

JON M. HUNTSMAN SCHOOL OF BUSINESS | UtahStateUniversity

HUNTSMAN

ALUMNI MAGAZINE

Spring 2011

**GLOBAL
ENGAGEMENT
ISSUE**

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The latest on Twitter

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Holmik12 I'm a student at @huntsman_school. The summer study abroad program sounds so rewarding.
4:37 PM Feb 9th via web
- 


bradenfisher @Huntsman_School it's good to see the respect for the school growing at a rapid rate.
9:28 AM Feb 9th via Twitter for iPhone
- 


momtrepreneurist I would highly recommend the @huntsman_school for an undergraduate degree in Business
11:23 AM Feb 1st via web
- 


maxbarrus Saw and helped out with two great presentations by John Tanner of @EuroRSCG and Randy Guthrie of @Microsoft today. <http://bit.ly/eu974w>
9:28 PM Jan 26th via TweetDeck
- 


HopeJohnstone So looking forward to lecturing at the Jon M Huntsman School of Business at Utah State next week. They do amazing... <http://fb.me/QXck83TT>
6:11 PM Jan 22nd via Facebook

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- 

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- 

Follow us along with 6,000 others on Twitter @huntsman_school

fyi

- Among the top-ten in Twitter followers of any business school in the **world**
- More Twitter followers than all other **Utah** business schools combined
- More Facebook followers than half the the **top-20*** business schools in the nation

* Source: Bloomberg Business Week rankings

Send comments to Steve Eaton: huntsman.editor@usu.edu.

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ON THE WEB

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“When it comes to giving our students a global vision of the possibilities open to them, we’ve gone beyond talk. When it comes to immersive international business education, our faculty is creating the kinds of experiences only available at a top-tier school.”

Being a part of the Jon M. Huntsman School of Business changes the way the newspaper reads and the evening news sounds.

That’s because our world has gotten a lot smaller — at least for many of our students and faculty. For example, a story about recovery efforts in Japan has added impact for our MBA students who were in Japan when the historic and tragic earthquake struck. Stories about the birth of a new country in South Sudan carry added import for many of our students who have met Ezekiel Lol Gatkuoth. He’s the man who is expected to become the first ambassador to the United States from South Sudan. While his country was holding the historic vote that would create the new nation last January, Mr. Gatkuoth was in Logan speaking at a Dean’s Convocation.

Our students are tuned into stories of economic growth in China, Brazil, United Arab Emirates and a dozen other countries because they have met with real business leaders in those areas. They are becoming knowledgeable about the challenges and opportunities available in those countries.

In this issue we make the case that when it comes to giving our students a global vision of the possibilities open to them, we’ve gone beyond talk. When it comes to immersive international business education, our faculty is creating the kinds of experiences only available at a top-tier school.

Warren Buffet was recently interviewed on CNBC. He said that even when serious financial problems threatened the world in 2008, he believed the American economy would rebound. He was quoted as saying, “the most important factor in coming out of the recession is ... the natural regenerative capacity of capitalism — 300 and some million people trying to figure out how to live better tomorrow than they’re living today.”

I agree with that optimistic point of view. I would add that when you include in the mix a strong ethical perspective by leaders who are seeking not just a better life for themselves, but hope for those struggling around them, you have a potent formula for a better future. That’s the formula we are working on at the Huntsman School of Business.

One of the most tangible examples of this plays out in the lives of people in Peru and Africa who have been given new hope through our Small Enterprise Education and Development (SEED) Program. In this issue you can read about how our students have taken this organization far beyond the microlending program it originally was and made it much more. Now they teach, train and mentor entrepreneurs who have had, until now, limited opportunities for education or financial stability.

In the midst of natural disasters and economic challenges, we hope our students see something more than difficult challenges. We want them to see themselves as agents of change — bringing solutions, service and innovation to people across the globe. We want them to see a world of opportunity available to those who channel their passion into lifting, building and creating. When our students think of Japan, Uganda, Italy, Peru, or England, we don’t want them to think of countries on a map; we want them to see the faces of people they have met, worked with and learned from.

That’s what global vision at the Huntsman School is all about.

From my balcony in Bihar, India, I gaze across
the sea of rooftops and wonder to myself,

“How did I ever end up here?”

BY WHITNEY DASTRUP

Ever since I accepted the position as co-director of the nonprofit organization Effect International, I have been running a non-stop campaign battling illiteracy in South Asia. I am here in the poorest state of India, visiting the elementary school we opened in September 2010. The concept of reshaping luck through educational opportunities is something I have grown passionate about over the past year. As I wave to some of our students on a nearby rooftop, I try to pinpoint where my passion developed. What incubated it? What chain of events in my life brought me here?

Being a first-generation college student, I started my academic career at Utah State University with a determination to create opportunities for myself that were not available to my parents.

Throughout my first few years of college, I was committed to my studies, but I did not understand how to commit myself to my education.

It was not until a friend encouraged me to participate in a study abroad program with the Huntsman School that I learned how little textbooks have to do with receiving an education. While staring across the rooftops in the poverty-stricken state of Bihar, it did not take me long to trace my whereabouts back to my experience with the South America Study Abroad Program in 2007.

It was during the study abroad program that I determined I would pursue a global career. I found the world to be too interesting to stay in just one place. Since becoming a part of the Huntsman School of Business, I have visited 15 countries on three continents. Countless experiences from these programs have allowed me to have a more dynamic education. I have learned the role capital plays in economic development at the celebrated Institute of Liberty and Democracy in Lima, Peru. I have discussed banking over dinner with the president of one of the largest banks in South America. I have debated trade




“It was during that study abroad program when I determined that I would pursue a global career. I found the world to be too interesting to stay in just one place.”

issues at the World Trade Organization in Geneva, Switzerland. I have contemplated business strategy with the Microsoft team in Europe. I have fought poverty at the front lines while interning for the SEED Program in Trujillo, Peru.

Each program has added remarkable value to my education by connecting me with impressive business professionals and politicians throughout the world. Furthermore, they have had a profound influence on me by changing the way I perceive my position in the world, deepening my personal commitment to our social responsibility.

I have been exposed to poverty and wealth throughout the world; I have seen both extremes. The various programs offered by the Huntsman School of Business have been catalysts to



developing, refining and actualizing my ambitions. I suppose it should be no surprise that I am now on a rooftop in India contemplating what I can do to help children find new hope for themselves. It is humbling to know that the keys my educational experience have given me will unlock the shackles of poverty for these children. 



ON THE WEB

To learn more about Effect International, visit effectinternational.org



Left to right: Dean Douglas D. Anderson, Frank Caliendo and Eytan Sheshinski

EDUCATION

- BA, Economics, The Hebrew University, 1961
- MA, Economics & Statistics, The Hebrew University, 1963
- PhD, Economics, Massachusetts Institute of Technology, 1966

EYTAN SHESHINSKI

A respected, internationally known professor who has held faculty positions at Harvard, Stanford, UC Berkeley, MIT and Princeton recently taught at the Jon M. Huntsman School of Business and said he liked what he saw.

Eytan Sheshinski became the first Jon M. Huntsman Presidential Visiting Professor in February. Dr. Sheshinski is the Sir Isaac Wolfson Professor of Public Finance at Hebrew University in Jerusalem. While he was on campus, he taught a course to faculty, undergraduate and graduate students on annuity theory and annuity markets. He also spoke at two dean’s convocations.

Dr. Sheshinski said he was impressed with the faculty, students and administration at the Huntsman School of Business.

“I think you have a very dynamic administration,” he said, “and a very competent faculty.”

Dr. Sheshinski, who lives in Jerusalem, is well known in the Israel’s business community. From 1990-1995 he was the chair of the board of directors for Israel’s largest conglomerate, Koor Industries.

In 2009, Utah philanthropist Jon M. Huntsman announced he would fund several presidential chairs at USU’s business college that bears his name. Author Stephen R. Covey became the first Jon M. Huntsman Presidential Chair in Leadership in February of 2010. School officials announced in 2011 that, thanks to the Huntsman funding, this year two visiting presidential chairs will be created. Dr. Covey is a permanent faculty member, but visiting professors rotate on a regular basis, delivering an intensive engagement in their fields of study.



JON M. HUNTSMAN

Presidential Visiting Professors

The Jon M. Huntsman Presidential Visiting Professors are funded by a generous donation from Jon M. Huntsman. Eytan Sheshinski and Miles Spencer Kimball have been selected for the 2010-2011 academic year based on their extraordinary stature in academia, industry and policy making. Dr. Sheshinski’s and Dr. Kimball’s presence in the Jon M. Huntsman School of Business will help build a solid foundation of excellence upon which the Economics and Finance Department, as well as the entire Huntsman School, will continue to build in the coming decades.



EDUCATION

- AB, Economics, Harvard University, 1982
- MA, Linguistics, Brigham Young University, 1984
- PhD, Economics, Harvard University, 1987

MILES KIMBALL

One of the world’s most frequently cited economists has agreed to teach at Utah State University this spring.

Miles Kimball, professor of economics at the University of Michigan, has become the second Jon M. Huntsman Presidential Visiting Professor. He hopes this will be the first of many visits to the Jon M. Huntsman School of Business.

“I’m delighted to be coming to USU,” Dr. Kimball said. “I’m hoping to come back many years after this, as well. I think this will be more than a one-shot thing.”

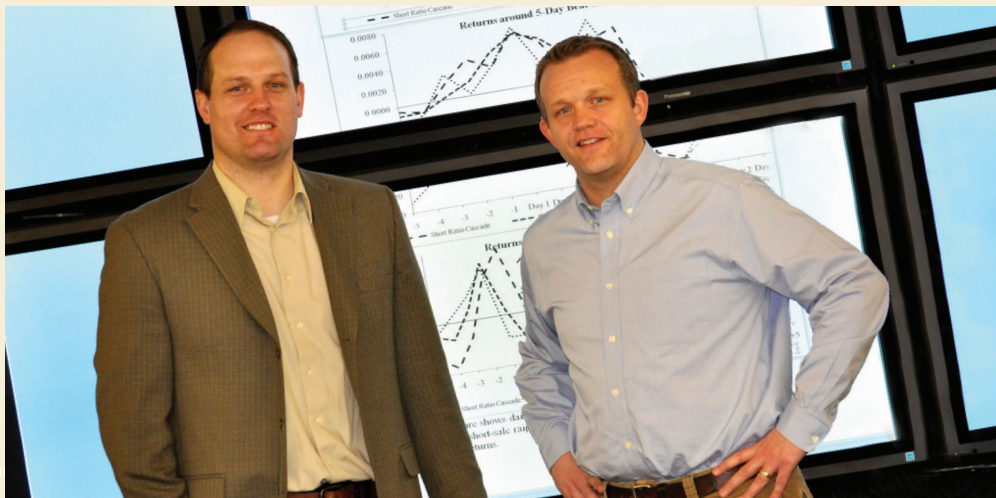
Dr. Kimball is the 106th most cited economist in the world, according to Research Papers in Economics (RePEc). Much of his research focuses on cognitive economics, and his published studies have dealt with subjects such as the correlations between a person’s religion and his or her chosen major.

Dr. Kimball graduated with an A.B. degree in economics from Harvard University. He subsequently received a master’s degree in linguistics at Brigham Young University. In 1987, he graduated with a PhD in economics from Harvard and won the Wells prize for the best Harvard dissertation in economics.

During his two weeks on campus, Dr. Kimball will teach a two-week course about cognitive economics. He will also give a presentation open to the general public about the economics of happiness.

