integrated Provider Solutions and Cardinal Health. In addition to his position at Fenwal, Mr. Labrum currently serves on the board of trustees for the National Blood Foundation, is a director of BCU, an Illinois-based national credit union, and serves on the



executive board of the Northeast Illinois Council of the Boy Scouts of America.

"Ron is an excellent choice for this honor, as he exemplifies a leader who lives and works with a sense of purpose," Dean Douglas D. Anderson said. "Ron has had an extraordinary career in which he has enriched lives, mentored many people and created value in every sense of the word. His unwavering dedication to family, deeply rooted principles, service and hard work has been a foundation for his professional life. He is an excellent model for Huntsman students."

Mr. Labrum said he is honored to receive the Distinguished Executive Alumnus Award and is humbled by the recognition.

"There's nothing magic about what I've done," he said. "I've had a great opportunity to have some wonderful mentors. They were all great individuals and this gave me a great opportunity to grow. As I've been given greater responsibility throughout my career, all these opportunities stretched me. Throw in a little luck, and here I am." ■

PHOTO BY DAVID JOEL

contributions

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Kenneth Rose
Dan C. & Manon C. Russell
Donnell B. & Elizabeth D. Stewart

Portrait of a Leader

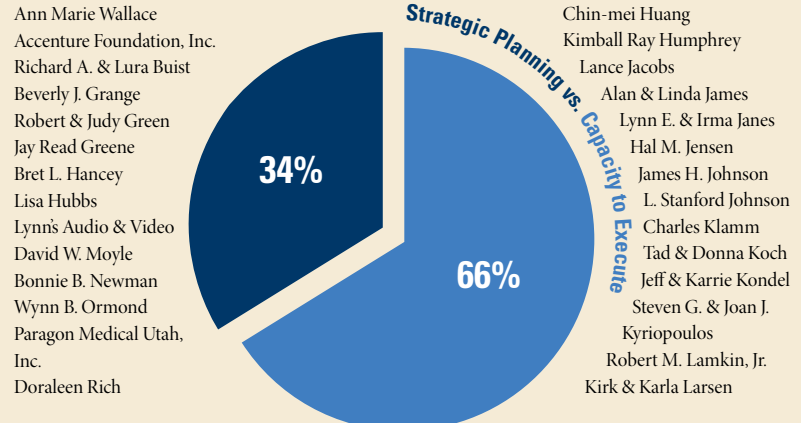
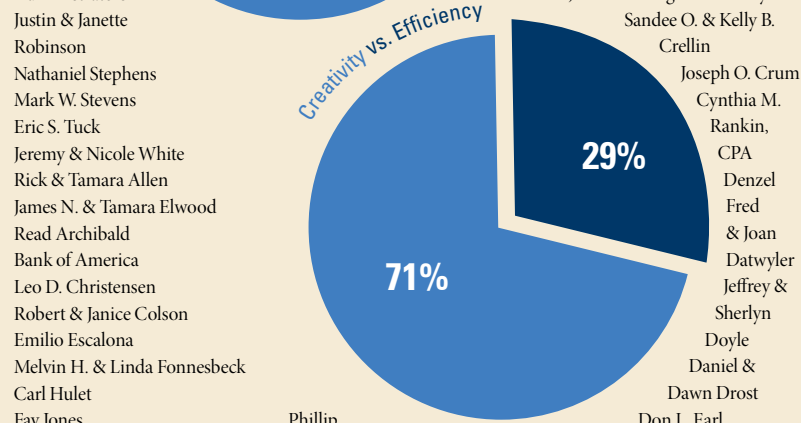
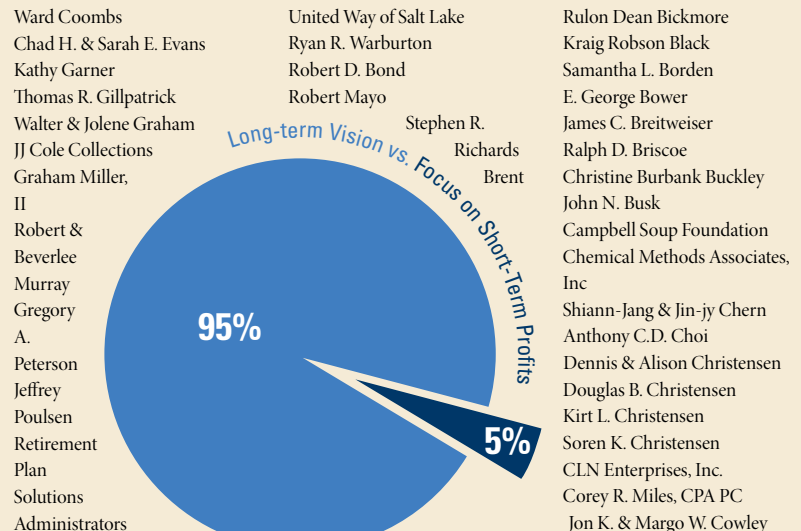
In spring 2010, a group of MBA students conducted a survey of business executives and owners to better understand the current perceptions of leadership and the qualities of an effective leader. The online survey was sent to members of various Huntsman School advisory boards as well as through chambers of commerce, primarily in Utah, Arizona and Texas.