Research Highlights

{ ECONOMICS & FINANCE }



Left to right: Ben Blau and Tyler Brough

BY PAUL LEWIS SIDDOWNAY

Ben Blau and Tyler Brough do not care whether financial markets are efficient. They just care how they become efficient.

Those who buy and sell stocks know the price of a quoted share; however, the price they end up paying for it can be different. For example, a share of stock may be selling for \$3 but the true value of that stock might actually be \$3.10. That difference is called a pricing error. Dr. Blau and Dr. Brough want to know more about what drives such discrepancies.

The two assistant finance professors in the Jon M. Huntsman School of Business have offices next door to each other. They said they found themselves discussing such issues over lunch, in the hallway and in their offices until they eventually decided to make it a matter of study.

“In almost every conversation we had, we would gain more insight or raise new questions about the matter,” Dr. Brough said. “It seemed to be a topic worthy of a systematic investigation.”

To figure out what causes the discrepancies, they are working with the Center for High Performance Computing at Utah State University to study 50 terabytes of quoted prices and individual trades from every market in the United States, such as the New York Stock Exchange and NASDAQ.

Dr. Blau and Dr. Brough said they encourage their students to seek out “rigorous, relevant research.” The research the professors have tackled gives them the opportunity to practice what they profess and share their research with their classes.

“Our research makes our teaching more relevant,” Dr. Blau said, “and we learn things as we teach that help us be more focused in our research.”

Because they will be analyzing so much data, they expect much of their research could take them through 2013. When their conclusions are published, they hope to be able to empirically back up theories about the impact on the market caused by insider trading, derivatives trading, analyst recommendations, fragmentation, the introduction of new electronics exchanges, circuit breakers and other such factors.

Dr. Brough said their research findings could start policy debates on topics such as the actual impact of insider trading. If, after insider trading is reported, for example, they find that pricing errors are lower than before, they might suggest that Securities and Exchange Commission regulations be eased. ■

IN OTHER NEWS

Traditional economic models assume that humans are rational in their decisions. For example, models assume that individuals possess the capabilities of calculating how much of their incomes to spend and save to make themselves as happy as possible. The models further assume that people also exercise the self-control to follow through with such decisions.

Several macroeconomics professors at the Jon M. Huntsman School of Business are modeling real-world spending and saving behavior that is inconsistent with traditional models. This group currently includes James Feigenbaum, Frank Caliendo, Scott Findley and Nick Guo. One interesting finding of the macroeconomics group is that of “optimal irrational behavior,” meaning optimal departures from fully rational models of saving and spending.

They have learned that some types of so-called “irrational” behavior can generate higher lifetime well-being if the behavior comes in the form of over-saving, compared to what is generally predicted in models of full rationality. The higher lifetime well-being results from such over-saving behavior because the long-term health of an economy improves with increased saving.



emeriti faculty profile

DR. BASUDEB BISWAS

The time a professor invested in individuals now pays off around the globe

BY DR. SHANNON PETERSON

“Dr. Biswas was a model of emotional support for his students. He took a personal interest in their lives and circumstances.”

From the first day of class, I knew that Dr. Biswas cared about his students.

As a political science undergraduate venturing into international economic waters, my international and development economics course with Basudeb Biswas was a bit intimidating. However, Dr. Biswas had a talent of disseminating complex and abstract material in a way that was applicable to real-world problems and dilemmas. More than that, he had patience.

Dr. Biswas's number one priority was ensuring students learn, even if that meant reviewing material endless times for befuddled political science students. I had a budding interest in all things international, and Dr. Biswas was the first person to really open up the world of economics for me. He also exemplified the type of professor that I one day wished to be: one that valued scholarship and academics but who also took a personal interest in the learning and lives of his students.

Now, as a professor of international economics, I can clearly see the legacy of excellence and caring that Dr. Biswas has left behind, both at Utah State and around the world. Dr. Frank Caliendo, who is also a professor of economics at USU and a former student of Dr. Biswas, said that Dr. Biswas's willingness to help students was unsurpassed.

“There is nobody who can compete with Dr. Biswas in this category,” Dr. Caliendo said. “He was known to call his students

at home and ask them why they were not in class; and if the students were willing, he would spend one-on-one time with them to help them catch up to the rest of the pack. When his students fell behind, it bothered him deeply at a personal level.”

Dr. Caliendo also worked with Dr. Biswas as a graduate student. “Dr. Biswas was a model of emotional support for his students,” Dr. Caliendo said. “He took a personal interest in their lives and circumstances.”

I recently spoke with the head of the Islamic International Arab Bank in Jordan about Dr. Biswas. Sitting at a small table within a bustling, noisy Amman restaurant, Tayseer Al-Smadi remembered when Dr. Biswas was his teacher at USU.

Dr. Al-Smadi reflected warmly on his times at Utah State and on the mentoring relationships he had with his professors. Listening to him speak, I marveled at the countless individuals whom Dr. Biswas has helped around the world who are, in turn, now shaping the countries within which they live.

The good news is that even though Dr. Biswas has retired from the Jon M. Huntsman School of Business, his legacy will continue. Dr. Biswas recently accepted an appointment in the Department of Global Business Administration at the Far East University in Seoul, South Korea. I look forward to seeing how he continues to shape lives and foster the talents of his students. ■

MY FAVORITE PROFESSOR

BY MICHAEL MORREY

Before entering the Jon M. Huntsman School of Business, I never thought of accounting as an interesting subject. In fact, I often fell into the trap of stereotyping accountants as boring, uninteresting people who write and match numbers all day.


For this reason, I always dreaded taking the accounting classes the school requires. This semester I decided to buckle down and take Accounting 2010 only with the intent to get it over with. Within the first couple weeks of the class, my perceptions of accounting began to change, and I soon found myself enjoying the subject. This was mostly due to the outstanding efforts of professor Jack Peterson.

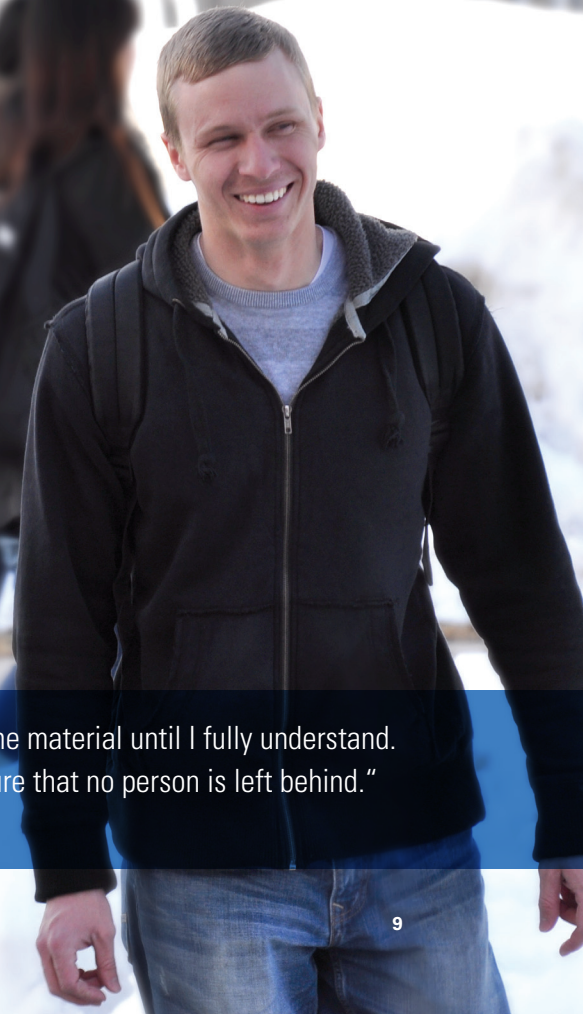
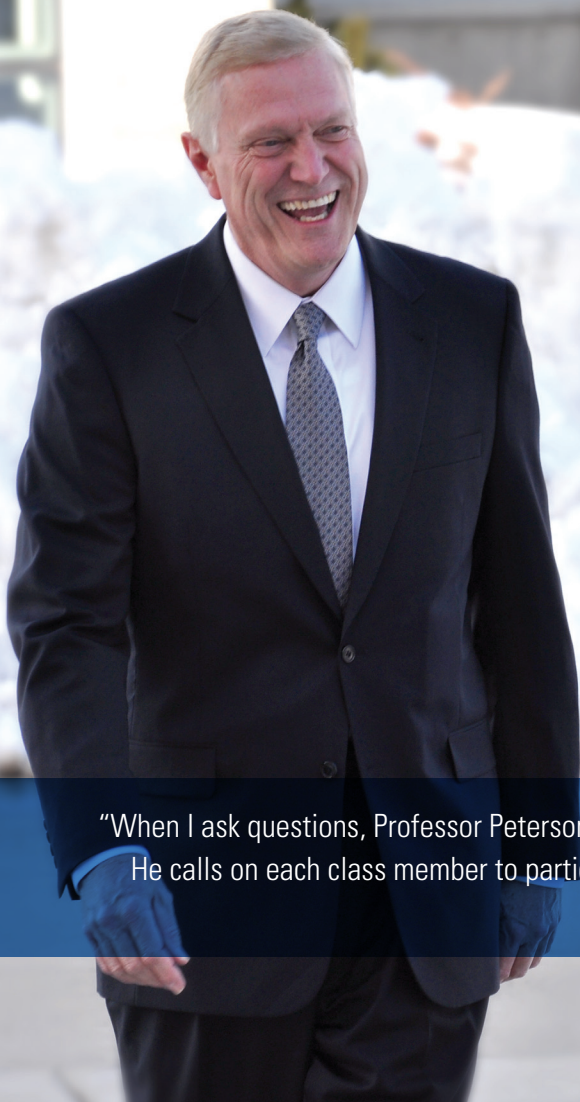
Professor Peterson now serves as the chairman of the School of Accountancy Mission Committee, which came as no surprise to me because of his vast knowledge of the subject.

Being one of the most enthusiastic professors I have ever had, Professor Peterson immediately eased my concerns about what I thought would be a long, boring semester.

At first I found the subject to be difficult, but Professor Peterson's clear explanations and hands-on teaching style allowed me to catch on quickly. I now feel very comfortable with accounting. When I ask questions, Professor Peterson takes the time to explain the material until I fully understand. He calls on each class member to participate in discussions to ensure that no person is left behind.

In addition to his impressive knowledge, Professor Peterson demonstrates a happy, outgoing personality that makes each class period entertaining. What impresses me most about Professor Peterson is his deep enthusiasm not only for accounting, but for life in general. Over time, he passed on his positive attitude to me. What at first felt like a boring subject, turned into a wonderful learning opportunity for me.

As time has passed, I have found that Professor Peterson is one of many outstanding instructors in the Huntsman School. To me, he represents a vast array of top-notch instructors found throughout the school who have motivated and inspired me. 



"When I ask questions, Professor Peterson takes the time to explain the material until I fully understand. He calls on each class member to participate in discussions to ensure that no person is left behind."

— Michael Morrey

Official from Southern Sudan tells Huntsman students their support for the new nation is needed

BY JENNA JARDINE

For many, flashing red and white lights in the sky mean that somewhere, someone is getting a bag of airplane peanuts from a flight attendant. To the boy Ezekiel Lol Gatkuoth, the lights were a divine manifestation of God moving through the heavens.

Mr. Gatkuoth grew up in what he called “the bushes of southern Sudan,” far away from cities and airports. He didn’t know the lights were from airplanes.

Now as the head of mission for the Government of Southern Sudan to the United States in Washington D.C., Mr. Gatkuoth knows well what an airplane is. However, he still looks to God for heavenly help as he watches his country move toward the formation of the world’s newest nation.

In January, Mr. Gatkuoth spoke to the Jon M. Huntsman School of Business about the current problems in Africa and the need for a “peaceful divorce” between Northern and Southern Sudan.

“I believe we are all God’s children,” Mr. Gatkuoth said. “If I am suffering, it is the same suffering that you are having. And if I am happy, you will also be happy. We’re all the same. A problem here in the United States is a problem in the world, and a problem in Africa is also a problem in the world.”

The civil war that raged from 1983 to 2005 has been the longest in Africa’s history. Now there is hope that the formation of Africa’s 54th nation will mean a new and independent country for the Southern Sudanese.

Mr. Gatkuoth said the separation of these two nations will do two things.

“First, it would redefine Sudan into a better Sudan for everybody — a secular, united Sudan,” he said. “Second, it would allow the Southern Sudanese to decide their own future and have their own independent state.”

Mr. Gatkuoth is expected to become the ambassador to the United States for the new country. He said the current government does not represent the people as a whole but only a small group of individuals. Their goal is to create an independent nation that more accurately represents everyone.

“You know that when you are forming a government, you need to make sure everybody is represented in the government,” Mr. Gatkuoth said. “If you’re not seeing yourself there, either through tribal or regional affiliation, then definitely you are going to have a problem. The government must represent all.”

While Sudan has made great progress and has found unity behind a referendum, Mr. Gatkuoth said there is still a lot that



can be done to help the developing country.

“We are trying our best, but I think we definitely need the support of the world to help us,” he said. “I would really throw it back to you as students who are in this beautiful university to really think of how you can help Southern Sudanese catch up with the rest of the world.”

Mr. Gatkuoth remarked on how happy he is to be in America and how “life can transform itself.” Although his life changed greatly and the country of Sudan is certainly seeing many new developments, Mr. Gatkuoth’s approach to facing challenges has been consistent.

“You need to pray first,” he said. “There is nothing you can do in this world without divine intervention. You have to call your God. The number one thing I can ask from you is to pray for us, so that we can have a peaceful referendum, that we can have a peaceful divorce with the north, that we can have good relations with the north and that we contribute to the world, peacefully.”

The Comprehensive Peace Agreement, which was established in 2005, ends July 9. After Mr. Gatkuoth’s speech the vote passed in favor of the referendum.

“On the 10th of July we are going to have an independence day in Africa,” Mr. Gatkuoth said. **E**

“We are trying our best, but I think we definitely need the support of the world to help us.”

— Ezekiel Lol Gatkuoth



Just some of our visitors this semester:

1. Heather Allen

Tax Manager, Tanner LC

10. Mark James

SVP/HR, Honeywell

2. Andrew Cherng

Founder & Chairman, Panda Restaurant Group

11. David Lang

Managing Director, Goldman Sachs

3. Jeff Clark

Chairman & CEO, JD Clark & Co.

12. Kent Misener

CIO, DMBA

4. Jeff Davis

President & CEO, Orabrush

13. Brady Murray

Partner, Allegis Financial

5. Craig Donaldson

President, Harris Research, Inc.

15. Steve Neeleman

President/CEO, HealthEquity

6. Steve Egli

Director, Sandler, O'Neill

16. Dr. Edward C. Prescott

2004 Recipient of Nobel Prize in Economics

7. Dr. Mary C. Gentile

Senior Research Scholar, Babson College

17. Scott Watterson

President, ICON

8. Rick Haskins

EVP, The CW

18. Julie Simmons

Vice President of Information Technology, MarketStar

9. Jeff Hunsaker

President, UK2 Group

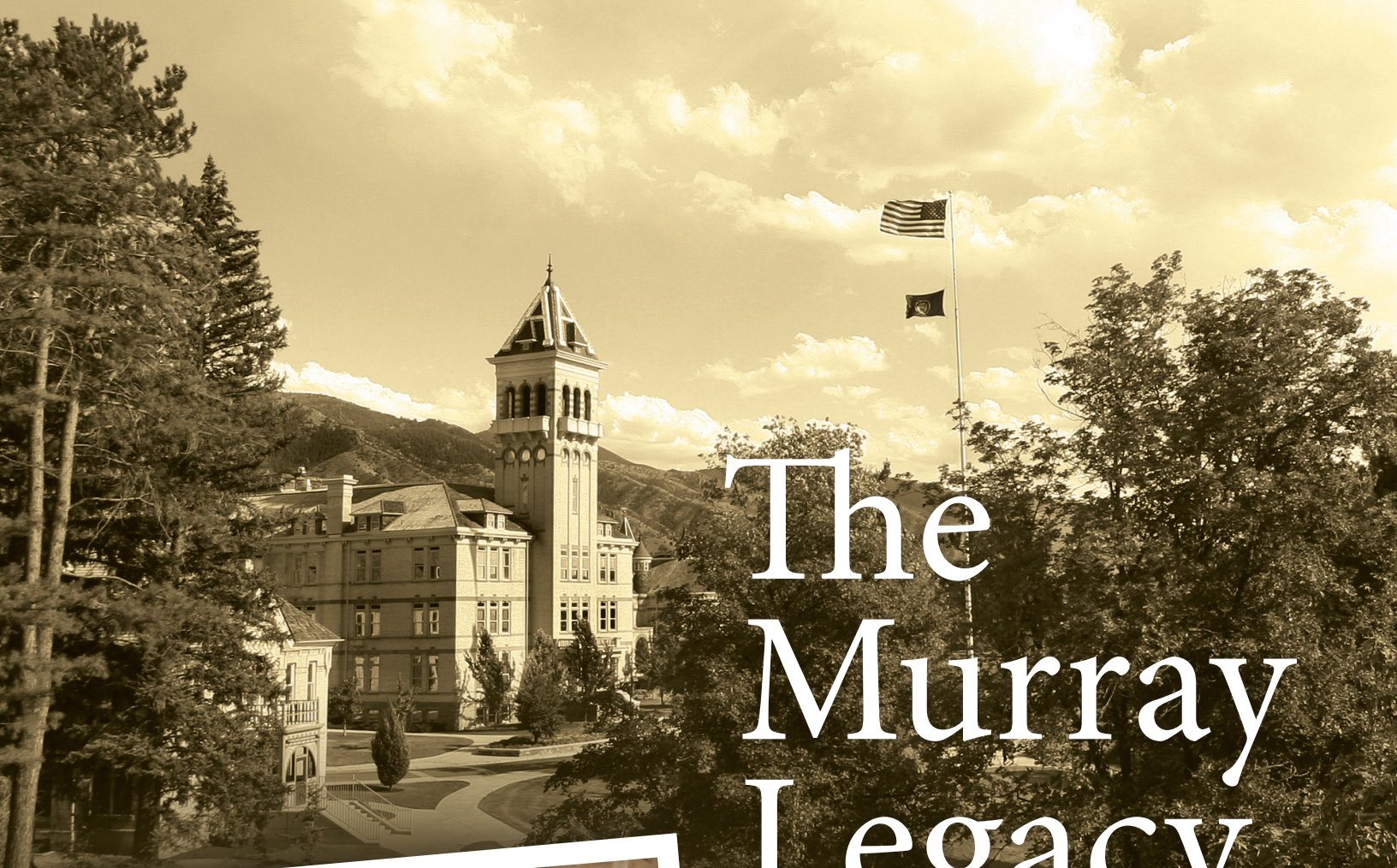
19. Steven Snow

Former Partner, Snow Nuffer



 ON THE WEB

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



The Murray Legacy

continues into its fourth USU generation

BY CHANCE MURRAY

Legacies are woven into our lives. We are surrounded by them. They exist in sports, politics, education and business. They live and they breathe, and, just as we do, they grow old and they die. Legacies are being forged and forgotten each and every day.

My family's story began decades ago when my great grandfather, David Parker Murray, enrolled in what was then the Utah State Agricultural College. David worked for endless months as a sheep herder in Cache Valley to earn enough money to fund his education. In 1916, David's tenacity and hard work were rewarded when he earned his college degree and graduated.

Due to heart complications, David became unable to work, and his wife, Mabel, and four sons were charged with providing for the family. My grandfather, Bob Murray, recalls: "Life was tough. We woke up before the crack of dawn to fight the canyon wind and deliver newspapers as we were assigned."

Bob survived the biting wind and eventually enrolled at Utah State as well. His education was filled with activities on and off campus: skiing at Beaver Mountain, participating in the Blue Key Honor Society and starting the "lighting of the A" tradition with his fraternity, among other notable experiences. Bob graduated with a degree in Finance in the spring of 1951.



The Murrays, clockwise from top: Bob, Chance and Pepper.

He also received the Cotter Key Award, presented to distinguished military graduates, which led to a regular commission in the Air Force and flights around the world.

Bob's Cache Valley upbringing became a great strength for him at Harvard Business School, where he earned his graduate degree, and later when he started numerous business ventures throughout the Intermountain West. Bob has remained a loyal Aggie throughout the years and continues to give back to the university.

Two decades after Bob's graduation, the family tradition continued when his son Pepper Murray, arrived on campus. After working for Bob throughout his youth, Pepper came to Utah State and found a love for biology, a path that would eventually lead him to Harvard Medical School. He spent many of his days in the science lab and in the library, but academics were not his only priority. Among his fondest memories were cheering for Leo Cunningham and the USU basketball team, winning the cow-chip-throwing contest during Ag Week, flying kites on the HPER Field at midnight and becoming a True Aggie with the love of his life on the "A" block next to Old Main. He graduated in 1982 and moved to Boston to begin medical school.

Business principles served Pepper well as he began his medical practice in 1991. Marketing, customer relations, profit and loss, overhead and capital investment quickly became part of his essential vocabulary. With a simple business understanding and some additional assistance from Bob, the practice wobbled to its feet.

Although trained for medical surgery, Pepper became versed in business strategy, something that has led to



Pepper Murray discovers his love for biology. He serves on the Huntsman School's National Advisory Board.


continued success. Now, in addition to seeing patients, Pepper serves on the National Advisory Board for the Jon M. Huntsman School of Business.

As the fourth person in this Murray legacy, I am occasionally overwhelmed by the accomplishments of those before me. Each generation has blazed a trail to provide more opportunities to those who follow, and the charge has been passed to each subsequent generation to reach new heights and explore new ideas.

My experience at Utah State has been filled with powerful and cutting-edge opportunities. Educational programs have introduced me to industries throughout South America and Europe. Dean's Convocations and other events have placed world ideas at my fingertips through leaders such as Jon Huntsman,

Stephen Covey, Ezekiel Gatkuoth, Mark James, Jim Quigley and Roger Martin. These experiences have brought not only new perspectives, but time-proven principles upon which successful careers have been built.

As graduation nears, I often pause in retrospect, pensive about the legacy I am leaving behind. Once again, a Murray will come and go. The future, with all its uncertainty, lies before me. But, with generations at my side, I am determined to seize the opportunities that surface.

Now, will this legacy be limited to four generations? Don't count on it. With the caliber of education and quality of opportunities that are available to students here, you can bet there will always be a Murray on campus. As for me, I'm stepping out of the classroom and into the corporate world to continue paving the way for those to come. 

OLD MAIN PHOTO BY DONNA BARRY. OTHER PHOTOS COURTESY OF CHANCE MURRAY



WANT TO WEAR YOUR SCHOOL PRIDE?

Introducing high-quality Huntsman School watches by Utah-based Rockwell Watches. Limited production at a special discounted price.



huntsmanschoolgear.com



People who are not in sync with Utah State University's academic calendar are often surprised to discover an empty campus during spring break. A natural question may be,

“WHERE
IN THE
WORLD
ARE
ALL THE
STUDENTS?”