SURVEY RESPONDENTS: 163 TOTAL

- 74% Bachelor's degree or higher
- 30% In business more than 40 years
- 60% 46 or older
- 36% Are business owner/partner
- 64% Male
- 87% In some type of management position
- 57% Less than 50 employees
- 13% More than 1000 employees

One series of questions paired key traits and character types of leaders together, asking respondents to choose the one they valued most. The answers, shown on the pie charts, paint an interesting picture of the type of leader valued by business executives.

MBA team members included: Cami Boehme, Christine Clark, Aaron Lambert, Dan Reed, Jan Rowley, Steven Russell and Marshall Young.



- Ward Coombs
- Chad H. & Sarah E. Evans
- Kathy Garner
- Thomas R. Gillpatrick
- Walter & Jolene Graham
- JJ Cole Collections
- Graham Miller, II
- Robert & Beverlee Murray
- Gregory A. Peterson
- Jeffrey Poulsen
- Retirement Plan Solutions
- Administrators Justin & Janette Robinson
- Nathaniel Stephens
- Mark W. Stevens
- Eric S. Tuck
- Jeremy & Nicole White
- Rick & Tamara Allen
- James N. & Tamara Elwood
- Read Archibald
- Bank of America
- Leo D. Christensen
- Robert & Janice Colson
- Emilio Escalona
- Melvin H. & Linda Fannesbeck
- Carl Hulet
- Fay Jones
- Jeff & Carolyn Larsen
- Pearl C. Lee
- Logan Optical, Co.
- William G. McFarland
- New York Life Foundation
- Jack W. Orrock
- Fred & Margaret Palmer
- Paul E. & Lisa R. Quinn
- Garth S. Richards
- Brian L. Shearer
- Patrick Shuldberg
- Jody L. Shumway
- John & Helen Simmons
- John J. Spinner, Jr.
- Mike & Sherri Steele
- Texas Roadhouse Restaurant
- Thomas & Tracy James
- Ann Marie Wallace
- Accenture Foundation, Inc.
- Richard A. & Lura Buist
- Beverly J. Grange
- Robert & Judy Green
- Jay Read Greene
- Bret L. Hancey
- Lisa Hubbs
- Lynn's Audio & Video
- David W. Moyle
- Bonnie B. Newman
- Wynn B. Ormond
- Paragon Medical Utah, Inc.
- Doraleen Rich

- United Way of Salt Lake
- Ryan R. Warburton
- Robert D. Bond
- Robert Mayo
- Stephen R. Richards
- Brent
- Joseph O. Crum
- Cynthia M. Rankin, CPA
- Denzel Fred & Joan Datwyler
- Jeffrey & Sherlyn Doyle
- Daniel & Dawn Drost
- Don L. Earl
- Bryan Elwood
- Kent & ReNaE Evans
- Exceed Systems, LLC
- Cathy Gottfredson Farr
- David R. & Jane R. Fjeldsted
- Gerald E. & Joanne L. Goddard
- Great Western Park & Playground, Inc.
- Matthew A. & Deborah J. Grizzell
- Edward R. Grunander
- Bernard J. Hale
- H. Reese Hansen
- Steven & Cherri Hart
- Tad L. & Monica A. Hershey
- Dara A. Hoffa
- Winnie W. Hou
- Chin-mei Huang
- Kimball Ray Humphrey
- Lance Jacobs
- Alan & Linda James
- Lynn E. & Irma Janes
- Hal M. Jensen
- James H. Johnson
- L. Stanford Johnson
- Charles Klamm
- Tad & Donna Koch
- Jeff & Karrie Kondel
- Steven G. & Joan J. Kyriopoulos
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- Kirk & Karla Larsen