BY STEVE EATON

That would have been a tough question to answer at the Jon M. Huntsman School of Business during the last spring break. Nearly 90 Huntsman students were scattered across the globe as they traveled to China, England, France, Italy, Japan, the Republic of Sierra Leone, Spain and the United Arab Emirates.

A group of 13 MBA students and four alumni traveled to China, where they met with United States Ambassador Jon Huntsman. Kathy McConkie, assistant director of the MBA program, said she was impressed with the personal attention Ambassador Huntsman gave each of the students.

“He went around the table and had all the students introduce themselves, tell him their names, where they were from and what they wanted to do,” Ms. McConkie said. “He was engaging and remembered their names. He made a connection with each of the students.”

MBA student John Tall agreed.

“Discussing the Chinese-American relationship with Ambassador Huntsman was an amazing experience,” Mr. Tall said. “He pulled us into his office and put a personal touch on the visit. It is apparent that he loves his job and has been a great ambassador for the United States.”

Students traveling in Japan were in Kyoto when the earthquake hit. Joseph Banks, internship coordinator, said they didn’t realize at first how serious the earthquake had been because the epicenter was so far away.

“We felt a little bit of shaking, but it took me 10 seconds to realize that the shaking was from an earthquake,” Mr. Banks said.

Meanwhile, in Africa, five students were travel-

ing in Sierra Leone with Chis Fawson, senior associate dean, Dave Herrmann, executive in residence; and Ann Norman, associate director of marketing.

While there, former Sierra Leone President Tejan Kabbah invited them to his home. Some have compared President Kabbah to Abraham Lincoln because President Kabbah kept Sierra Leone together during a brutal civil war. The visit was set up by Ms. Norman, who co-wrote, along with Joe Alie, an autobiography of President Kabbah.

“He brought peace to the collapsed nation that many thought impossible to attain,” Ms. Norman said. “He is a great and gentle man and a humanitarian. He literally saved a nation.”

Dr. Fawson found the visit to be a highlight.

“The experience of meeting with President Kabbah was truly extraordinary,” Dr. Fawson said. “To be in the presence of somebody who’s considered a global statesman and to see his humility—there was no presumption in his demeanor.”

“One of the best forms of education, frankly, is travel, because you’re able to gain that much broader perspective from your own parochial views, but also you’re able to understand your own culture better as you put it in context with another country.”

— Brad Winn

In addition to visiting foreign leaders, the students also traveled with embedded executives.

“I think our programs are unique in a lot of ways,” Dr. Fawson said. “One of the ways we have done this is by embedding executives in these travel programs. As students are traveling, they have access to seasoned executives who have a deep insight into how the world really works.”

In China, the president of Toyota Motor Technical Research and Service Co. Ltd, Ritsuo

Tokyo
Dubai
Toyohashi
Manchester
Bureh Town
Paris
Florence
Isle of Anglesey
Magburaka
Barcelona
London
Bracknell
Taiama
Leatherhead
Milan
Bo City
Beijing
Kyoto
Freetown
Rome
Hong Kong
Guangzhou
Moyamba
Xi’an



Above left: MBA students meet with Ambassador Jon Huntsman Jr. at the U.S. Embassy in Beijing. Above right: Students and faculty meet with former President Kabbah at his home in Freetown, Sierra Leone. Opposite: Gabriela Garcia with the Huntsman Scholar Program in Switzerland.

“One of the four pillars of the Jon M. Huntsman School of Business is global vision. Utah State University is not simply professing it — they are living up to their standards.”

— Leah Gunther

Shingo, rode the bus with the students and shared his business wisdom in a very personal way.

“The most memorable quote from the entire trip for me came from Mr. Shingo,” Ms. McConkie said. “When we asked him what he thinks makes a good leader, he said, ‘You get a lot of problems thrown at you when you’re a leader. When a problem comes up, the most important thing to do is go out and see what is happening. Seeing is understanding.’”

Each group was given special treatment and extraordinary access at the companies and facilities visited. Ken Snyder, executive dean and chief administrative officer, led the Japan visit.

“We visited several companies,” Mr. Snyder said. “We met with five different company presidents or division presidents, who were very gracious and gave their time to our students.”

The MBA group who visited Manchester, London and Wales in the United Kingdom was given a four-hour tour of a nuclear power plant. They later discovered the facility was similar to the one in the Japan earthquake. Tour manager and faculty representative, Ron Godfrey, was able to lead a in-depth discussion on the facility and operations management in such a crisis.

The students said the visits opened their minds to some of the opportunities available to them.

Leah Gunther was one of 12 students who went to Spain and France on a Master of Science in Human Resources Executive Program (MSHR) trip. She said business people have to understand the international marketplace.

“Even if a company does not offer its products and services internationally, it cannot escape the

global aspect,” she said. “They will interact with international customers and employees in their own country, deal with international suppliers or have to expand their own markets internationally. Understanding international business is crucial.”

Brad Winn, director of the MSHR Executive Program, took a group of MSHR students to Paris and then on to Dubai. The group was the first from the executive program, which draws its students from working professionals throughout the state of Utah.

“One of the best forms of education, frankly, is travel; because you’re able to gain a much broader perspective from your own parochial views, but also you’re able to understand your own culture better as you put it in context with another country,” he said.

Dr. Fawson summarized the international experience by explaining, “This really immerses students into a full sensory experience where they see business, they touch business, they experience the culture — all of those things create a much more powerful learning experience than just talking about it in a typical classroom setting.”

Our students understand the significance of these experiences to transform their lives.

“One of the four pillars of the Jon M. Huntsman School of Business is global vision,” Ms. Gunther said. “Utah State University is not simply professing it — they are living up to their standards. They are taking their students all around the world, touring businesses and interacting with professionals in a global setting to prepare their students to be successful business leaders internationally.” ■

 ON THE WEB

For a longer version of this story, go to huntsman.usu.edu/alumnispring2011





A CIRCLE OF SERVICE

The Huntsman School Community

BY CONNOR CHILD



The Judith Johnson Scholarship was instituted to help outstanding MBA students in the Jon M. Huntsman School of Business with their tuition, but this year's recipient said the money wasn't even the most important part.

"More important than the money itself is what it has taught me about mentoring relationships and teamwork," Amanda True explained, referring to the events that led to the creation of the scholarship. Ms. True received the scholarship prior to the fall 2010 semester.


The namesake of the scholarship, Judith Johnson, received her MBA from Utah State University in 1988. One of her professors, Dr. Robert Malko, had a connection to a man named Gregory Enholm who worked at Salomon Brothers, a Wall Street investment bank. As a favor to Dr. Malko, Mr. Enholm agreed to select a top MBA student from USU to work as a summer intern. Mr. Enholm's first selection was Ms. Johnson.

As an intern at Salomon Brothers, Ms. Johnson dealt with electric utility stocks, a subject Dr. Malko specializes in. To prepare her for the internship, Dr. Malko helped Ms. Johnson with a research project about the subject to give her a solid foundation. The experience paid off as she ended up getting a full-time position at Salomon Brothers as a stock analyst.

Ms. Johnson worked with many interns from USU each summer while at Salomon Brothers. One of the interns she mentored was Roger McOmber, who received his MBA from USU in 1990. When Ms. Johnson left New York to return to Utah, Mr. McOmber was offered her position.

Mr. McOmber stayed in New York and became one of Wall Street's top analysts in the electric utilities industry. He eventually became a vice president at Lehman Brothers, and consequently one of the first things he did in his new role was to hire Ms. Johnson back to New York City as his assistant.

Mr. McOmber attributes much of his success to Ms. Johnson's willingness to mentor him. To give back to his alma mater, he funds a scholarship in Ms. Johnson's name to one Huntsman MBA student each year. The two have stayed in touch with each other and also with Dr. Malko, who continues to teach and mentor students at the Huntsman School of Business.

"Students who have been mentored in business research projects demonstrate the ability to apply analytical skills and tools to real-world problems," Dr. Malko said. "It helps them show potential employers that they are a more proven product." 

Follow along with the Huntsman School community on your **i-Phone**

Go to i-tunes or App Store Search: Huntsman School



**FREE
DOWNLOAD**

GLOBAL ENGAGEMENT: THE PAST 12 MONTHS

SEED

Study Abroad 2011

Alumni & Friends

Graduate Programs

Internships

This year **259** Huntsman students participated in faculty-led summer study abroad programs in 18 countries.

271 organizations have hired Huntsman students



LONDON, ENGLAND
MBA Trip
Spring 2011

LONDON
Deloitte

BELGIUM

FRANCE

PARIS, FRANCE
MSHR Trip
Spring 2011

ITALY
MBA Trip
Spring 2011

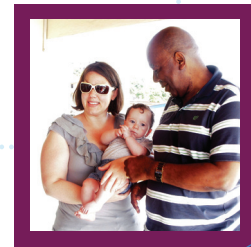


SAN FRANCISCO, CA
Mary McAllister Bold
Founder, President, Owner,
Inline Plans, Inc.
▶ Page 30



LAIE, HAWAII
MSMIS Laie to Logan Program

NEW YORK CITY, NY
▶ Page 19



SENEGAL, AFRICA
Astou NDiaye
▶ Page 26



"The Laie to Logan Initiative has provided me a tremendous opportunity to further develop my talents and skills. I believe this education will help empower me to become a future leader in my field."

— Johnson Mak, Huntsman Graduate Student and BYU-Hawaii Graduate



BELIZE
Help International

PERU

SIERRA LEONE
Faculty Visit
Spring 2011
▶ Page 15

GHANA

CHILE



SÃO PAULO, BRAZIL
Don Linford
Head of International Securities
Services, Unibanco Itaú

BRAZIL



BRAZIL
Unibanco Itaú

"Participating in an internship has given me an edge, a step above those students that I must compete with for a job next year. I will go into the workforce with a better "real world" understanding of the business."

— Justin Allred, Finance/Economics, Former Intern at Unibanco Itaú, São Paulo, Brazil

ARGENTINA

BELGIUM
Obelis

GERMANY
Bosch

RUSSIA
Renaissance Insurance



SWITZERLAND

RUSSIA

TURKEY



AMMAN, JORDAN
Tayseer Al-Smadi
PhD., '98, Economics
Chairman, Islamic International Arab Bank
▶ Page 25



SEOUL, SOUTH KOREA
Young-Chul Hong
MBA '73
President and CEO, Kiswire Trading, Inc.



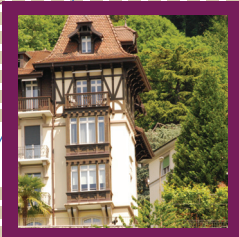
HONG KONG, CHINA
Kent Alder
'74, finance, '80, accounting
CEO, president and director of TTM Technologies
▶ Page 32

JAPAN
MBA Trip
Spring 2011



"Travelling to Japan gave me an amazing chance to immerse myself in another culture. Interacting with and learning from the Japanese people is an experience that no textbook can match."

— Kyle Griffin, MBA student, MBAA Executive Council



PHILIPPINES
Faculty Visit
Fall 2010

DUBAI
MSHR Trip
Spring 2011



SOUTH SUDAN, AFRICA
Ezekiel Lol Gatkuoth
Ambassador of the Government of South Sudan, Mission to the United States
▶ Page 10



VIETNAM
Faculty Visit
Spring 2011

CHINA
MBA Trip Spring 2011
▶ Page 27

UGANDA
SEED Program
▶ Page 19



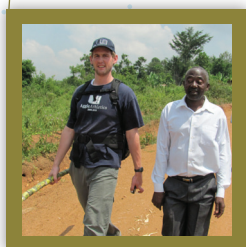
BANGKOK, THAILAND
Mathana Santiwat
President, Bangkok University

BANGKOK, THAILAND
Faculty Visit
Spring 2011



MELBOURNE, AUSTRALIA
Quentin Stewart
MBA '74
Managing Director, Solar Turbines Australia
▶ Page 24

INDIA
Aiesec



BAJAR, INDIA
Whitney Dastrup
▶ Page 5



SEED

program grows leaders,
cultivates entrepreneurs
around the globe

BY STEVE EATON

It seems like a win-win situation. Dozens of marketing students have found a way to get out of their final exam and Jesús Esteban Gomez can finally send his kids to college.

The official name of the organization that makes this all possible is the Small Enterprise Education and Development Program, but it is more commonly referred to as the “SEED Program” at the Jon M. Huntsman School of Business. It started with the first summer Study Abroad group that went to South America in 2007 to visit Chile, Brazil and Peru.

In addition to meeting with business, civic and academic leaders, organizers of the trip wanted the students to examine the impact that microfinance institutions were having in Peru. David Herrmann, an executive-in-residence at the Huntsman School of Business who went on that trip, predicted that doing a research project after the students had been through such a culturally immersive, hands-on learning experience would prove dull at best. He proposed the Huntsman School could launch its own micro-lending program.

Mr. Herrmann, who teaches entrepreneurship and management, requires his students to undertake a service project at the end of his upper-division classes, and for years most students have opted to spend their time raising money for worthy non-profit causes. He decided to have them invest their energy in raising money that could be used, instead, to launch a micro-loan program in Peru. To add a bit of incentive for the students, he said that any group that raised more than \$1,000 could skip the final.

“It’s important to note that these students were not buying a grade with their fundraising,” he said. “In addition to raising \$1,000, they had to put into practice the various elements they would have been tested on. This required planning, goal setting, execution, leadership and team building.”



Spencer Dearing, Emily Stocking and Joey Stocking visit Daniel Acheampong in Abomosu, Ghana. Mr. Acheampong received a loan to expand his current corn grinding business.

The first two classes that tackled these projects raised \$32,000 for the program, Mr. Herrmann said.

Students joined forces with a South America company, Danper, in 2007 and worked with several entrepreneurs who wanted to start their own businesses. That partnership led to the creation of the SEED Program.

The focus of the program is no longer on microlending, Mr. Herrmann said. Now students teach the entrepreneurs the basics of running a business, help them create a business plan and work with those who qualify for a loan.

Mr. Herrmann said he's seen many micro-lending programs fail.

"You can't just give loans to people and walk away," he said. "You've got to teach them how to run their business. They have to feel responsible for making the venture a success."

In South America, loans range from \$3,000 to \$15,000. In Africa, they range from a few hundred dollars to \$3,500. Mr. Herrmann said, so far, about \$93,000 has been loaned in Peru and Africa. There are two student interns working in Peru every semester, and soon there will be two working in Ghana and Uganda in Africa each semester.

More than 35 businesses have been launched with the help of Huntsman students. Some of them have already paid back

their loans. One woman in Ghana, for example, took out a loan of \$700 and agreed to pay it back within nine months. She paid it off in one month.

Several entrepreneurs in Peru who were interviewed recently about their experience with SEED managed to work into nearly every answer, no matter what the question, that they were grateful for what the students had taught them and for the opportunity it created for them. They repeatedly emphasized that they feel they have a responsibility to make those investments pay off for others who might follow them.

Mr. Gomez was loaned enough money to start his own business, a mini-market attached to his home. Through a translator, Mr. Gomez said he now believes he'll be able to send his children to college.

Mr. Gomez's wife, Susanna Palmira Chavez Gonzalez, also runs the mini-mart when Mr. Gomez is at work.

"I don't have words to thank you for the opportunity you have given me," she said during a Skype interview. "It really changed my life and has given us a new path for me and my family."



Jesús Esteban Gomez has an idea to make a better life for his family.

He attends a class to learn how to run a business.

He gets a loan to open a mini-mart attached to his home.

Huntsman students continue to help his business grow.



Spencer Dearinger reviews a loan application with Esther for her restaurant in Abumoso. Her business was so successful, she paid back the loan in one month.



Carlos happily records progress at his Cuy (Guinea Pig) farm in Peru.

Segundo Victor Carranza Vasquez received help launching a taxi business.

“Before, I used to rent a taxi to drive,” he said. “Now, I have my own taxi. My future has changed because I’m making more money. I have a better taxi. It doesn’t break down as much. This has changed my life.”

Martha de la Cruz now owns a bakery. She said the students taught her to account for everything.

“We realize, now, how important it is to keep track of how much bread we are making and how to keep track of all our costs,” she said.

Whitney Dastrup traveled to Peru with the first group in 2007 and later went back for an internship to work with the new business owners. She was one of the students who helped Mr. Gomez with his idea.

“In spite of having to speak in a different language, they made a great effort to communicate almost perfectly with us,” Mr. Gomez said. “They are great friends, and we really miss them down here.”



Drop them in a remote location and the SEEDs of opportunity are sown

Sometimes students complain that a syllabus isn’t clear or that they aren’t exactly sure what they need to do to earn top grades in a particular class.

Such concerns must seem trivial to students who have ventured off in recent years into uncharted waters in remote places to get the SEED Program off the ground.

Joey Stocking and Spencer Dearinger were the first students to serve internships in Ghana. When they arrived, they had to figure out how to set up the program in the new country and discover the best ways to offer the classes. Despite there being no manual, or how-to guide, or even professors by their side to give them step-by-step instructions, the students were able to set up the foundation for SEED in Africa.

Mr. Herrmann said he carefully selects students he can

“You can’t just give loans to people and walk away. You’ve got to teach them how to run their business. They have to feel responsible for making the venture a success.”

— Dave Herrmann

depend on and who he thinks will thrive in such situations.

When Paul Rossiter and Landon Essig heard about the possibility of going to Uganda to launch the SEED Program, no one had to talk them into going.

“When I heard that we were going to Uganda to teach classes and help people start businesses, and that we really were going to be on our own, that was extremely exciting,” Mr. Essig said. “I knew that was something I wanted to do.”

One of the first things they did was win the confidence of a local village leader named Kazibwe Bernard. At first they

only offered classes and people came to learn without knowing they had some start-up money available for them, Mr. Rossiter said.

It was only after people demonstrated that they wanted to learn and began discussing their ideas, that the prospect of available loan money was shared.

“New venture creation is so exciting to me,” Mr. Rossiter said.

“The SEED model is very effective in helping others bring themselves out of poverty, rather than just throwing some money or giving them some supplies.”

Three executives see first-hand the cultivation efforts in Peru

Three members of the Huntsman National Advisory Board have traveled to South America several times

with Huntsman students and witnessed the challenging process students go through as they work with entrepreneurs who desperately want to start new business ventures.

In addition to each of them donating about \$5,000 a year to support interns in the SEED Program, Tim Barney, Scott Davis and Blake Dursteler, have made several trips to Peru to personally help. Mr. Barney, ’03, Master of Science in Political Science, is president and founder of Longview Partners. Mr. Dursteler, ’96, accounting, is the director of C.L. Fred and Leora Mae Evans Family Charitable Foundation. Mr. Davis is the president

and CEO of Mountain West Small Business Finance.

The three have worked with the Study Abroad students as they analyze the proposals put forward by the people applying for loans. Mr. Dursteler said the experience demands the students tap many of the skills they've learned in school and apply them to actual business cases.

"It's almost like a mini-internship that goes across so many different fields in a short period of time," he said. "The ethical leadership comes into play not only in the way they handle themselves but the way they treat the people they are working with, how they manage the information they've got and how they make the decisions they end up making."

Mr. Barney said he doesn't see how anyone could duplicate in the classroom the experience students have when they work with the SEED Program.

"It's a phenomenal experience when you immerse yourself in the culture and the people," Mr. Barney said. "But, at the same time, you're learning business principles that are applicable pretty much anywhere and in any situation."

Mr. Davis said the students get to know the applicants, visit their homes and see their humble circumstances.

"They get the idea real quick that this is the real stuff," he said. "This means a whole lot to these people."

Mr. Barney said during the due diligence process, students can be faced with ethical dilemmas as they grow to care about the people but realize their business ideas may not fly.

"Do you give somebody money because you want to help them lift themselves out of poverty?" Mr. Barney said. "Well, you weigh that against the merits of a business plan, and you're faced with some pretty tough ethical choices, because the humanitarian in all of us would want to just give the money. That's not what we're asking the students to do. We're asking them to make sound and solid business judgments based against that humanitarian backdrop. Last year, for example, I watched one particular group struggle to the point that a couple of the women were actually in tears

several times because they couldn't make the numbers work, but they wanted so desperately to give the family money. If that doesn't build ethical leadership, I don't know what does." **H**

"They get the idea real quick that this is the real stuff. This means a whole lot to these people."

— Scott Davis



Wednesday, Jan. 5, 2011 – 1 p.m.

After traveling more than 20 hours and spending our first night in Kampala, we make our way to Masaka, where we will live for the next three months. The ride was painstakingly difficult because the roads were full of potholes, making for an interesting first African road adventure, but we made it.

Friday, Jan. 14, 2011 – 6 p.m.

Having finally gotten over our jetlag and made contact with our business groups in Masaka, we took some time to enjoy the weekend by walking around the city. When the sun sets, the cool temperature makes it easy to find a nice place and to take in some of the scenes in Africa.

Saturday, Jan. 15, 2011 – 3 p.m.

We decided to visit the beautiful and quaint Lake Nabugabu today. It's interesting to see different types of animals all around. We had a lot of fun interacting with some monkeys in the trees.

Monday, Jan. 24, 2011 – 2 p.m.

Kazibwe Bernard is the village leader and helps us teach our business classes by translating. The villages are spread apart so we have to walk long distances to get there. The people who come to our classes are grateful for our arrival and seem humble and ready to learn.

Monday Jan. 24, 2011 – 4 p.m.

Members of the groups we taught were so happy that we came that they gave us two large sticks of pure African sugar cane. The canes were about nine feet high. We had to tear with our teeth through the outer shell of the cane but once we got it open, the sugary goodness was ours to enjoy.

Editor's note: Huntsman Students Kaden Comadena and Matthew Kennedy are in Africa serving internships in Masaka, Uganda. These are a few updates they have sent earlier this year.



ON THE WEB

Learn more about the SEED Program and its current projects at huntsman.usu.edu/seed



global community

Quentin Stewart

After completing my MBA at Utah State University in 1974, I headed to my native California to begin a career and to leverage my newly acquired academic skills and experiences.

The next year, I joined Solar Turbines in San Diego, which at the time was a subsidiary of International Harvester. While the position at Solar was for a marketing business analyst, in just a few short weeks of employment, I found myself out on the shop floor assembling gas turbine packages because of a machinists' strike. In retrospect, the strike was a great opportunity to work on the shop floor and gain a better technical understanding of the product. Due to the increased technical and product background that came with this hands-on experience, I was then given field assignments primarily with oil and gas applications in the United States, Oman, the North Sea, Netherlands, Belgium, Algeria, Hungary, Venezuela and Mexico.

In 1979, Solar moved me to Lafayette, La., where I worked with oil and gas customers in the Gulf of Mexico and managed a small staff of technical personnel. In 1981, I moved to

New Orleans to assume responsibility for one of Solar's repair shops and its technical staff. Also in 1981, Solar Turbines was acquired by Caterpillar and has remained a Caterpillar company since then.

My first overseas move was in 1983 when I was assigned by Solar to be the regional service manager for Europe, Africa and the Middle East. This was a great opportunity to work with customers from a variety of cultures, and it was a wonderful experience for my growing family to live in Belgium. Like many large companies, the majority of Solar's business is overseas.