- Rulon Dean Bickmore
- Kraig Robson Black
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- E. George Bower
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- Campbell Soup Foundation
- Chemical Methods Associates, Inc
- Shiann-Jang & Jin-jy Chern
- Anthony C.D. Choi
- Dennis & Alison Christensen
- Douglas B. Christensen
- Kirt L. Christensen
- Soren K. Christensen
- CLN Enterprises, Inc.
- Corey R. Miles, CPA PC
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- Phillip Stewart
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- Zsolt Ugray
- Kamin, Inc.
- 2 Open SQL Services, Inc.
- N. Keith Abbott
- Bradley R. & Kristy A. Albrechtsen
- Jeffrey W. Allen
- Jin An
- Jed & Cindy Archibald
- Norma Austin
- Eric Baiden & Claudette G. Walcott
- Dean & Lyn Barker
- Joy E. Bell

- I-Rong Lin
- Charlene Lind
- Craig J. Lindstrom
- Michael W. Ma & Amy Chung
- Sheila Manning
- Joshua Boyd Marble
- Tommy & Katie Marcheschi
- Burton W. & Stephanie K. May
- Bruce L. McCandless
- John & Mary Michaelsen
- Corey & Michelle Miles
- Luther J. Miller
- Brandi L. Moore
- Mt. Olympus Tree Service, LLC
- Kevin E. Murphy
- Denise N. Nelson
- Newfield Exploration Company
- Steven P. Nurney
- Bryce & Judy Olson
- Gary Martin Peterson
- Linda Kay Pilgrim
- Thomas & Eleanor Pocock
- Kelly G. Purser & Shauna L. Coats
- Cynthia Marie Rankin
- Dallas B. Rapier
- Robert D. Rasmusson
- Matthew E. Regen
- Roll Top, Inc.
- Brian G. & Leeann Russell
- James R. & Kristen M. Ryan
- Lois P. Salisbury
- Searle Hart & Associates, PLLC
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- Michael Ross & Jessica R. Seeley
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- Jerry Springer
- David & Cherie Stoddard
- Kevin B. & Tracy Suminguit
- Bill G. Sundermann
- JoAnne H. Tanaka
- J. Danny Tasker
- Thomas Environmental Services, Inc.
- Howard & Elnora Thomas
- Collin Allen Wailes
- Darwin James Weeks
- Dale B. Wegkamp
- Walter Welti
- John West
- N. C. Whitehouse
- Paul H. & Genoveva Woehlke
- Dennis M. Yeates

- \$99 and below**
- Derald Martin Miller
 - Frederick Oscar Benson
 - Derald & Mary Ann Clark
 - Whitney Moline Dastrup
 - Corey D. Holm
 - Tracy James Miller
 - Sheri L. Morrison
 - Jordan E. Needles
 - Jay & Peggy Niederhauser
 - Wesley & Cori Yeomans
 - American Express Foundation
 - Ruth C. Harrison

- Dale & Linda Huffaker
- Branden B. & Carson Lish
- Eric D. & Stacey Noble
- Eric S. & Danielle D. Pace
- H. Craig & Maradee Petersen
- Lauren A. Crocker
- Brad & Maija-Liisa Adams
- John D. Adams
- Alliant Techsystems Community Investment Foundation
- Michael Baca
- Brady P. & Lisa S. Bagley
- Nicholas & Adele P. Ballam
- Jade Beckman
- Sidney L. Beckstead
- Beehive Bread Company LLC
- Jason D. Bingham
- Wade C. Bitter
- J. Curtis & Marilyn Broadbent
- Kenneth H. Brown
- Robert Brown & Sandra Thorne-Brown
- Lawrence W. Bull
- Scott L. & Marie Campbell
- Leah Christensen
- Camille Christiansen
- Kerry A. Christiansen
- Boyd Chugg
- Jason & Trisha Combes
- Scott J. Conlin
- Ben H. Davis
- Sanjay Dhar
- Scott & Charie Draper
- John R. & Teresa L. Eversman
- Grant & Sharilyn Famuliner
- Danielle V. Franks
- Kip T. Frost
- Kurt J. Gallegos
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- Jennifer Gudmundson
- Thomas J. Harding
- Larry Lee Holdaway
- Jeremy B. Hubbard
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- Stuart K. Jensen
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- Craig Sellers