In 1986, we returned to Houston, Texas, where I became the regional service manager for the southern and eastern United States. Then, in 1995, we moved to Dallas, Texas, to assume the management of an overhaul facility with 200-plus employees. It was very different working with, and managing, a manufacturing operation, and re-manufacturing (or overhauling) is probably the most challenging manufacturing assignment from a supply chain and technical specification viewpoint.

Another dramatic career shift came in 1999 when Solar moved me back to Houston as a sales engineer for electrical power generation projects. During the energy crisis from 1999–2003, there was a huge demand for several new gas turbine power generation projects in the United States, including the Solar 5 megawatt cogeneration project at USU and the 15 megawatt peaking plant with Logan City Light & Power.

With a wide variety of job experiences at Solar, in 2004, we moved across the Pacific to Melbourne, Australia, where I am currently the managing director with responsibility for all of Solar's growing business operations in Australia, New Zealand and Papua New Guinea. With a staff of about 80 employees, business has been excellent in gas-rich Australia and Papua New Guinea.

Thirty-six years after being a freshly minted MBA from USU, after several calculated career risks and moves, I can say the experience has been richly rewarding and personally fulfilling.

To today's students, I would say, keep a long-term perspective as you think about life after Utah State. Don't get caught up with appearances or the glitter of fancy titles. Hold to your personal values, take initiative and get out there. The world needs more Aggies out and about.

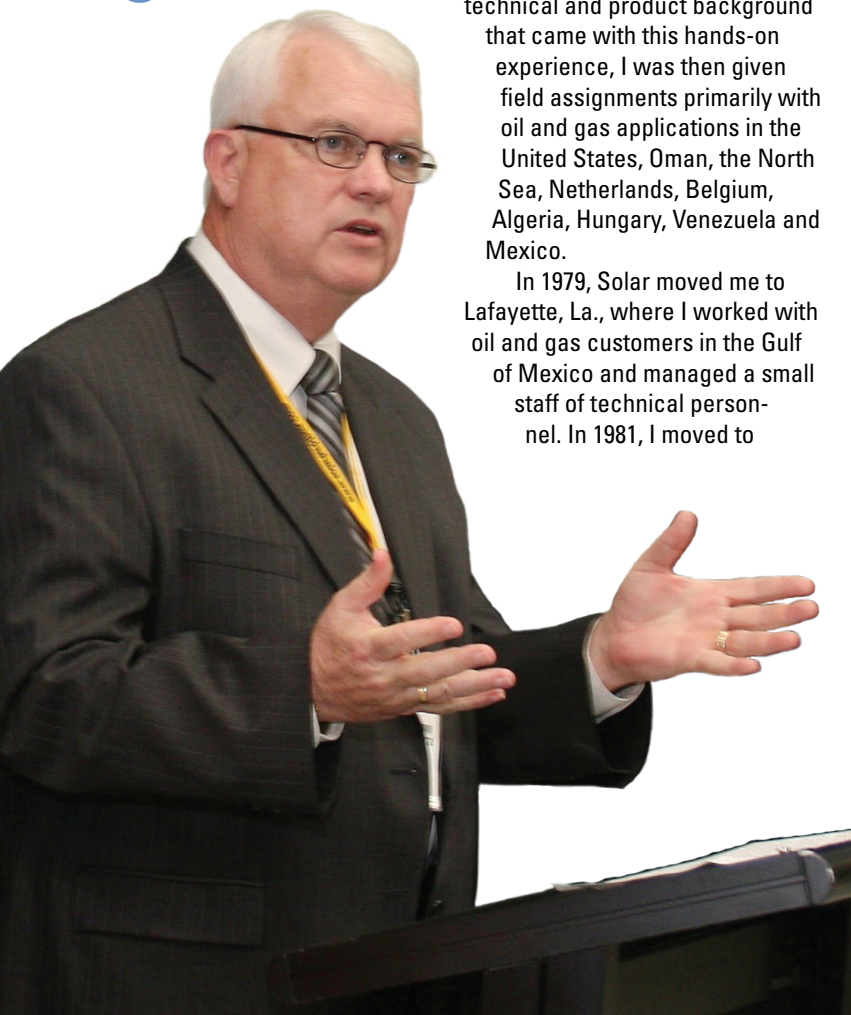


PHOTO COURTESY OF QUENTIN STEWART



PhD., '98, Economics
Chairman, Islamic International Arab Bank
Amman, Jordan

Q: Who was your favorite professor?

There is more than one indeed. Basudeb Biswas was my PhD committee chairman. I had several courses from him, like econometrics and international trade. He had a significant impact on me through his unique way of teaching, advising and providing comfort. Nothing was difficult or ambiguous when he taught me. Also, Christopher Fawson was one of my favorite professors. Whenever I would visit him asking for help, his answer was always, "you bet," and I always felt close to him. He made me feel like his friend, not just a student. James Shaver, the dean of graduate studies at that time, was also one of the professors I liked very much, even though I never had a course from him. I came to know him through my activities in the Associated Students of Utah State University (ASUSU) and the Graduate Student Senate (GSS). I served as a vice president for the GSS, and I became the first international student to win the election for the president of GSS. Little did I know that working in that student government was a very good preparation for my career to come.

Q: What is your favorite memory at the business school?

Well, when you live in a place for four years and deal with professors and students, you have many memories. However, one of the memories, which I will never forget, is passing the preliminary examination before finishing my first year of study. I began my first year at USU in January 1994 and passed the examination in June 1994! That was a great challenge, and I had to study day and night to pass. Of course, my previous knowledge and my love of economics were of great help in this endeavor as well.

Q: What advice would you give for current students?

When you go to school, your first goal is to learn and gain knowledge that you will use in the years to come. Therefore, it is very important to question everything and understand what you read in the classes you attend. Yes, it is important to get

high grades so you have better chances at securing a job, but what is equally important is to gain quality knowledge. To get this, you have to love what you read and enjoy the time you spend in reading, researching and preparing reports. To sum up, the successful student is the student who loves his or her field from deep within his or her heart. In addition, I advise them to pay some attention to non-curriculum activities, because such activities are important in building more networks and your own character and personality.

Q: What has most contributed to your success? What got you to where you are?

Everything starts with a dream! These dreams develop over time to become your ultimate goals in life. However, to get there you have to work hard and utilize all of your capacities. On the road, you will face difficulties, challenges and upsets. Nevertheless, such difficulties make you stronger and give you more power. To be specific, I dreamt of becoming a Minister of State when I was in high school; I wished to become the Minister of Labor. Therefore, I decided to study economics, because I found that the majority of labor ministers were economists. Of course, I came to realize later on that this was not necessarily the case but I am most thankful for my education in economics nonetheless.

While doing my undergraduate degree, I had to visit the Central Bank of Jordan to gather some papers for a report I was doing. I loved that place, and so, on the spot, I decided I wanted to work there after graduating. This meant that I had to get excellent grades and gain the required knowledge to pass the interviews, and I did. I worked at the Central Bank and found that a graduate degree would increase my opportunities in making my dream of becoming a minister come true. So, I got my master's and PhD. After that, I moved to the Ministry of Planning and International Cooperation as a director of research and studies. There I had to work sometimes seven days a week and very long hours. To succeed, you also must sacrifice. I got promoted to undersecretary, then to minister. I have served in three ministerial positions since 2005, however, not one of which was labor.

Q: Who is the person that has most shaped your life?

My mother, of course! My father passed away when I was less than two years old. She had to work hard and sacrifice to raise a family of six. I learned from her that things don't come easy, and life should be challenged! Further, I was the only male in the family and in my culture this meant that I was the center of attention and the hope of the family. Part of my success is thanks to my mom, and I wish to express my deep gratitude to her. Your hard work was fruitful and paid off.

I also must give credit to Stephen Covey's book *The 7 Habits of Highly Effective People*, as well as some books about time management that were given to me when I joined ASUSU.

People do not usually expect Astou NDiaye, a 6-foot, 3-inch former professional basketball player from Senegal in Africa to start speaking Italian.

After playing professional basketball all over the world for seven and a half years in the Women's National Basketball Association (WNBA), Ms. NDiaye came to Logan to be an assistant coach for the USU women's basketball team.

She worked in that capacity from 2008 to 2010, and she is now finishing her education as a graduate student at the Jon M. Huntsman School of Business. She expects to complete her Master of Science in Human Resources degree this spring.

"Being at the Huntsman School of Business at USU gave me the chance to meet some very smart and interesting people," Ms. NDiaye said. "I have been able to acquire some great knowledge going through the curriculum in the management department with professors who have been great and inspiring."

Ms. NDiaye received a bachelor's degree in Business from Southern Nazarene University in Bethany, Okla. where she graduated, cum laude in 1997. Her international education, however, was just beginning.

Ms. NDiaye played for a team in Italy for two years. Now, finding herself in Logan, she said she is experiencing a different kind of culture shock.

"To be effective in a new culture requires a lot of patience and a lot of learning and adopting some of other people's ways," she said. "It's not easy when you have to learn a new language just to communicate daily, as was the case in Europe."

It is important to take every opportunity to broaden that vision, even if it can be a little difficult at times, according to Ms. NDiaye.

"Just be open-minded," Ms. NDiaye said. "Don't be afraid to go outside of your own sphere of comfort. Be willing to integrate yourself into other peoples' way of doing things. Have a genuine focus of immersing yourself in other's cultures. Ms. NDiaye and her husband, Ousmane Diatta, are parents to their seven-year-old triplets, Boubacar, Bineta and Ndiasse.

Ms. NDiaye ranks third all-time on the career scoring list, after scoring 2,126 points for Southern Nazarene University. She was named Women's Basketball Coaches Association NAIA All-American her senior year and was a two-time NAIA First-team All-American. **BT**



PHOTO BY STERLING MORRIS

Get involved

Our students, faculty and staff travel the world every year. If you want to host a visit, attend an alumni event or participate in some other way, please contact the program directors listed here.

Undergraduate Study Abroad

Each summer, Jon M. Huntsman School undergrads participate in any of four study abroad trips to South America, Asia and Europe. These faculty-led trips include visits to public and private institutions as well as service projects. In the past year, students have visited Armenia, Belgium, Brazil, Chile, China, England, France, Korea, Peru, Russia, Turkey and Vietnam. Contact Liz Allred for more information at liz.allred@usu.edu.

Huntsman Scholar Program

The Huntsman Scholar Program is Utah State University's premier academic and leadership opportunity for students interested in business and global affairs. Students participate

in a five-week, faculty-led visit to Europe each fall. For more information contact Shannon Peterson at shannon.peterson@usu.edu or Stacey Hills at stacey.hills@usu.edu.

MBA & MSHR International Trips

As part of their graduation requirement, our MBA students and participating MSHR students undertake international trips during spring break. This past year, they visited China, England, France, Italy, Japan, Spain and the UAE. For more information about the MBA program contact Kathy McConkie at katherine.mcconkie@usu.edu. For more information about the MSHR program contact Lisa Leishman at lisa.leishman@usu.edu.

Internships

Our students interned in 16 countries in 2010. If you can open internship opportunities, contact Krystn Clark at krystn.clark@usu.edu.



Huntsman students benefit
from the school's

China

connection BY TROY OLDHAM

Over the past decade, China has erupted on the world business stage as a rising global force in both business production and innovation. The higher-education landscape in China is evolving as well, and according to the Ministry of Education of the People's Republic of China, there are more than 2,200 universities and colleges in China, with more than 20 million students.



668

Huntsman students have participated in a Study Abroad experience since 2007 to continents across the world including Asia, South America and Europe

259

Students have participated in the 2010-2011 academic year

800+

Students are enrolled in the China Degree Program studying economics, finance, management, and marketing

60

Percent of Huntsman students speak a second language

While interest in China may be new for some higher-education organizations, several years ago the Jon M. Huntsman School of Business recognized the emerging opportunities and began working with three academic institutions in China. Today, the Department of Economics and Finance at the Huntsman School is educating over 800 Chinese students who are studying toward a USU economics degree in International Economics and Trade. The partner institutions include: Beijing Institute of Technology, Northeast Dianli University in Jilin City and the Institute for Advanced Learning in Hong Kong.

Based on the interest of our Chinese students and partner institutions, the degree program focuses on managerial and leadership skills. It also aims to help students enhance competency in navigating the global economy through focused training in the areas of international economics and trade. Throughout the program of study, students are exposed to specialized training in various fields of business to provide a greater understanding of the free enterprise system in a global context.

The Utah State University courses are delivered using a “face-to-face” lead professor/local instructor model. Huntsman School professors from every academic department are assigned as lead professors and are responsible for course content, learning assessment and instructional pedagogy. Huntsman School faculty members are joined by colleagues from across campus in delivering a four-year degree program that includes a full year of intensive English instruction.


“Our model leverages the design and review role of a senior faculty member with a local facilitator who is also a professor,” said Chris Fawson, senior associate dean and a professor of economics in the Huntsman School of Business.

“We think it’s a model that will help foster broader collaboration,” Dr. Fawson said. “While faculty members work together on preparing high-quality instructional materials, we believe it will also lead to collaboration on research interests.”

Class format and content are organized and disseminated to students using local instructors who are affiliated with partner institutions. Local instructors are responsible for learning facilitation through face-to-face delivery of course content. This delivery model enhances the breadth of academic engagement between lead professors and local instructors. It also meets the Chinese Ministry of Education requirement that the primary model of instruction be through face-to-face contact between students and instructors.

As a result of increased connections between USU and its partner institutions, many of the Chinese students in this program transfer to the Logan campus and contribute vitality and diversity to the resident campus experience, Dr. Fawson said.

Further, this program continues to provide the opportunity for Chinese professors to spend time in Logan and for USU faculty to visit and teach in China.

The China Program is administered by Tyler Bowles, department head of Economics and Finance and Dwight Israelsen, professor of economics and finance and director of Academic Programs and Initiatives in China. 



Left to right: Huntsman MBA students Vladimir Sosa, Don Tarinelli, Chris Bybee, Dan Ricks and Sam Borrowman inside the Forbidden City in Beijing.

TOP PHOTO BY MARK SCHMIDT

BOTTOM PHOTO BY TROY OLDHAM

HUNTSMAN STUDENTS TRAVEL TO CHINA

The Jon M. Huntsman School of Business aims to make education with China at the Huntsman School an immersive two-way endeavor.

In addition to partnering with Chinese higher education institutions to deliver courses in China, the Huntsman School also takes the initiative to immerse the Logan campus students in an intensive in-country experience.

In March 2011, 13 Huntsman MBA students, together with faculty and staff leaders and as many as five embedded executives at different points in the trip from the Huntsman alumni community, participated in an intensive two-week visit to Hong Kong, Guangzhou, Beijing and Xi'an, China. Below is one of the student's travel agenda that represents company visits, cultural and academic experiences and networking with alumni friends across China.

China is not the only international destination. During spring break 2011, three other MBA teams visited Japan, Italy and the United Kingdom (see page 14). We also invite you to read about how our fall and summer travel abroad programs take more than 200 students each year to China, Japan, Korea, Vietnam, Brazil, Chile, Argentina, Sierra Leone, Guana Island, Turkey, Armenia, Russia, Switzerland, France, Belgium and the Middle East.

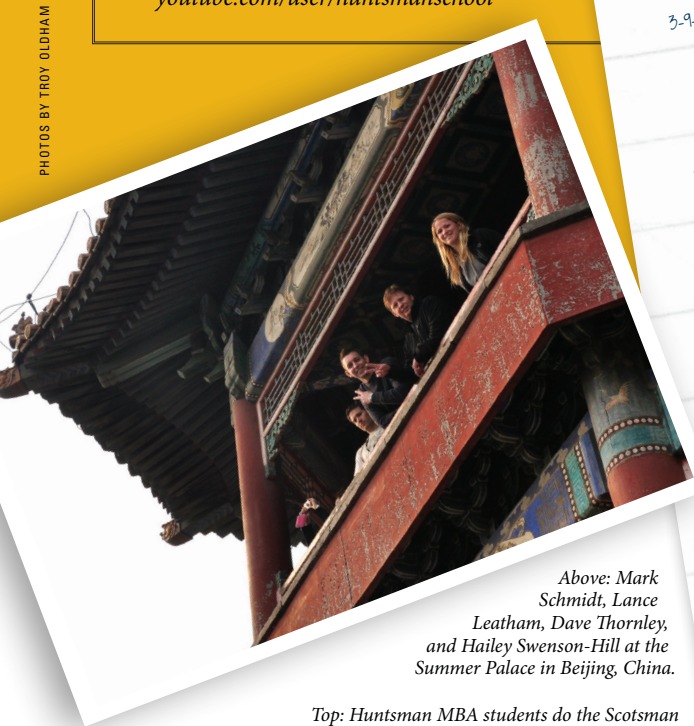
ON THE WEB

Watch the Huntsman MBA students do the Scotsman on the Great Wall at youtube.com/user/huntsmanschool



My China Journal - Hailey Swenson-Hill (Huntsman MBA Student)

- 3-4-11 (Friday)
4:15 (am) Depart on Aggie Shuttle to airport - catch the 8:30 flight from SLC
- 3-5-11 (Saturday)
18:40 Arrive at Hong Kong International Airport. Transport to the Salisbury hotel.
20:00 Dinner with MBA group at the Peninsula Hotel overlooking Victoria Harbor
- 3-7-11 (Monday)
9:00 Briefing on bus to Disney University/Hong Kong Disneyland
Meet Alex Chan at front entrance of park. Attend special presentation for Huntsman School students: "Our Resorts Cultural Journey on Challenges and Adaptations."
16:00 Park Tour to end visit
20:00 Alumni/Student Reception at the Salisbury Hotel
- 3-8-11 (Tuesday)
9:00 Briefing on bus to Oriental Overseas Container Line. (OOCL) Andy Tung (just read his bio... Impressive!)
15:30 - 18:30 Institute of Advanced Learning (IAL) in Hong Kong. Professor Oldham and 3 MBA students are going to teach a marketing class
- 3-9-11 (Wednesday)
7:30 am. Bus to Guangzhou to visit Hino Motors and take a plant tour
11:00 Lunch at Hino Motors's cafeteria with Mr. Shingo!
12:00 Bus to Toyota Plant
14:00 - 16:00 Toyota Plant - company overview and plant tour
16:00 Bus to Guangzhou airport to make flight to Beijing
- 3-10-11 (Thursday)
9:00 Briefing on Bus to U.S. Embassy. Visit Ambassador Huntsman and his staff
12:00 noon Peking Duck Luncheon
13:00 Marketing and retail tour with Taylor Price from Icon Health + Fitness China
16:30- 18:00 Tour retail district with executives
- 3-11-11 (Friday)
7:30 Load bus to Beijing Institute of Technology (BIT)
12:30 pm. Bus to Microsoft Beijing
13:00 - 14:30 Tiannamen Square + The Forbidden City
- 3-12-11 (Saturday)
8:00 Bus to the Great Wall
15:00 - 19:00 Great Wall - Do the Scotsman on the wall
20:00 Soft-sleeper night train to Xian - 11 hours thru the country side of China!
- 3-12-11 (Sunday)
Exit Train and catch the bus to Terracotta Warriors, Shaanxi History Museum, and city wall
17:00 Bus to airport
20:50 Flight back to Beijing
- 3-14-11 (Monday)
9:00 Negotiate the best deal on a new business suit and shoes at Silk Road market
10:30 Bus to Beijing airport to fly home



Above: Mark Schmidt, Lance Leatham, Dave Thornley, and Hailey Swenson-Hill at the Summer Palace in Beijing, China.

Top: Huntsman MBA students do the Scotsman on the Great Wall of China



BY DAVE PATEL

The Dean's National Advisory Board offers alumni and friends opportunities to be actively engaged in the mission and purpose of the Jon M. Huntsman School of Business.

meet our board

USU HONORS

- Gary & Karen Black, *2009 Alumni of the Year*
- Mary & Mark Bold, *2011 Distinguished Service Award*
- Jeff & Bonnie Clark, *2010 Distinguished Service Award*
- Mark & Wendy Holland, *2008 Young Alumni of the Year*

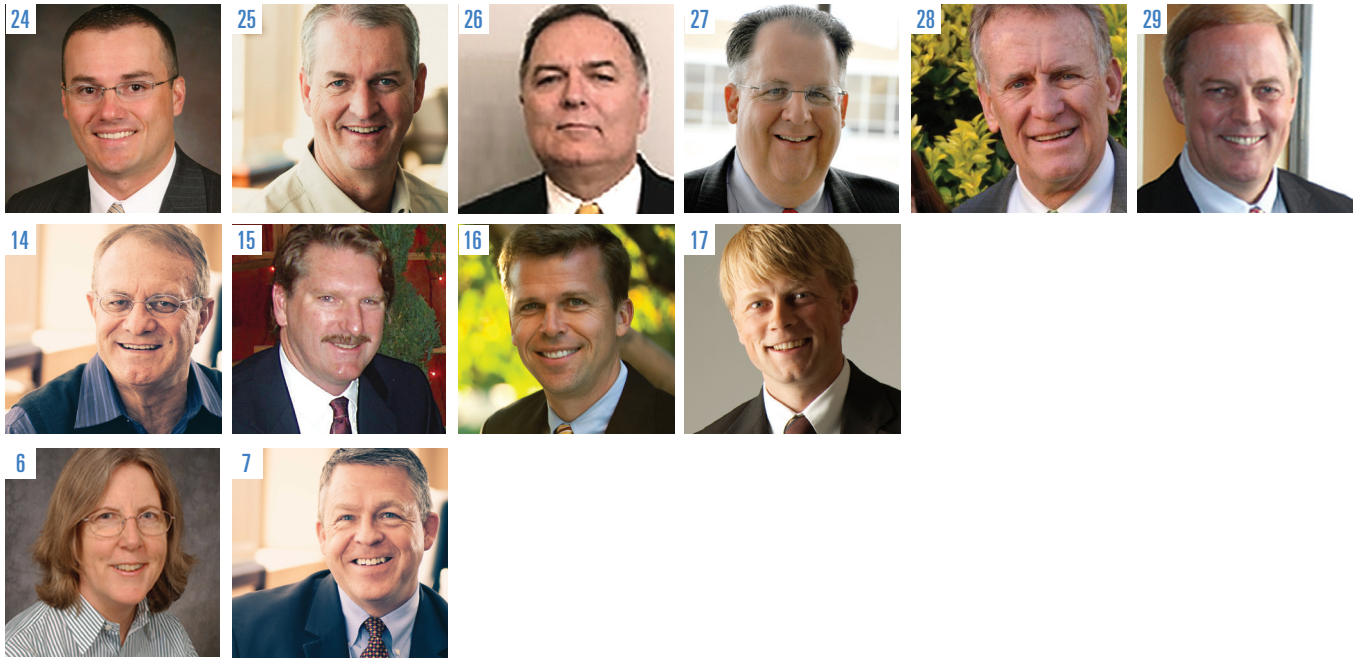
HUNTSMAN SCHOOL HONORS (see opposite)

- * Distinguished Executive Alumnus Award
- ** Professional Achievement Award

Just in the past year, board members Tim Barney, Jeff Clark, Boyd Craig, Scott Davis, Blake Dursteler, Lynnette Hansen and Brady Murray returned to campus to speak with students. David Stowell taught a seminar on corporate finance, and Roger McOmber was the commencement speaker for the MBA graduation. Gary Anderson spends many hours with students studying entrepreneurship, and for the last three years, Messrs. Barney, Davis and Dursteler have accompanied students during the summer Study Abroad trip to Latin America. There they spend a couple of weeks working directly with the students who are assisting entrepreneurs in developing countries. Many others have opened their networks to enable site visits for the study abroad program.