student article

“Why would I recommend the Huntsman School?”

BY JAKE DINSDALE

As a recent MBA graduate, I asked myself, “Why would I recommend this business school to somebody I care about?” After reflection, there are many answers. Over the past five years, I have witnessed great strides at the school. The association with the school’s new namesake Jon M. Huntsman and the hiring of Dr. Stephen Covey as a member of the faculty have brought prestige to the school as well as a reputation for uncompromising ethical behavior. These events have already put the school on the map. Just beyond the headlines are several players devoting countless hours orchestrating elements of this continuing evolution. Distinguished alumni give time and professional perspectives to help students grow and succeed. Faculty members emphasize ethics influencing some of today’s most successful and honest businessmen and women. And the school’s sprawling international programs stretch literally around the globe. It is this collective effort that has been emphasized by Dean Douglas D. Anderson as essential to the long-term success and legacy of the Huntsman School. Students show initiative, pursuing internships and study programs around the globe, competing across the nation in prestigious business events and carrying with them the Huntsman and Aggie names wherever they go. Some have even jumped the gun and started successful businesses while still attending classes! This level of ownership on both a personal and collective level lifts the school beyond academics alone. Many Huntsman students un-

derstand that what they get out of their education depends entirely upon what they put into it. The exposure to foreign cultures and business practices is reflected in class discussion and fosters global vision. The Shingo Prize has created connections with top-notch firms, representing another unique opportunity for innovative education of lean operations. I see the school beginning to carve out a niche that is attracting top students who will move on to become tomorrow’s success stories. So why, then, would I recommend somebody to attend the Jon M. Huntsman School of Business? Because it has a maturing legacy that is growing and gaining worth as the school’s name is continually associated with quality professionals who wear it on their resumes, on the walls of their offices and in their actions. These efforts and successes make degrees earned today worth more tomorrow. Dean Anderson’s vision of the Huntsman School reaching its full potential develops further with each passing year, as the school strives to gain a reputation as one of the best business institutions in the nation. ☐



- | | |
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| Michael V. Valenza | Herbert E. Riehl |
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| Lance Stuart Hardman | Norman King Solomon |
| Trixie J. Harrison | Janet Slauch Baker |
| Albert & Jane Hartman | Greg D. Bleazard |
| | Britalia Motorsport, LLC |


WORD SEARCH (solution page 38)

P S C L G E R U C A T I T N U
 X K O A T S Y V B T X R N I N
 A C I N I K T J Y B A U E F D
 F F E O R W I U S V E R M R E
 R Z Y I I J F Y E N D C E W R
 I E B T P K Z L P E Z D V Z G
 C T R A S Y E I Z G N F L O R
 A E C N S L D P C X E T O J A
 E N T R E P R E N E U R V Q D
 X A C E H Z K B G T Q T N W U
 R A T T V N A V N C J D I I A
 F S W N P R O F E S S O R M T
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 S W B I A P S T I X H I O T J

ENTREPRENEUR
 SPIRIT
 INTERNATIONAL
 UNDERGRADUATE
 PROFESSOR
 AFRICA
 TRAVEL
 INVOLVEMENT
 CONTRIBUTION

SUDOKU (solution page 38)

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	9							2
6		4			5	3		
2				4			9	3
	6							8
4	7			8				6
		7	2			5		8
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 **GIVING:** Your help is needed to fulfill the vision

Visit usu.edu/campaign/giving to contribute to the Jon M. Huntsman School of Business.