During the 2009-2010 academic year, the Huntsman School of Business awarded \$891,000 in scholarships from privately donated money to students. This figure is more than a four-fold increase over the past five years. Board members are critical to this tremendous increase.

“They serve as our greatest ambassadors, by promoting the school to their networks and by giving their time and resources to expand opportunities for our students,” said Dean Douglas D. Anderson.



1 Mark Holland **
Chair – USU Huntsman School of Business National Advisory Board
Chairman & CEO – Intermountain Staffing Resources

Ascend HR Solutions
 '86, BS in Marketing
 '88, MBA

2 William Adams
Founder – Full Circle Group
 '80, BS Speech

3 Gary Anderson **
Managing Partner – Cheever Capital
 '78, BS Accounting

4 Timothy L. Barney
President and Founder – Longview Partners
 '03, MA Political Science

5 Gary Black *
Owner – Black Agri Land and SL-TB Holdings
 '63, BS Economics

6 Mary McAllister Bold **
President – Inline Plans, Inc.
 '69, BS Economics

7 Kent Bracken
Senior Manager – Cappgemini
 '76, BS Finance

8 Bill Bullen, Jr.
President – Bullen's Inc.
 '65, BS Economics
 '68, MS Economics

9 Jeff Clark **
Chairman and CEO – J D Clark & Company and Praesideo Management, LLC
 '82, BS Accounting

10 Boyd Craig
Executive Director – Stephen R. Covey Group

11 Scott Davis
President and CEO – Mountain West Small Business Finance
 USU Attender

12 Blake Dursteler
Director and Board Member – C.L. Fred & Leora Mae Evans Family Charitable Foundation
 '96, BS Accounting
 '98, MAcc

13 Lynnette Hansen **
Owner – Wasatch Property Management
 '73, BS Business Administration
 '74, MS Business Education

14 Larry Hendricks **
Retired, Co-founder, VP of Finance and General Manager – Daily Foods
 '68, BS Accounting

15 David Hickox
Partner – Ernst & Young
 '77, BS Accounting

16 David H. Huntsman
President, Huntsman Foundation

17 Skyler Jenks
Huntsman School Senator 2010-2011

18 Richard King **
Vice President – Associated Foods
 '72, BS Administrative Systems

19 Kurt Larsen **
CEO – Resource Management, Inc. (RMI)
 '69, BS in Personnel and Industrial Relations

20 Roger McOmber *
Partner – Sawtooth Investment Management
 '91, MBA

21 Shauna Carter Mabey **
Former Director, Sales and Marketing – The Pasha Group
 '82, BS Marketing

22 Crystal Maggelet *
Co-owner – Crystal Inns
President and CEO – Flying J
 USU Attender

23 Steve Milovich *
Senior Vice President of Human Resources – Disney/ABC Television Group
 '79, BS Economics

24 Brady Murray
Co-founder – Allegis Financial Partners
 '05, BS Accounting

25 R. Pepper Murray
Orthopaedic Surgeon – Mountain Orthopaedics, LLC
 '82, BS Biology

26 William G. Murray
Chair – Global Real Estate Group – Orrick
 '72, BS Political Science

27 H.E. "Bud" Scruggs
President and CEO – Huntsman Financial Corporation

28 Duane Shaw
Principal Owner and Founder – Academy Mortgage Corporation
 '73, BS Marketing

29 David Stowell **
Professor of Finance – Northwestern University's Kellogg School of Management
 '76, BS Economics



Kent Alder, '74, Finance, '80, Accounting, is the chief executive officer, president and director of TTM Technologies. TTM is the fourth largest printed circuit board company in the world and has been recognized as one of the "100 Most Trustworthy Companies" in America by Forbes magazine. Mr. Alder also received a Professional Achievement Award from the Jon M. Huntsman School of Business on Feb. 4, 2011.

VISION

Kent Alder Chief Executive Officer, President and Director of TTM Technologies

I'm pleased to share my thoughts for the "Vision" section of the *Huntsman Alumni Magazine*. The importance of having a vision and global perspective on today's business environment is a vital element in leadership today. Our business has grown significantly, because we recognized that good business partners are not limited to our own community, state or nation. People all over the world are looking to great leaders with strong ethics and business expertise to bring unique perspectives to new and existing business ventures. Leaders are emerging in areas where we may not have looked 15 or 20 years ago.

Countries like China and India are not just on the radar, but business leaders from these countries are setting a high bar in terms of ideas, new technologies and successful business practices.

A GLOBAL COMMUNITY OF TALENT.

In April 2010, we acquired Meadville Holdings, a Chinese company with manufacturing operations in China that is headquartered in Hong Kong. Our leadership team spent numerous hours over several years getting to know Meadville, its management and owners. We confirmed our belief that Meadville was a well-managed company with a similar value system and management style but with numerous differences due, in part, to the cultures of our two countries. We were confident that we could develop the trust between our companies necessary to have a successful integration. We had to learn how to work within the cultures of our two countries yet merge our businesses in a way that would enhance our strengths and recognize our employees and their talents. Our success was dependent on our ability to orchestrate these talents under a common and shared vision for the future and communicate that vision in a clear and straight-forward manner.


COMMUNICATION.

TTM has been on a merger and acquisition path for more than a decade. Each new venture has required us to communicate our vision for the future with our existing employees and our new employees. This means getting out of our offices and spending time sharing, listening and discussing new ideas to enhance our current business. I don't think it is possible to over communicate in these situations. We've discovered the leadership message must be honest, direct and clear. We try to approach each situation with the notion of "what if I was in his or her shoes?"


THERE ARE NO SHORTCUTS.

Despite the rapid growth of TTM, our first trip to China was in 2004; and today I visit almost monthly. Each trip is a discovery, and we are constantly learning about our customers, their businesses and our ever-changing industry. You need to know what you are getting yourself into with any business acquisition. Our focus from the beginning has been to buy well-run companies that are managed by ethical business leaders. It is important to get to know the people, the business and communicate a common vision of the future, and that takes a significant amount of time. Today, we have the right team in place and a clear vision for the future as we all pull on our oars at the same time.

A PURPOSE IN GIVING BACK.

Above all, it is important to have a purpose for what you are doing. My education at Utah State University provided me with the foundation for my career. I have a desire to support USU in any way possible. Donating my time and resources enables me to be part of a great team and that, in some way, I hope will benefit the university. 

Editor's Note: Vision is a regular feature of the Huntsman Alumni Magazine that recognizes a member of our alumni community and provides them a platform for sharing perspectives on business leadership. Mr. Alder was recommended by several of our involved alumni for this feature. If you know someone who should be featured in this section, please send suggestions to huntsman.alumni@usu.edu.

A professional portrait of Kent E. Bracken, a middle-aged man with short, graying hair and blue eyes. He is wearing a dark blue suit jacket over a light blue striped shirt and a patterned tie with red, yellow, and blue geometric shapes. He is looking directly at the camera with a slight smile. The background is a blurred office setting with warm lighting.

Kent E. Bracken, '76 B.S. Finance Huntsman School, '77 M.M. MIS Northwestern, is a member of the Jon M. Huntsman School of Business National Advisory Board and former member of the Huntsman School of Accountancy Advisory Board. Mr. Bracken is a supporter of the NAB Scholarship Fund, the Ernst & Young Professorship and the Alumni Association. He joined the Old Main Society in 2003.

Mr. Bracken is a senior manager at Capgemini (formerly Ernst & Young Consulting). He manages large scale IT projects for Capgemini. He has worked on extended foreign assignments in Singapore, Thailand and India, as well as short-term roles in Switzerland, Canada and Germany.

VOICE

Kent E. Bracken

Senior Manager, Capgemini Ernst and Young
Member of the Jon M. Huntsman School of
Business National Advisory Board

YOUR CAREER HAS TAKEN YOU ALL OVER THE WORLD. WHAT DOES 'GLOBAL VISION' MEAN TO YOU?

Global vision means being able to look at the world and see differences as opportunities and realize that, in spite of those differences, we have much in common. I am the third generation of my family to be born and raised in Cache Valley, so my roots are definitely local. But some of the most rewarding experiences in my life, both personal and professional, have come from my global opportunities.

We each bring unique skills, experiences and perspectives to the table — especially in another country or with another culture. Success comes when you recognize those differences, appreciate them and then work with your counterparts to create something better than either one of you could come up with alone. In business, you have to look for new opportunities and new ways of working. It was a revelation to me to learn how much I have in common with individuals with very different backgrounds and what we could offer each other.

In my profession, you have to be willing to travel, and I have always had the attitude that I would be willing to go anywhere. When I was asked to consider an assignment in India, I saw it as a great opportunity.

YOU LIVE IN CHICAGO AND ARE ON THE ROAD FULL TIME. HOW ARE YOU INVOLVED WITH THE HUNTSMAN SCHOOL OF BUSINESS?

Since I'm a member of the National Advisory Board, I get a chance to be back in Utah at least twice a year to meet with students and faculty. I've guest-lectured a few times and also participate in the "Dine with Alumni" program, where alumni host a dinner with eight to 10 students. These are great opportunities to not only hear what's going on but to provide feedback from the "field" on issues and topics. Back in Chicago, I've been involved in both university- and Huntsman School-sponsored events. I try to stay in touch with USU alumni wherever I am; and when I was in India, USU asked me to reach out to alumni in that country. I was also able to support the Huntsman Scholar Program by arranging for

the group visiting Europe to spend time with some of Capgemini's European consultants at our headquarters in Paris. Finally, I stay involved through financial support for the Huntsman School. I think my situation is a good analogy of how having a global vision requires that you not be restricted by geographic location. Managing remote project teams or contributing input and support for the Huntsman School from Chicago or India are simply required ways of working.

WHAT ADVICE DO YOU HAVE FOR STUDENTS AND ALUMNI WHO WANT A SUCCESSFUL CAREER TODAY?

I suggest that everyone needs to understand that we are more connected globally than ever before. We need to be global thinkers and appreciate a global perspective, regardless of where we live or work. Global issues impact all of us in both large and small ways, and we will need to be able to understand and interact with people, products and economies from all over the world. Students should take advantage of the Study Abroad program, get involved with clubs and organizations that provide an international exposure and, if possible, learn a foreign language.

WHAT DOES 'DARE MIGHTY THINGS' MEAN TO YOU?

It means having the courage to step out of your comfort zone to discover new things, new lands and different cultures. It means being humble enough to learn from others and honestly listen to their ideas about things you don't already know or understand. Learning how to work in a different culture requires that combination of courage, humility and openness to new experiences and ideas — all of which are necessary to learn and be successful in an international setting. I also believe it means being willing to contribute, in your own unique way, to help out the next generation of leaders. I believe that Huntsman School students who get involved with international opportunities offered through the school will realize their potential as scholars, entrepreneurs and leaders, and will, in turn, themselves, "Dare Mighty Things." ■

"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

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worth a
thousand words