- | | | |
|--------------------------------|--------------------------------|------------------------|
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| Jamar L. & Jennifer L. Glasper | Emily D. Clegg | Craig Mosman |
| Max Hadfield | Julianne B. Roberts | Victor Myers |
| Joel & Julie Harris | Chad Karl Weight | Gary G. Ostergaard |
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| Jason R. Jacobs | Rodney R. Andrew | Robert & Rae Ann Tibbs |
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| Kimberli Williams | | |

PHOTO COURTESY OF SCOTT WALKER

MORE ABOUT SCOTT: CEO, EPIC Aviation LLC. President, Downstream Capital LLC. Benefactor, the Walker Center for Global Entrepreneurship at Thunderbird Board of Trustees Thunderbird E&Y Entrepreneur of the Year award

VISION

Scott B. Walker Chairman, ProCore Labs
 USU 2009 Professional Achievement Award

When asked to contribute to the Vision section of the Huntsman Alumni Magazine, I seriously pondered the importance and meaning of the word vision. Vision is a vitally important principle for business people and entrepreneurs to understand and embody as they answer the question, "Where are we going and how will we get there?" I define vision as the ability to see what others do not, or to create value in new ways that have not yet been discovered. It's about anticipating what will come to be. It is the definition of how an entrepreneur thinks about the world. It means seeing rough outlines and shapes and then defining and translating them into actionable items.

ACTION. Ideas can be worthless unless you create a viable operating entity around that vision. The genius of vision is execution. A successful vision requires an incredible amount of sheer energy, focus and time to see it through. Many are tempted to reach for instant gratification, however, vision is on the opposite end of the spectrum. There are no shortcuts. I believe entrepreneurs should forget about creating exit strategies in their business plans and understand that it's more important to focus on building sustainable value. Once you create something of value, you can then begin to think about harvesting.

LEADERSHIP. Vision implies leadership and visionary leaders are masterful at articulating their vision and mobilizing others to action. I did not build BillMatrix or ProCore Labs myself. While I may have started the fire burning, the ultimate success came from the hard work of others who added the coals and stoked the fire. An entrepreneur needs to see the vision, define it and then get others to believe in the vision and join the effort.

BLIND SPOTS. Blind spots are always present during the journey. It requires unmentionable sacrifice, hard work and a relentless focus on excellence to see one's way through the process. Entrepreneurs


need to be experts in everything related to their business and industry. Great entrepreneurs are open to new ideas and activities and possess the courage to try new things without looking back.

SUCCESS. Vision itself is not recognized until the endeavor has been successful. This is why I believe vision is such a coveted attribute of a successful person. However, I believe true visionaries are not motivated by financial gain alone. Visionary leaders focus on creating something of value, solving a problem or delivering a better product or service.

ADVISE. Set your goals high, and don't accept immediate pay or praise for initial effort. Build a strong team of fellow visionaries who will work hard; and when they help accomplish the vision, be gracious and share in the reward. The day we sold BillMatrix to FiServ, Inc., I wrote over \$75 million in checks to our team members. It was one of the most rewarding days of my life.

Scott's simple formula for implementing a successful vision:

- 1) Recognize an opportunity
- 2) Study and understand its full context
- 3) Devise a solution
- 4) Have the vision, courage, resourcefulness and persistence to see the solution through.

GIVING BACK. Include in your plans the principle of giving back. I recognize the contributions of others in my own journey, and I want to create a legacy of creating value in a way that solves a problem or fills a void. I have a passion for entrepreneurship and education that is reflected in how I invest time and resources. I see great promise in the next generation of principled business leaders, and I challenge the USU Alumni community to help our incredible students become innovative entrepreneurs who will likewise create value for their community, nation and the world. 

continued stories

Design Thinking *from page 19*

human-centered design will be integral to the course. An openness to rapid prototyping, and the Stanford Design School philosophy of “fail early and fail often” will help students foster an attitude of collaboration and innovation in their academic experience and their careers.

“When first encountering a mystery, design thinkers have to look at everything, because they don’t yet know what to leave out,” Dean Martin says in *The Design of Business*.

This fall’s class employs this logic in its very design. An interdisciplinary team of faculty members representing each Huntsman School academic department and Professor Bob Winward from the Caine College of the Arts worked together for over eight months to ideate and prototype concepts and activities that would merge many varied themes into a transformational learning experience. The course design process included visits to Stanford’s Design

School and the California College of the Arts, a Design Principles in Practice conference and a design thinking seminar hosted by IDEO, a product innovation firm. Students will also interact with professionals from the FranklinCovey Group to better understand principle-centered leadership based on the *7 Habits of Highly Effective People*.

The class itself is a prototype, with instructors encouraging open feedback from students on a daily basis about what works and what does not. Although the class uses design thinking as a foundational framework, it is not a class about design thinking. The course concepts focus on understanding the broad context of business. The class will also discuss analytical rigor, entrepreneurial spirit, ethical leadership and global vision — the four pillars of the Huntsman School — as students foster a greater sense of purpose in designing their own path of discovery that will serve to animate their dreams and aspirations. **E**

Join The Alumni Network



Be part of the great discussion happening on the web. Stay connected with the Jon M. Huntsman School of Business on Facebook, LinkedIn, YouTube and Twitter!



1000+ fans



300+ group members



500+ views



200+ followers

We’d love to hear from you!

Please let us know how we’re doing by sending a note to huntsmaneditor@usu.edu.

SUDOKU

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4	7	1	9	8	3	2	5	6
9	4	7	2	3	1	5	6	8
8	1	2	6	5	7	9	3	4
5	3	6	8	9	4	1	7	2

WORD SEARCH

P S C L G E R U C A T I T N U
 X K O A T S Y V B T X R N I N
 A C I N I K T J Y B A U E F D
 F F E O R W I U S V E R M R E
 R Z Y I I J F Y E N D C E W R
 I E B T P K Z L P E Z D V Z G
 C T R A S Y E I Z G N F L O R
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 S W B I A P S T I X H I O T J

ENTREPRENEUR
 SPIRIT
 INTERNATIONAL
 UNDERGRADUATE
 PROFESSOR
 AFRICA
 TRAVEL
 INVOLVEMENT
 CONTRIBUTION



GARY'S INVOLVEMENT:

Chairman of the Founder's Board for the Entrepreneurial Center at The Jon M. Huntsman School of Business

Member of the Jon M. Huntsman School of Business National Advisory Board

Member of the USU Athletics Advisory Board

USU Distinguished Alumni Award 2010

VOICE

Gary Anderson

Founders Board for the Entrepreneurial Center and member of the National Advisory Board at the Jon M. Huntsman School of Business

Gary Anderson's involvement at USU is deep and it follows his passion for business, entrepreneurship and athletics. His efforts have raised both awareness and funding for the Jon M. Huntsman School of Business and USU athletics. Programs like Entrepreneur Week and the DeLonne Anderson Memorial Golf Tournament are the result of Mr. Anderson's vision and dedicated service to bring alumni back to USU in a spirit of service and contribution.

YOU HAVE SEEN A LOT OF SUCCESS OVER THE YEARS, WHAT PRINCIPLES DRIVE YOUR EFFORTS?

A willingness to stand back and look at an issue or opportunity from multiple angles, involve smart and energetic people and then really go to work.

WHY ARE YOU INVOLVED WITH THE HUNTSMAN SCHOOL OF BUSINESS?

There are so many opportunities for alumni to get involved, and the atmosphere is very pro-innovation. I wanted to give more than just a financial donation. I wanted to help build something sustainable, a legacy that could help multiple people and would pay back year-after-year. When I approached the school about establishing Entrepreneur Day, the idea was embraced, supported and implemented almost immediately. From its inception in 2006, Entrepreneur Day has grown every year, and we have some exciting plans for E-week in spring 2011. Today, the New Venture Development Group works with students and professionals to identify innovative ideas with commercial potential, form business plans around the ideas and build

management teams to take the ideas forward.

WHERE DO YOU SEE THE GREATEST OPPORTUNITY?

Engagement with our alumni. Be involved and share your intellectual capital and experience. For alumni who have fond recollection of being a student at USU, being involved as an alumnus brings back so many great memories. We have a lot of successful alumni out there who, when they take the time to interact with the students, express that they love the experience. Come back to campus. Volunteer to speak at an event. Judge a competition or sponsor a new program. Establish a scholarship or even help a student find a job or internship. At a minimum, get involved and spend a day with the students and experience the connection for yourself.

WHAT DOES 'DARE MIGHTY THINGS' MEAN TO YOU?

It means thinking outside of the box, looking at a problem or an opportunity from a different angle. It also means doing your homework and then having the courage to try it out and to bring others in quickly. Entrepreneurs look at life in much the same way, which is why this theme seems to really embody the entrepreneurial spirit at the Huntsman School. To our young alumni, a large financial contribution may not be feasible, but you can be involved by helping a student find a job or help better prepare them for the workforce. Each person can contribute in their own unique way to help our Huntsman students realize their potential as scholars, entrepreneurs and leaders. **E**

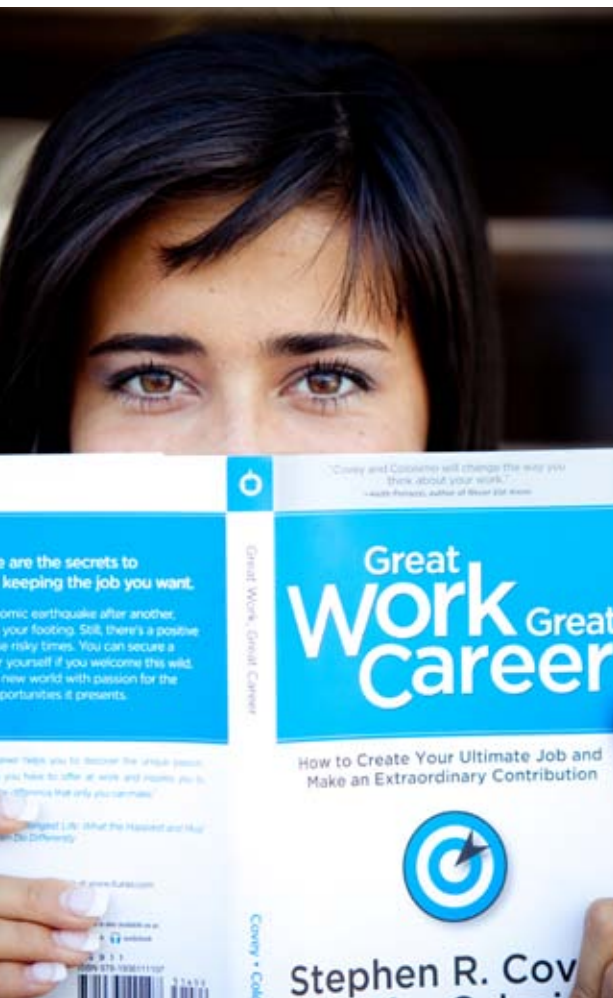
“Far better it is to dare mighty things, to win glorious triumphs even though checkered by failure, than to rank with those poor spirits who neither enjoy nor suffer much because they live in the gray twilight that knows neither victory nor defeat.”

— Theodore Roosevelt

DARE MIGHTY THINGS

JON M.
 HUNTSMAN
 SCHOOL OF BUSINESS
 UtahStateUniversity

Office of the Dean
3500 Old Main Hill
Logan, UT 84322-3500



Great Work, Great Career

Building a great career is largely about creating a legacy as you focus on your own unique talents and passion for opportunities. This is one of the key messages of this year's required reading, *Great Work, Great Career*, by Stephen R. Covey, professor at the Jon M. Huntsman School of Business and Jennifer Colosimo, chief operating officer at FranklinCovey.

The book teaches that when people begin to stop asking themselves questions like "How do I get a job?" or "How can I get promoted?" and instead ask themselves questions like "What is the difference I want to make?" or "What is the legacy I want to leave?," they are able to focus on doing something extraordinary and on building a great career. Focusing on the intersection of your talents, your passion, your conscience and a compelling market need is the authors' suggested first step in discovering your unique contribution.

"A great career comes down to making a great contribution, to making a difference that matters to you and to the people you serve," Dr. Covey and Ms. Colosimo said.

The book offers a series of activities, worksheets, introspective assignments and anecdotes to help the reader envision the possibilities of their own contribution and build the skills needed to create their own great career.

Building and maintaining relationships, expanding your circle of influence and "building your own village" of people who support you are examples of the suggestions the book gives for people striving to create a great career that will leave a legacy and not simply one that pays the bills.